VALUES

Definition

Humans have the unique ability to define their identity, choose their values and establish their beliefs. All three of these directly influence a person's behavior. People have gone to great lengths to demonstrate the validity of their beliefs, including war and sacrificing their own life! Conversely, people are not motivated to support or validate the beliefs of another, when those beliefs are contrary to their own. People will act congruent with their personal values or what they deem to be important. A value is defined as a principle that promotes well-being or prevents harm." Another definition is: Values are our guidelines for our success—our paradigm about what is acceptable." Personal values are defined as: "Emotional beliefs in principles regarded as particularly favorable or important for the individual." Our values associate emotions to our experiences and guide our choices, decisions and actions.

A person's observations on its environment are filtered through his values to determine whether or not he should expend energy to do something about his experiences. A person who values gold and sees a large bag of gold (a positive value) in his path as he walks, will be motivated to reach down and pick it up. A person who values his life and knows about venomous snakes will retreat from the sound of a rattlesnake (a negative value) from nearby, when he is walking in the desert. Said in another way, "Values are the scales we use to weigh our choices for our actions, whether to move towards or away from something." Not all values have the same weight or priority. Some are more important than others and must be satisfied before others can be addressed. Dr. Abraham Maslow illustrated this with his hierarchy of human needs. Survival has a higher priority than security, which has a higher priority than social acceptance. Self-esteem can only be addressed to the degree that social acceptance is fulfilled. Similarly, self-actualization can only be pursued to the degree that self-esteem has been satisfied. A person's beliefs, values and identity are usually acquired unconsciously based on his personal experience or observations of others' experiences as to what produces desirable or undesirable results in the environment. A baby's learning to walk and talk is a clear example of identifying with human adults, valuing the act of being able to have the mobility and communication ability of an adult and the belief, based on unconscious observation, that humans can do walk and do talk with each other. Physiologists have identified the parts of the human brain that are involved in producing behavior in accordance with beliefs and values. All information collected by human senses is passed through a net-like group of cells, known as the Reticular Activating System (RAS), located near the top of the brain stem. The RAS compares the data received with accepted values, positive and negative (threats), and beliefs stored in memory and determines whether or not immediate action is required. The results of the RAS's comparison are communicated to the 'amygdala' near the mid-brain. The 'amygdala' produces neuro-chemicals that cause emotions consistent with the nature of and proportional to the match between environment and values and beliefs. The neuro-chemicals initiate the chemical processes needed for the action to be taken. If the emotions produced are strong enough, the perceived information is blocked from reaching the logical, rational and conscious executive center of the brain, the pre-frontal lobes. In which case, the resulting behavior will be automatic, not necessarily logical or rational, and completely in accordance with the person's strongest held beliefs, values and/or identity.one can modify or create new beliefs about a person's identity and/or what is important to him (values). Verbal repetition of statements intended to become new beliefs, and values will result in these being stored for use by the RAS for comparison with the environment being experienced. This is the mechanism how the beliefs or values are modified.

Features of values: Schwartz (1992) suggested five features of values on which there is consensus:

(1) **Values are beliefs** linked inextricably to affect. Activated values become infused with feeling. People for whom security is an important value become aroused if their security is threatened, despair when they are helpless to protect it, and are happy when they can enjoy it.

(2) **Values refer to desirable goals** that motivate actions and preferences. People who value independence or wisdom or power are motivated to act in ways that attain or protect these goals.

(3) **Values transcend specific actions and situations**. Conformity and kindness, for example, are relevant values in the workplace, school, family, and with friends. This feature distinguishes values from narrower concepts like norms and attitudes, which usually refer to specific actions, objects, or situations.

(4) **Values serve as standards or criteria**. Values guide how people select, evaluate, and justify actions, policies, people, and events. People decide what is good or bad, legitimate or illegitimate, worth doing or avoiding, based on possible consequences for their cherished values. Thus, values underlie people's attitudes, their evaluations of specific objects.

