**VALUES AND ATTITUDES**

**VALUES**

Values are broad preferences concerning appropriate courses of action or outcomes.

Values influence behavior and attitudes.

They contain a judgmental element in that they carry the individual’s idea of what is right, good, or desirable.

Value System: A hierarchy based on a ranking of an individual’s values in terms of their intensity

**Sources of values:**

* Parents
* Friends
* Teachers
* Role models
* External reference groups

**Types of values**

* Terminal values: Preferences concerning the ends to be achieved. Eg; Integrity
* Instrumental values: Preferences for the means to be used in achieving desired ends. Eg; Hard work
* Work values: They are a worker’s personal convictions about expected outcomes work and behavior at work.

**Examples of Work Values**

– Achievement (career advancement)

– Concern for others (compassionate behavior)

– Honesty (provision of accurate information)

– Fairness (impartiality)

**CORE VALUES**

Core values serve to constantly guide both the employee and the company in achieving their mutual goals, in a way that is based on an ethical and ideological framework. Every business is different, and so are their core values. However, there are some principles that are alike for all, even though they may be phrased differently.

Here are four such core values every organization should have:

**1. Integrity and Ethics**

Simply put, the two principles of integrity and ethics translate into doing the right thing, A truthful conduct on everyone's part can create a strong, credible reputation of the company in the market, which is beneficial for everyone's interests.

**2. Respect**

Respecting all employees means respecting their individual human rights and privacy, eliminating all kinds and forms of discrimination, whether based on religion, belief, race, ethnicity, nationality, gender or physical disability. In addition, ensuring a safe and healthy work environment for all employees is an important part of giving respect to them.

**3. Innovation (Not Imitation)**

Companies that focus on being ahead of their competitors and introducing new ideas in the market place follow the principle of "innovation, not imitation." This is crucial if a company wants to be a trendsetter and introduce new products that consumers appreciate.

Employees in such companies are encouraged to be dynamic and come up with innovative ideas that can translate into successful products for the company. Constantly imitating others won't take the business far.

**4. Drive**

The thirst to constantly improve can be achieved if one is never satisfied. Organizations that have this principle as one of their core values try to provide a dynamic platform to their employees, where they can explore their creativity and skills and further enhance themselves.

**How to Establish Values on a Small Team**

Developing your corporate values early in your company’s history can have a lasting and positive effect on your organization and its culture, and it’s easier to do when your team is small. Once your team grows larger, it may be challenging to reach consensus around what your values should be.

Whether you’re running a startup or a small business, here’s how you can do the same.

**Develop your corporate values together**

It is important to include everyone on the small team in the process so that you could tap into values that people already held and uncover core values that you, as an organization, were already living. Values unveiled with everyone participating are more likely to be unique to your company — and differentiated values are correlated with better performance.

**Give team members the opportunity to reflect and contribute thoughtfully.**

Start the process by reflecting independently on your existing (and yet unspoken) corporate values, as well as our opinions on the values systems that would be best suited for our company. Task all team members to start thinking about questions like: What do you value? What unspoken values have contributed to our success to date? What do successful employees share in common? What values should govern the way we interact with each other and with our customers? Send over a complete list of these questions a few days before a scheduled meeting.

**Get all ideas out there, and then organize them.**

Sit down together, start by listing all of the potential values from team members. It can be an independent exercise with everyone scribbling across the board at the same time, and whenever marker movement slows, one delivers another prompt to spur more ideas. After 15 or so minutes (when members are out of suggestions), you ask everyone to pull out a sheet of paper, independently select ten values that they think would resonate, and rank those values in order of importance to them.

**Collaboratively identify a shortlist of values.**

Compare lists and assign point values to each value — if a value is #1 on a person’s list, it is given 10 points, if it is #10, it received 1 point; and so on. Look at the numbers, discuss your reasoning, and used the point sums to begin to create a short list.

**Discuss interpretation**

Understanding what your chosen values mean is critical to implementation. In fact, an employee who knows and understands their corporate values is more likely to be fully engaged at work. Once your company has its list of values, set aside time to discuss what each value means to you and to your teammates and how each one could and should be applied in your everyday work.

For this discussion, focus on addressing questions like:

* What does this value mean to us?
* What does it look like in action?
* How might it be misinterpreted?
* How will we evaluate adherence to it?
* How will it change our relationships or our interactions?

**Integrate your values**

Posting your values in your break room isn’t nearly enough. It’s critical to identify any changes you’ll make or practices you’ll adopt to support their integration.

Bring together your team again to draft a plan for integrating your values. Go one by one to determine how they might become a part of your culture, or how you might build a rewards system that better aligns with them.

Integrate the values into hiring practices, orientation, performance bonuses and promotion opportunities. Thoughtful, well-implemented values can serve as the foundation for a positive, high-performance culture.

**ATTITUDE**

Attitude is the feeling and position with regard to a person or thing, tendency or orientation especially in the mind.

