

VALUES



Values

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.

Value is a judgmental element of what is right, good, or desirable.

Value Attributes

- Values have both content and intensity attributes.
 - The content attribute says that a mode of conduct is important.
 - The intensity attribute specifies how important it is.

Value System

- Values are considered subjective and vary across people and cultures.
- Value System can be defined as a hierarchy based on a ranking of an individual's values in terms of their intensity.

Importance of Values

1

Values lay the foundation for the understanding of attitudes and motivation because they influence our perceptions.

2

Individuals enter organizations with notions of what is right and wrong with which they interpret behaviors or outcomes

3

Values generally influence attitudes and behavior.

SOURCES OF VALUES

Individual

Friends

Family

Economics

Environment

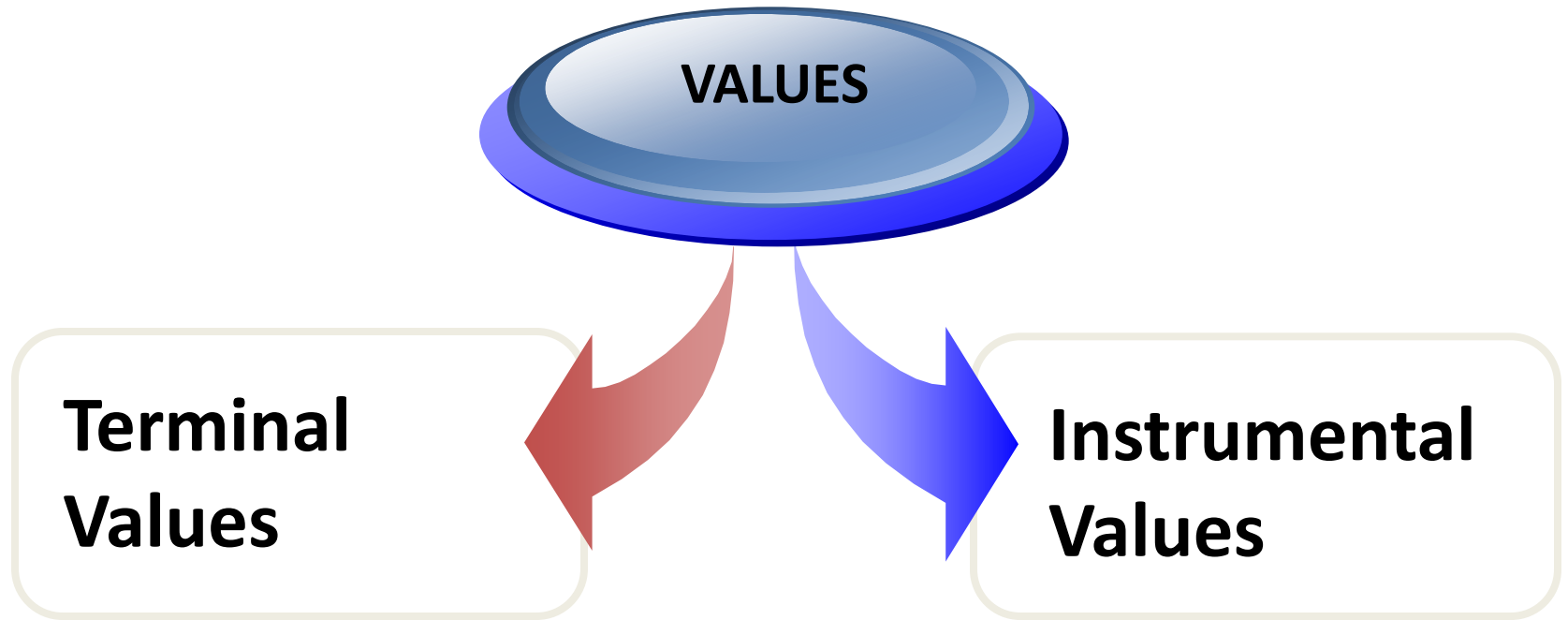
Geography

Religion

School

Media

Types of Values



Terminal Values

Desirable end-states of existence; the goals that a person would like to achieve during his or her lifetime.

Terminal Values

A comfortable life (a prosperous life)
An exciting life (a stimulating, active life)
A sense of accomplishment (lasting contribution)
A world at peace (free of war and conflict)
A world of beauty (beauty of nature and the arts)
Equality (brotherhood, equal opportunity for all)
Family security (taking care of loved ones)
Freedom (independence, free choice)
Happiness (contentedness)
Inner harmony (freedom from inner conflict)
Mature love (sexual and spiritual intimacy)
National security (protection from attack)
Pleasure (an enjoyable, leisurely life)
Salvation (saved, eternal life)
Self-respect (self-esteem)
Social recognition (respect, admiration)
True friendship (close companionship)
Wisdom (a mature understanding of life)

Instrumental Values

Preferable modes
of behavior or
means of achieving
one's terminal
values.