(5) **Values are ordered by relative importance**. People's values form an ordered system of priorities that characterize them as individuals. For example, the relative importance of freedom, equality, honesty, and success varies across people. This hierarchical feature also distinguishes values from norms and attitudes, which do not form ordered priority systems.

To these five features, Schwartz (1996; cf. Lewin, 1947) added the following:

(6) **The *relative* importance of multiple values guides action**. Attitudes and behaviors typically have implications for more than one value. The tradeoff among relevant, competing values guides attitudes and behaviors. For example, attending church might express and promote tradition, conformity, and security values at the expense of the competing values of hedonism and stimulation.

(7) The impact of values on everyday decisions is rarely conscious. Values enter awareness when the actions or judgments one is considering have conflicting implications for one's important values or when talk about specific values brings them to mind. Otherwise, values exert their influence outside of conscious awareness.

Types of Values

The five core human values are: (1) Right conduct, (2) Peace, (3) Truth, (4) Love, and (5) Nonviolence.

1. Values related to RIGHT CONDUCT are: (a) SELF-HELP SKILLS: Care of possessions, diet, hygiene, modesty, posture, self reliance, and tidy appearance (b) SOCIAL SKILLS: Good behavior, good manners, good relationships, helpfulness, No wastage, and good environment, and (c) ETHICAL SKILLS: Code of conduct, courage, dependability, duty, efficiency, ingenuity, initiative, perseverance, punctuality, resourcefulness, respect for all, and responsibility

2. Values related to PEACE are: Attention, calmness, concentration, contentment, dignity, discipline, equality, equanimity, faithfulness, focus, gratitude, happiness, harmony, humility, inner silence,

optimism, patience, reflection, satisfaction, self-acceptance, self-confidence, self-control, self-discipline, self-esteem, self-respect, sense control, tolerance, and understanding

3. Values related to TRUTH are: Accuracy, curiosity, discernment, fairness, fearlessness, honesty, integrity (unity of thought, word, and deed), intuition, justice, optimism, purity, quest for knowledge, reason, self-analysis, sincerity, sprit of enquiry, synthesis, trust, truthfulness, and determination.

4. Values related to LOVE are: Acceptance, affection, care, compassion, consideration, dedication, devotion, empathy, forbearance, forgiveness, friendship, generosity, gentleness, humanness, interdependence, kindness, patience, patriotism, reverence, sacrifice, selflessness, service, sharing, sympathy, thoughtfulness, tolerance and trust

5. Values related to NON-VIOLENCE are: (a) PSYCHOLOGICAL: Benevolence, compassion, concern for others, consideration, forbearance, forgiveness, manners, happiness, loyalty, morality, and universal love (b) SOCIAL: Appreciation of other cultures and religions, brotherhood, care of environment, citizenship, equality, harmlessness, national awareness, perseverance, respect for property, and social justice.

PERSEVERANCE is defined as persistence, determination, resolution, tenacity, dedication, commitment, constancy, steadfastness, stamina, endurance and indefatigability. To persevere is described as to continue, carry on, stick at it (in formal), keep going, persist, plug away, (informal), remain, stand firm, stand fast, hold on and hang on. Perseverance builds character.

ACCURACY means freedom from mistake or error; conformity to truth or to a standard or model and exactness. Accuracy is defined as correctness, exactness, authenticity, truth, veracity, closeness to truth (true value) and carefulness. The value of accuracy embraces a large area and has many implications. Engineers are encouraged to demonstrate accuracy in their behavior through the medium of praise and other incentives. Accuracy includes telling the truth, not exaggerating, and taking care over one's work.

DISCERNMENT means discrimination, perception, penetration, and insight. Discernment means the power to see what is not obvious to the average mind. It stresses accuracy, especially in reading character or motives. Discrimination stresses the power to distinguish or select what is true or genuinely excellent. Perception implies quick and often sympathetic discernment, as of shades of feelings. Penetration implies a searching mind that goes beyond what is obvious or superficial. Insight suggests depth of discernment.

