[Academic Script]

Value

Subject: Business Economics

Course: B. A. (Hons.), 4th Semester,
Undergraduate

Paper No. & Title: Paper – 402
Organizational Behaviour

Unit No. & Title: Unit – 2
 Individual Behaviour

Lecture No. & Title: Lecture – 4
Value

Academic Script

1. Introduction

Today we are going to learn about Values in the field of Organizational Behaviour. *Values* have major influence on a person's behaviour and attitude and serve as broad guidelines in all situations. They help us become who we are and are a huge part of our makeup, ethical compass, and, ultimately, personality. This will help us to understand the needs and underlying emotions of a person and his responses. So let's get started with our session!

VALUES

- Values and how they are formed
- Values and its types
- Values across Culture

Meaning

Is capital punishment right or wrong? If a person likes power, is that good or bad? The answers to these questions are value laden. Some might argue capital punishment is right because it is an appropriate retribution for crimes such as murder and treason. Others might argue, just as strongly, that no government has the right to take anyone's life.

Values represent basic convictions that "a specific mode of conduct or end state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence." They contain a judgmental element in that they carry an individual's ideas as to what is right, good, or desirable.

Values are stable, evaluative beliefs that guide our preference for outcomes or courses of action in a variety of situations. They are perceptions about what is good or bad, right or wrong. Values don't just represent what we want; they state what we ought to do-socially desirable ways to achieve our needs. They influence our choice of goals and the means for achieving those goals.

Values have both content and intensity attributes. The **content attribute** says a mode of conduct or end-state of existence is important. The **intensity attribute** specifies how important it is.

When we rank an individual's values in terms of their intensity, we obtain that person's value system. All of us have a hierarchy of values that forms our value system. We find it in the relative importance we assign to values such as freedom, pleasure, self-respect, honesty, obedience, and equality.

People arrange values into a hierarchy of preferences, called a value system. Some individuals value new challenges more than they value conformity. Others value generosity more than frugality. Each person's unique value system is developed and reinforced through socialization from parents, religious institutions, friends, personal experiences and the society in which he or she lives.

2. Value and Employment

The values a person holds will affect his or her employment. For example, someone who has an orientation toward strong stimulation may pursue extreme sports and select an occupation that involves fast action and high risk, such as fire fighter, police officer, or emergency medical doctor. Someone who has a drive for achievement may more readily act as an entrepreneur.

Moreover, whether individuals will be satisfied at a given job may depend on whether the job provides a way to satisfy their dominant values. Therefore, understanding employees at work requires understanding the value orientations of employees.

(http://catalog.flatworldknowledge.com/bookhub/3?e=bauer-ch03_s02)

How Are Values Formed?

Values are usually shaped by many different internal and external influences, including family, traditions, culture, and, more recently, media and the Internet. A person will filter all of these influences and meld them into a unique value set that may differ from the value sets of others in the same culture.

Values are thought to develop in various stages during a person's upbringing, and they remain relatively consistent as children mature into adults. Sociologist Morris Massey outlines three critical development periods for an individual's value system:

- Imprint period (birth to age seven): Individuals begin establishing the template for what will become their own values.
- Modelling period (ages eight to thirteen): The individual's value template is sculpted and shaped by parents, teachers, and other people and experiences in the person's life.
- Socialization period (ages thirteen to twenty-one): An individual fine-tunes values through personal exploration and comparing and contrasting with other people's behaviour.

