

# Values

Values are important area of study in organization, because they set the foundation to understand attitudes and motivation and influence perceptions of people. Values are defined as collection of likes, dislikes, viewpoints, inner inclination, rational and irrational judgment, prejudices and association pattern that determine a person's view of the world. It has been shown in literature that values are more difficult to change than are attitudes, although attitudes are based on values and values are inbuilt in a human being. Values have been defined as the principles or standards that people use, individually or collectively, to make judgments about what is important or valuable in their lives. Values exist and are communicated through social relationships and differ in different persons due to diverse cultures and different countries.

Values are so much embedded in the personalities of the people as they are related with people's behavior and their attitudes. Effective managers have to understand the values underlying the behavior of the employees, because only then they will realize why the people behave in strange and different ways sometimes.

## MEANING

**Values** are individual beliefs that motivate people to act one way or another. They serve as a guide for human behavior. Generally, people are inclined to adopt the **values** that they are raised with. People also tend to believe that those **values** are "right" because they are the **values** of their particular culture.

## DEFINITION

According to **Rokeach** (1973), values are 'a specific' mode of conduct or end-state of existence that is personally or socially preferable to an opposite or converse mode of conduct or end-state of experience.

According to **Nystrom** (1990), values are normative viewpoint about proper standards of conduct and preferred desired results.

**Robbins** (2011) described that values have both content and intensity attributes.

**The characteristics of values are:**

1. Values provide standards of competence and morality.
2. Values are fewer in number than attitudes.
3. Values transcend specific objects, situations or persons.

4. Values are relatively permanent and resistant to change.
5. Values are most central to the core of a person.
6. Values have two attributes-content and intensity. The content attribute stresses that a particular code of conduct is important. The intensity attribute specifies how important that particular code of conduct is.
7. When we rank an individual's values in terms of their intensity, we obtain the value system of that person.
8. In the value system, all of us have a hierarchy of values; which is identified by the relative importance assigned by us to different values such as freedom, self respect, honesty, self respect, and so on.

### **Importance of Values:**

Values are important to the study of organizational behavior because of the following points signifying their importance:

1. Values lay the foundations for the understanding of attitudes and motivation.
2. Personal value system influences the perception of individuals.
3. Value system influences the manager's perception of the different situations.
4. Personal value system influences the way in which a manager views the other individuals and the groups of individuals in the organization.
5. Value system also influences a manager's decisions and his solutions to the various problems.
6. Values influence the attitudes and behaviors. An individual will get more job satisfaction if his values align with the organization's policies. If the organization's policies are different from his views and values, he will be disappointed; the disappointment will lead to job dissatisfaction and decline in performance.
7. The challenge and reexamination of established work values constitute important corner stone's of the current management revolution all over the world. Hence, an understanding of the values becomes a necessity.