Sources of values

1. Individualistic Values

The most inherent value of a person is individualistic which means valuing the self over anything else in the world. This is also the most natural value which is inherent in every animal of the world. The animals live for themselves without much bothering about the other animals. The only exception would be the mother animal which takes care of her child animal till the child grows up sufficiently to support itself.

The modern world has been moving more and more towards individualistic values where the interest of the individual is considered to be the most "right" and needs to be protected over everything else. The individualistic value support freedom as it believes that every person has the right to decide what is good for him.

Every child starts with individualistic values and he wants everything in the world for the self and wants everyone to serve him. When the need of the child is not satisfied, he cries and do everything to get the need satisfied.

2. Family Values

The human specie may be the most powerful specie in the earth but it is also true that human specie is also the weakest specie. A human child does not learn to even walk for one year. If the child of the man is allowed to survive of its own, it just can not survive. The support of family is must for the growth of every human child. It is for this reason that human specie over the year has invented the concept of family that lives like one unit and supports a new born child till it becomes strong enough to support itself.

The concept of family has given rise to the family value where a family is considered to be the basic unit of the society instead of the individual. The family has right and power to control the other member of the family. In a family system, the members of the family divide their work in a way that all members perform complementary functions rather than performing same functions. For example, father earns the livelihood and protects the family being the strongest member of the family. The mother takes care of the family by cooking food, cleaning house and rearing children. The children on their part get these benefits free of cost from their parents but they have the family obligation to provide the same benefits to their children. Thus the family ensures the continuity of the value and tradition of the family.

In the family system, the interest of each member of the family is protected through an unwritten law as love and trust alone govern the management of a family. The parents do not seek any personal benefit when they give something to their children. The children too recognize the contributions made by the parents in building their lives and they not only pass on the same benefits to their own children but also take care of their parents when they grow old.

The entire system of family value is maintained by tradition and trust.

However, when family values are strong, it results in the reduction of individual freedom and decline in the individual values. Every person has to think for the family first and the self as secondary. This often kills the creativity of the man as he is never free to think as an individual.

3. Professional Values

A society is made of not only families which are natural but also by origination which are artificially created to fulfill a specific requirement of the society. The government is one of the most important organizations which had been created to bring order in the society. The government is further divided into different departments like police, revenue, defense etc which are needed to keep the country united and protect it from external aggression. There are many other organizations which are run by private persons or bodies which produce goods and provide service to the people of the nation and the world.

Every person has to join an origination to earn his livelihood and to contribute to the society. These organizations are designed to serve a specialized function of the society and thus need a set of value to keep all members of the organization motivated and united.

Thus man develops a set of values due to his profession. The values of a police official are different than the values of a judge or a politician. Each profession has its own set of values which often contradict the values of another profession. Yet these values are necessary to keep the professionals united and deliver what is expected from them.

4. National Values

The world today is divided into a number of countries and each country is sovereign and independent. However, in recent years the countries have started behaving like family members as the independence is gradually being replaced by interdependence in the globalize economies. If China is emerging as the manufacturing hub of the world, India has become the outsourcing and out-shoring hub of the world from where the different services are being provided to the world. Arab world is producing oil for the world and USA has taken the leadership role in creation of the knowledge and the Information Technology for the world. Each country is gradually becoming specialist in some specific task and getting the rest of the requirements fulfilled from the other countries of the world.

Thus, just like individuals and families have to compete with and complement each other for their survival in a society, each nation has to compete with and complement with the other countries of the world. In order to make the nation stronger, certain types of values need to be cultivated in their citizen which makes the country not made of millions or billions of individuals or families but like one family.

By virtue of independence, every country develops certain values which keep on evolving with time. The values of a nation represent its tradition, history and experiences of its people since its creation. The values of India and China are many thousands of years old while the values of the newly created nations like USA, Israel, Australia, and Pakistan are quite new.

The national values are often codified in their laws that seek to grant equality and justice to all its citizens. There, is wide diversity in these laws as the requirement of each country is different. The violation of national values is treated criminal acts which are punished by the State. Thus the countries with strong national values enforce their laws very severely as they keep the interest of the country over the interest of the individual.