According to Gordon Allport, “An attitude is a mental and neural state of readiness, organized through experience, giving a directive or dynamic influence upon the individual’s response to all objects and situations with which it is related.”

Attitudes are also learned predispositions towards aspects of our environment. They may be positively or negatively directed towards certain people, service or institution

**Characteristics of Attitude**

* Changes with time & situation
* Related to feelings & beliefs of people
* Effects one’s behaviour positively or negatively
* Affect perception
* Learned through experiences
* May be unconsciously held

**Components of Attitude**

Attitudes are simply expressions of much we like or dislike various things. Attitudes represent our evaluations, preferences or rejections based on the information we receive.

The three main components are;

* Cognitive component
* Affective component
* Behavioral component

**Factors Influencing Attitudes**

There are a number of different factors that can influence how and why attitudes form. These include;

* Social Factors.
* Direct Instruction.
* Family.
* Prejudices.
* Personal Experience.
* Media.
* Educational and Religious Institutions.
* Physical Factors.
* Economic Status and Occupations.

**Types of Attitudes**

Attitude is something that lies between emotions and thought processing. It may be positive or negative.

In OB the three types of attitude are;

1. Job Satisfaction,
2. Job Involvement, and
3. Organizational Commitment.

**Barriers to Change Attitudes**

The process of changing attitudes is not always easy because of some barriers which include the following;

**Prior Commitment**

When people feel a commitment towards a particular course of action that has already been agreed upon and thus it becomes difficult for them to change or accept the new ways of functioning.

**Insufficient Information**

It also acts as a major barrier to change attitudes. Sometimes people do not see a reason why they should change their attitude due to unavailability of adequate information.

**Balance and Consistency**

Another obstacle to a change of attitude is the attitude theory of balance and consistency.

That is human beings prefer their attitudes about people and things to be in line with their behaviors towards each other and objects.

**Lack of Resources**

If plans become excessively ambitious, they can sometimes be obstructed by the lack of resources on the part of a company or organization.

So, in this case, if the organization wants to change the attitude of the employees towards the new plan, sometimes it becomes impossible for the lack of resources to achieve this.

**Improper Reward System**

If an organization places too much emphasis on short-term performance and results, managers may ignore longer-term issues as they set goals and formulate plans to achieve higher profits in the short term.

If this reward system is introduced in the organization, then the employees are not motivated to change their attitude.

**Resistance to Change**

Basically, change is a continuous process within and outside the organization to achieve the set goal.

When the authority changes a plan of the organization the employees have to change themselves.

But some of them do not like this. If their attitude regarding the change of plan cannot be changed, the organization will not be successful.

**Ways of Changing Attitudes**

* New information will help to change attitudes.
* Negative attitudes are mainly formed owing to insufficient information.
* Attitudes may change through direct experience.
* Another way in which attitudes can be changed is by resolving discrepancies between attitudes and behavior.
* Change of attitude can come through the persuasion of friends or peers.
* Attitudes may change through legislation.
* Since a person’s attitudes are anchored in his membership group and reference groups, one way to change the attitude is to modify one or the other.
* Fear can change attitude. If low levels of fear are used, people often ignore them.
* Changing the attitude differs with reference to the situation also.

**Workplace and Attitudes**

Taking this a step further, we can assemble some ideas of how these three components can impact the workplace.

The challenge in the workplace is that now these components are tied to work functions, policy, procedures and organizational structure, as well as the people and individuals present in the organization.

For example, we could have thoughts or beliefs (cognitive) about managers in general, and those thoughts or beliefs could manifest themselves is not trusting a manager (effective), and thus we would never want to develop a close relationship with a manager (behavioral).

It is important to make the point here that these are attitudes – and yes, they can be wrong. Just because we have an attitude that does not mean it is correct. It is just how we feel about a person or situation.

Obviously not every manager is trustworthy, but if we let our negative attitudes dictate how we view and react to managers, we will never be able to see if some are really good people and can be trusted.

Certainly having a good relationship based on trust with the manager is a great thing to have in the workplace.

**Attitudes vs. Behavior**

Attitude refers to feelings, beliefs and behaviour predispositions directed towards people, groups, ideas or objects.

It influences the behaviour of the individuals. It decides how to act or behave in a particular situation.

Attitude is a kind of habit. It is the usual way of doing things.

Everything in an organization will get better if the attitude of everyone gets better. Successes and failures in life depend upon the attitude of the individuals.

If attitudes are positive, then human relations will be positive. It is internal and very difficult to change.

Behavior is the way a person responds to his attitude. This response is either positive or negative, depending on how that views his position.

For example, an employee who disagree?

With his supervisor may ignore office protocol.

In addition, an employee who dislikes another co-worker or has little respect for a co-worker may display this attitude by speaking harshly to this individual.

Behavior can be influenced by a number of factors beyond attitude, including preconceptions about self and others, monetary factors, social influences, and convenience.

It is the actions or reactions of a person or animal in response to external or internal stimuli. It indicates the manner in which something functions or operates.