(Source: Boundless. "Defining Values." *Boundless Management*. Boundless, 26 May. 2016. Retrieved 05 Oct. 2016 from https://www.boundless.com/management/textbooks/boundless-
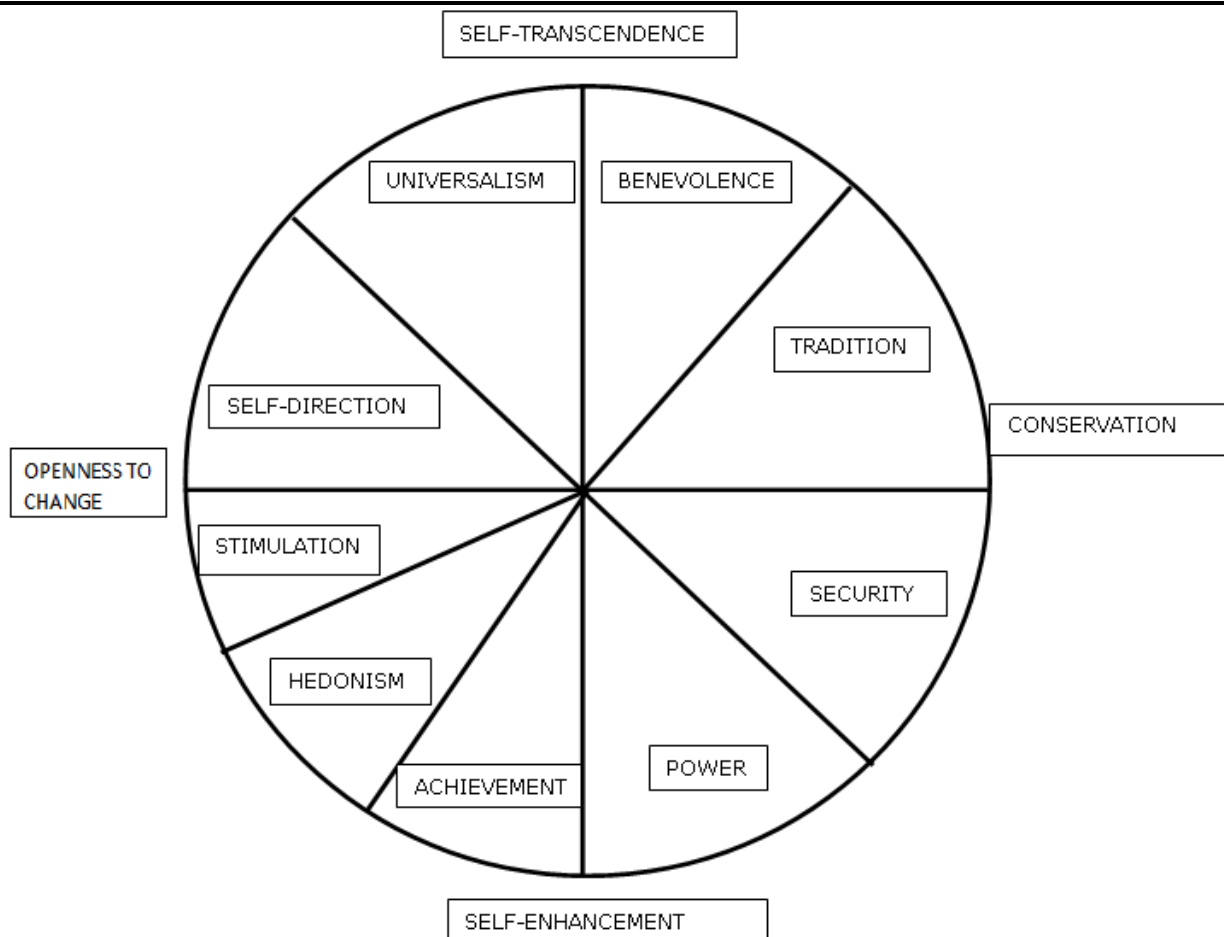
3. Types of Values

Values come in many forms, and scholars have devoted considerable attention to organizing them into coherent groups. Social psychologist Shalom Schwartz reduced dozens of personal values into these 10 broader domains of values and further organized these domains into four clusters structured around two higher order bipolar dimensions.

1. Openness to change – Conservation

One dimension is Schwartz's model has openness to change at one extreme and conservation at the other extreme.

Openness to change represents the extent to which a motivated to pursue innovative ways. It corresponds to the values of self-direction (independent thought and action) and stimulation (excitement and challenge).