5. Moral Values

While the legal values of a country or society is documented and enforced, these are insufficient for the smooth functioning of the state. The ideal state is one where the State does not have to enforce any law as the citizens voluntarily follow the laws of the land. However, this rarely happens since all the State laws are drafted by the people who are in power or those who have influence on powerful people. These powerful people ensure that laws are drafted in their favour of few rather than in the favour of the masses. Thus over a period of time, the enforcement of laws creates a class of people who are extremely powerful and rich while the majority population live the life of haplessness and poverty.

However, the disparity and injustice created by law is largely reduced due to the prevalence of the moral values in the society which need not to be codified in the statute books. Yet the moral values are passed on from one generation to another by tradition. For example, the sanctity of the institution of marriage in India has kept the divorce rate to the minimum despite having the provision of divorce in the law books like any other western country. The moral laws are enforced jointly by the society. As every man desires to be loved and respected by the society, the moral values are often more powerful to keep the man on the right path than the legal enforcement.

6. Spiritual Values

All values adopted by men create exclusivity in human beings as these values are different for every society and indeed for every man. The values are thus the source of conflicts in the world as every person or nation believes strongly in their values as right. Yet all these values are non-permanent and transient which changes with time and space. The values of the present generation are not same as the value of the previous generation.

Yet there is some ingredient in all values that never changes. It has remained same in long years of human evolution. These values are eternal as they never change. Therefore, often people call such values as spiritual or divine as it never dies and its origin too is not known.

These are the spiritual values.

The spiritual values are often attributed to God and called divine. The spiritual values include love, compassion, justice, truth etc. It is the nature of the man to imbibe these values irrespective of his religion, race, culture or nationality. These values are so universal that all human beings seem to understand it without being taught.

The spiritual values unite all human beings on this world. It is due to these spiritual values that we want justice and can no7t see injustice in this world. The feelings of love and compassion cut across all barriers of religion, race and nationalities. The spiritual values can not be eliminated from man and these are universal.

The Conflict of Values

No person can have only one set of values and all human beings are governed by the combination of all values. However, the dominating value in every person is different which arises due to the birth in a particular family, culture, religion or nationality. The values also change with the age of the person as the same person transforms from individual to a family man. When a person grows up and earns his living, he has to work in some profession where his professional values are developed. The national values too get ingrained in the person due to the common value shared by the citizens. However, as the men grow older, they tend to become spiritual and develop spiritual values. Thus all six values are always prevalent in every society that keeps the society moving and united.

Life is a mystery which can not be explained either by science or by scriptures. Truth has a body and a soul which we call science and religion. Contrary to popular perception, they are not opposed to each other but complement each other like body and soul. In fact, they can not exist without each other.

Values across culture

DEFINITION: It involves the ability to recognize and embrace similarities and differences among nations and cultures and then approach to organizational and strategic issues with an open and curious mind.

CULTURE– The dominant pattern of living, thinking, and believing that is developed and transmitted by people consciously, to subsequent generations.

CULTURAL VALUES- Those consciously and subconsciously deeply held beliefs that specify general preferences, behaviors, and define what is right and wrong.

Core abilities of values across culture

- Understanding, appreciating, and using cultural factors that can affect behavior
- Appreciating the influence of work –related values on decisions, preferences and practices.

- Understanding and motivating employees with different values and attitudes
- Communicating in the local language
- Dealing effectively with extreme conditions in foreign countries
- Utilizing a global mindset(using a worldwide perspective to constantly assess threats or opportunities).

Cultural predispositions

Ethnocentricism : It is the tendency of people to evaluate a foreigner's behavior by the standards of their own culture, and to believe that their own culture is superior to all others.

A fundamental assumption of ethnocentric people is that their way of doing things is right, proper and normal and that of other cultures is wrong and inferior.

For example:- People in the U.S think of themselves as being particularly conscious of cleanliness. They tend to criticize hygiene practices of others. Little do they understand that there are societies that are critical of the hygiene practices of the Americans.