Conservation, the opposite end of this dimension, is the extent to which a person is motivated to preserve the status quo. Conservation is associated with the values of conformity (adherence to social norms and expectations), security (safety and stability), and tradition (moderation and preservation of the status quo).

SELF-TRANSCENDENCE

UNIVERSALISM

BENEVOLENCE

TRADITION

SELF-DIRECTION

CONSERVATION

OPENNESS TO CHANGE

STIMULATION

SECURITY

HEDONISM

ACHIEVEMENT

POWER

SELF-ENHANCEMENT

2. Self Enhancement – Self Transcendence.

The other bipolar dimension in Schwartz's model ranges from self enhancement to self-transcendence.

Self-enhancement is how much a person is motivated by self-interest is related to the values of achievement (pursuit of personal success) and power (dominance over others).

Self-transcendence the other extreme of this dimension, refers to the motivation to promote the welfare of others. It relates to the values of benevolence (concern for others in one's life) and universalism (concern for the welfare of all people and nature).

4. Rokeach Value Survey

What are the values people care about? There are many typologies of values. One of the most established surveys to assess individual values is the Rokeach Value Survey. This survey lists 18 terminal and 18 instrumental values in

alphabetical order. Terminal values refer to end states people desire in life, such as leading a prosperous life and a world at peace. Instrumental values deal with views on acceptable modes of conduct, such as being honest and ethical, and being ambitious.

According to Rokeach, values are arranged in hierarchical fashion. In other words, an accurate way of assessing someone's values is to ask them to rank the 36 values in order of importance. By comparing these values, people develop a sense of which value can be sacrificed to achieve the other, and the individual priority of each value emerges.

On the following pages are two lists of values; 18 terminal values and 18 instrumental values. Terminal values are "end result" values describing what you want to get out of life. Instrumental values are the ways you seek to accomplish your terminal values. Terminal values are marked with (T); Instrumental values are marked (I).

Your task is to put each value in a priority order – No. 1 matters most, No.18 matters least – for how each value matters to you: how much of a "guiding principle" is each value in your life? Don't worry about how you believe you should prioritize the list, or how others might prioritize it for themselves, or how they might prioritize it for you. Prioritize the lists according to the way things are for you.

Print the Terminal and Instrumental Values on separate pieces of paper that you can cut into individual blocks. Start with the Terminal Value blocks. "What is it you want most out of life?" Arrange the blocks according to what matters most to you. When you're finished arranging your Terminal Values, copy the

results onto the Terminal Values blank sheet (page 4). Ignore the "why this matters to me" column for the moment.

Do the same thing with the Instrumental Values blocks. "What is most important to you about the way you go about achieving your Terminal values?" Again, arrange the blocks according to what matters most to you. After you've finished prioritizing your Instrumental Values, transcribe them onto the Instrumental Values blank form (page 5).

The final step of identifying your Terminal and Instrumental Values is to write a short sentence about the meaning of each value. For example, if "National Security" is one of your higher values, you might understand it (and yourself!) better by identifying why it is a priority for you.

There are a couple of ways you can do this exercise: You can arrange the values in a "first thought that comes to mind" manner. Some people believe that this way most closely reflects how you see yourself.

The other way is to spend some time on the project, thinking carefully about your choices. Other people believe that a carefully thought-out response more accurately reflects your view of yourself. Either way, your goal is to identify how you see yourself.

Nothing is set in stone: at any time, you should go back and change the ranked order of either list if you have any new thoughts about your answers.

When you've finished ranking both sets of values, you should have a fairly accurate picture of how you really feel about what's important in your life.

Why is this important? There are several reasons. First, people tend to try to accomplish similar results using similar means in a

variety of situations in their lives and relationships. Sometimes it's helpful to step back and see oneself through new eyes. Second, not everyone sees things the same way as another person does. Conflicts can arise when people hold different values and means of accomplishing their values. Understanding (and more importantly, accepting!) this may help you work more effectively with others who have very different Terminal and Instrumental values.

Have fun!