For example:- East Africans think that Americans have no sense of hygiene because they defecate in rooms(the bathroom) that are frequently located adjacent to that part of the house where food is cooked(the kitchen).

Polycentricism: Polycentrism can be defined as a host country orientation; which reflects host countries goals and objectives with respect "to different management strategies and planning procedures with regard to international operations."Under a polycentric perspective, a company's management team believes that in international business practices local preferences and techniques are usually found most appropriate to deal with the local market conditions.

Regiocentricism : Regiocentric is the policy that involves hiring and promoting employees based on specific regional context where subsidiary is located. This approach is used when regional employees are needed for important positions. However both employees from host countries and a third party are employed.

Geocentricism: Geocentric staffing approach is used when companies adopt a transnational orientation. It is best used when companies need the best personnel to work at subsidiary. Employees are selected regardless where they come from. This strategy is reliable for all subsidiaries because best employees are selected and sent from the company's worldwide network.

Models

Globe Project *Team*

Hofsede's Model

Trompenaars' 7d Cultural dimension model

Globe Project Team model

Globe – Global Leadership and Organizational Behavior effectiveness. The GLOBE project team comprises 170 researchers who have collected data, over seven years, on cultural values and practices and leadership attributes, from 17000 managers in 62 countries covering as many as 825 organisations.The research team has identified 9 cultural dimensions that distinguish one society from

another and have important managerial implications: ☐ Assertiveness ☐ Future Orientation ☐ Human Orientation ☐ Gender Differentiation ☐ In-group Collectivism ☐ Collectivism/ Societal ☐ Power Distance ☐ Uncertainty Avoidance

Hofsede's Model

Dutch scientist, Greet Hofstede has identified four cultural dimensions around which countries have been clustered with people in each group exhibiting identical behaviors. The four dimensions are: *Power Distance* : Power Distance is the extent to which the less powerful members of institutions and organizations accept that power is distributed unequally. Countries in which people blindly obey the orders of superiors have high power distance.

High power distance countries have norms, values and beliefs, such as:

- Inequality is fundamentally good,
- Every one has a place; some are high, some are low,
- Most people should be dependent on a leader,
- The powerful are entitled to privileges, and
- The powerful should not hide their power

Countries like France, India, Singapore, Brazil, Mexico and Indonesia are examples of societies with high power distance.

Low Power Distance countries:

- Tend to decentralized and have flatter structures,
- They have a smaller proportion of supervisory personnel,
- The lower level of workforce will be highly qualified.

Countries like US, Austria, Norway, Ireland and Newzealand represent cultures with low power distance.

Uncertainty Avoidance: Uncertainty avoidance is the extent to which people feel threatened by ambiguous situations, and create beliefs and institutions that try to avoid them. Some countries have high uncertainty avoidance while some are characterized by low uncertainty avoidance. High uncertainty avoidance countries are characterized by norms, values, and beliefs which accept that:

- Conflict should be avoided,
- Deviant people and ideas should not be tolerate,
- Laws are very important and should be followed,
- Experts and authorities are usually correct, and
- Consensus is important

Low uncertainty avoidance societies are characterized by:

- They have organisations settings with less structuring of activities,
- Fewer written rules
- More risk taking by managers
- High labor turnover and more ambitious employees.

Individualism : Individualism is the tendency of people to look after themselves and their family only. Opposite of this is collectivism which refers to the tendency of people to belong to groups and to look after each other in exchange for loyalty.

Individualism is common in the US, Canada, Australia, Denmark and Sweden. The people of Indonesia, Pakistan and a number of South Americans countries exhibit collectivism.

Countries high in individualism have norms , values and beliefs which accept that:

- People are responsible for themselves
- Individual achievement is ideal, and
- People need not be emotionally dependent on organisations or groups.

In contrast collectivist countries believe that:

- One's identity is based on one's group membership
- Group decision making is best, and
- Groups protect individuals in exchange for their loyalty to the group.

Masculinity : It refers to a situation in which dominant values in society are success, money and other material things. Hofstede measured this dimension on a continuum, ranging from masculinity to femininity. High masculine cultures have norms, values and beliefs that:

- Gender roles should be clearly distinguished,
- Men are assertive and dominant,
- Machismo or exaggerated maleness is good,
- People, especially men, should be decisive,
- Work takes priority over other duties, such as family and
- Advancement, success and money are important

Trompenaars' 7d Cultural dimension model

Trompenaars, an European researcher, conducted an extensive research with 1500 managers from 28 countries, representing 47 national countries model. He describes differences using seven dimensions(the theory is therefore called 7d cultural dimensions model):

- Universalism versus Particularism
- Individualism versus Collectivism
- Specific versus Diffuse
- Neutral versus Affective
- Achievement versus Ascription
- Past versus Present, and
- Internal versus External control

In cultures with universalistic orientation, people believe in abstract principles such as rules of law, religion or cultural principles. In universalistic the focus is more on formal rules than on relationships, business contracts are adhered to very closely, and people believe that a ' deal is a deal'. On the other hand , particularism is the belief that circumstances dictate how ideas and practices should be applied. In a particularistic culture, legal contracts are often modified, and the way deals are executed also changes, depending on the situation.

In individualistic societies, the focus is on 'I' or 'me' and the orientation is on one's own growth. People are trained from childhood to be independent, and each person assumes individual responsibility for success or failures. In collectivistic societies the focus is on groups including family, organization and community. Responsibility, achievement and reward are group based.

In Specific versus Diffuse dimension, Trompenaars focuses on the appropriateness of expressing emotions in different cultures. In neutral cultures, the tendency of the people is to control one's emotion so that it will not interfere with judgment. In contrast, affective cultures encourage expressions of emotions. Expression of anger, laughter, gesturing and a range of emotional outbursts are considered and acceptable.

The cultural dimension focuses on how a culture emphasizes notions on privacy and access to privacy. In specific cultures, individuals have large public spaces and relatively small private ones. While the public space is open, private is guarded carefully and shared with only close friends and associates. A diffuse culture does not allow any distinction between public and private sectors. In diffuse cultures, an executive's office and home are not divided as clearly as they are specific cultures and work relationships often extend into personal relationships.

Achievement versus Ascription :This dimension describe the methods used to acquire status. In achievement culture, an individual is accorded status based on how well he/she performs his/her functions. Status depends on achievement. □An ascription culture is one in which status is attributed based on who or what a person is, his/her age, gender or social connections.

Time orientation has two dimensions: The first dimension of trompenaars' is similar to Hofstede's: there are different emphases on the past, present and future. The second refers to sequential versus synchronic culture.

Internal versus External control:The final cultural dimension of trompenaars relate to one's locus of control, a belief one entertains that he/she is the master of his/her own destiny. Where managers believe that they have control over outcomes, they are said to be followers of internal locus of control. Instead, if they believe that they have no control over the outcomes, such managers deem to follow the tenets of external locus of control.

Issues in managing cross culture

- Increasing creativity and innovation,
- Demonstrating more sensitivity in dealing with foreign customers,
- Hiring the best talent from anywhere,
- Demonstrating a global perspective,
- Creating a 'superorganisational culture', using the best of all cultures, □
- Greater flexibility within the organization, both to adapt to a wider range of environments, and to change within these environments.
- Evolve universally acceptable HR policies and practices.

For cultural motivation one needs to be:

- Possess a strong personal identity,
- Have knowledge of and felicity with the beliefs and values of the culture,
- Display sensitivity to the effective processes of the culture,

- Communicate clearly in the language of the given cultural group,
- Perform specially sanctioned behavior,
- Maintain active social relations within the cultural group,
- Negotiate the institutional structures of that culture.

Indicators of multicultural management

- Motivation
- Leadership
- Communication
- HR practices
- Teams
- Negotiation
- Work values

One can build multicultural organisation by

- Creating Pluralism
- Achieving Leadership Diversity
- Structural Integration
- Integration of informal Networks
- Bias-free Organization
- Organizational Identification
- minimizing Inter-group conflict