A Comfortable Life a prosperous life (T)	**Social Recognition** respect and admiration (T)
Equality brotherhood and equal opportunity for all (T)	**True Friendship** close companionship (T)
An Exciting Life a stimulating, active life (T)	**Wisdom** a mature understanding of life (T)
Family Security taking care of loved ones (T)	**A World at Peace** a world free of war and conflict (T)
Freedom independence and free choice (T)	**A World of Beauty** beauty of nature and the arts (T)
Health	**Pleasure**

physical and mental well-being (T)	an enjoyable, leisurely life (T)
Inner Harmony freedom from inner conflict (T)	**Salvation** saved; eternal life (T)
Mature Love sexual and spiritual intimacy (T)	**Self-Respect** self-esteem (T)
National Security protection from attack (T)	**A Sense of Accomplishment** a lasting contribution (T)
Ambitious hardworking and aspiring (I)	**Independent** self-reliant; self-sufficient (I)
Broad-minded open-minded (I)	**Intellectual** intelligent and reflective (I)
Capable competent, effective (I)	**Logical** consistent; rational (I)
Clean neat and tidy (I)	**Loving** affectionate and tender (I)

Courageous standing up for your beliefs (I)	**Loyal** faithful to friends or the group (I)
Forgiving willing to pardon others (I)	**Obedient** dutiful; respectful (I)
Helpful working for the welfare of others (I)	**Polite** courteous and well- mannered (I)
Honest sincere and truthful (I)	**Responsible** dependable and reliable (I)
Imaginative daring and creative (I)	**Self-controlled** restrained; self-disciplined (I)

(http://drcraigloving.com/wp-
content/uploads/2015/12/rokeach_value_survey.pdf)

5. Values congruence

Values congruence refers to situations where two or more
entities have similar value systems. Unfortunately, significant
incongruence between personal and organization values seems
to be common.

Incongruence between the value systems of employees and their
organization has a number of consequences. Values are

guideposts, so employees whose values differ markedly from the organization's values might make decisions incompatible with the organization's goals. Incongruence also leads to lower job satisfaction and organizational commitment, as well as higher stress and turnover among employees.

Does this mean that the most successful organizations perfectly align employee values with the organization's values? Not at all! While a comfortable degree of values congruence is necessary for the reasons noted above, organizations also benefit from some level of values incongruence. Employees with diverse values offer different perspectives on issues, which may lead to better decision making. The conflict resulting from values incongruence among employees can sharpen everyone's thinking about the definition of the problem and the rationale for preferred choices. Moreover too much congruence can create a "corporate cult" that potentially undermines creativity, organizational flexibility, and business ethics.

6. Values across Culture

Anyone who has worked long enough in other countries will know that values differ across cultures. Some cultures value group decisions, whereas others think that the leader should take charge. Meetings in Germany usually start on time, whereas they might be half an hour late in Brazil without much concern.

We need to understand differences in cultural values to avoid unnecessary conflicts and misunderstandings between people from different countries.

Individualism and Collectivism

No cross-cultural values have attracted more attention-or controversy and misunderstanding-than individualism and collectivism. Individualism is the extent to which we value independence and personal uniqueness. Highly individualist people values personal freedom, self-sufficiency, control over their own lives, and appreciation of the unique qualities that distinguish them from others.

Collectivism is the extent to which we value our duty to groups to which we belong, and to group harmony. Highly collectivist people define themselves by their group membership and value harmonious relationships within those groups. Collectivism is located within the conservation range of values (security, tradition, conformity).

7. Summary

Ok Friends! Let us summarize today's Session!

We Learnt about what are values and value system. Values are stable, evaluative beliefs that guide our preference for outcomes or courses of action in a variety of situations.

When we rank an individual's values in terms of their intensity, we obtain that person's value system.

Values congruence refers to situations where two or more entities have similar value systems. Unfortunately, significant incongruence between personal and organization values seems to be common.

We also learnt that we need to understand differences in cultural values to avoid unnecessary conflicts and misunderstandings between people from different countries.

That is all for today's session for Values! Thank You!