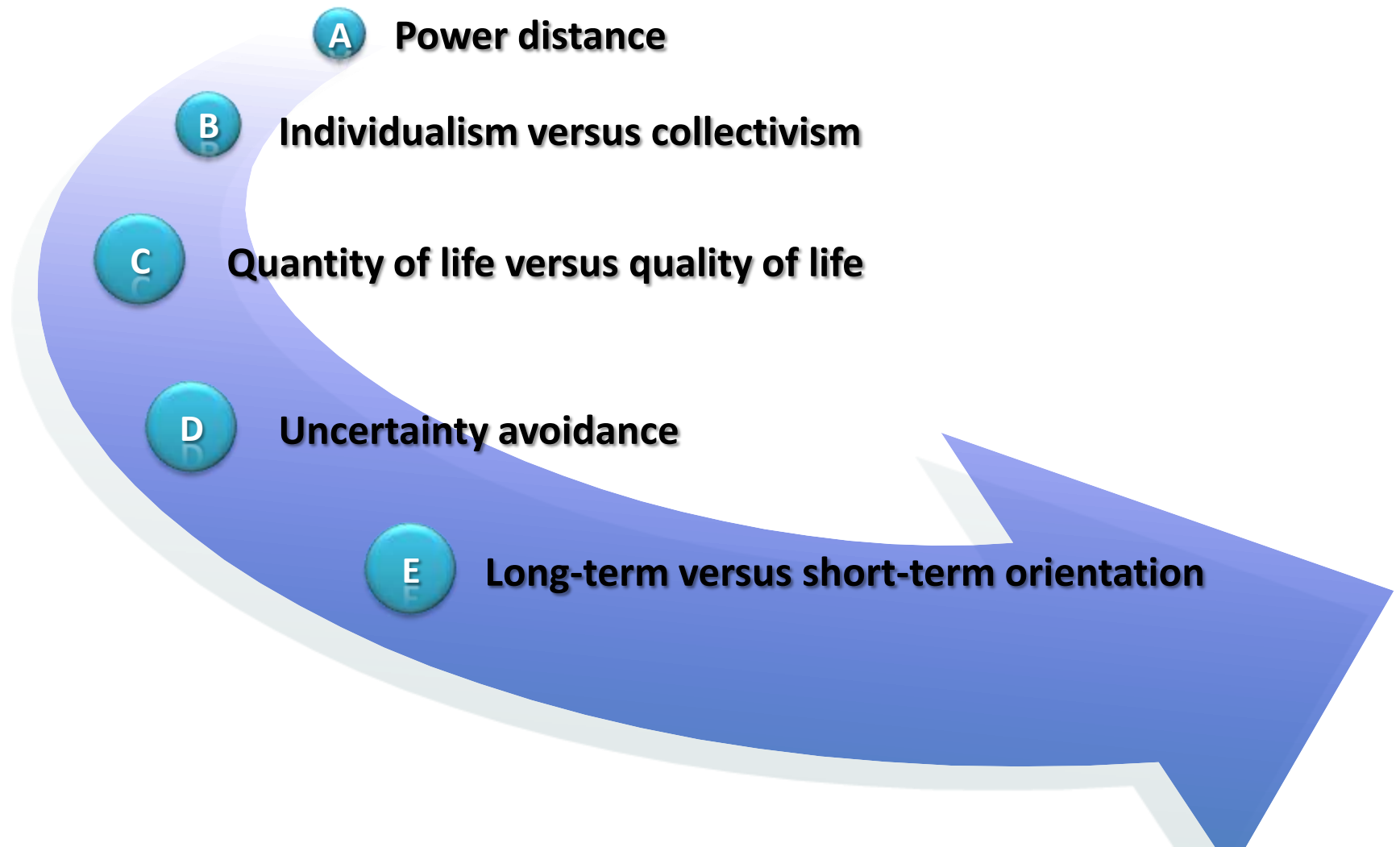
Instrumental Values

Ambitious (hardworking, aspiring)
Broad-minded (open-minded)
Capable (competent, effective)
Cheerful (lighthearted, joyful)
Clean (neat, tidy)
Courageous (standing up for your beliefs)
Forgiving (willing to pardon others)
Helpful (working for the welfare of others)
Honest (sincere, truthful)
Imaginative (daring, creative)
Independent (self-reliant, self-sufficient)
Intellectual (intelligent, reflective)
Logical (consistent, rational)
Loving (affectionate, tender)
Obedient (dutiful, respectful)
Polite (courteous, well-mannered)
Responsible (dependable, reliable)
Self-controlled (restrained, self-disciplined)

Values Across Culture

Hofstede studied cultural values across 50 countries

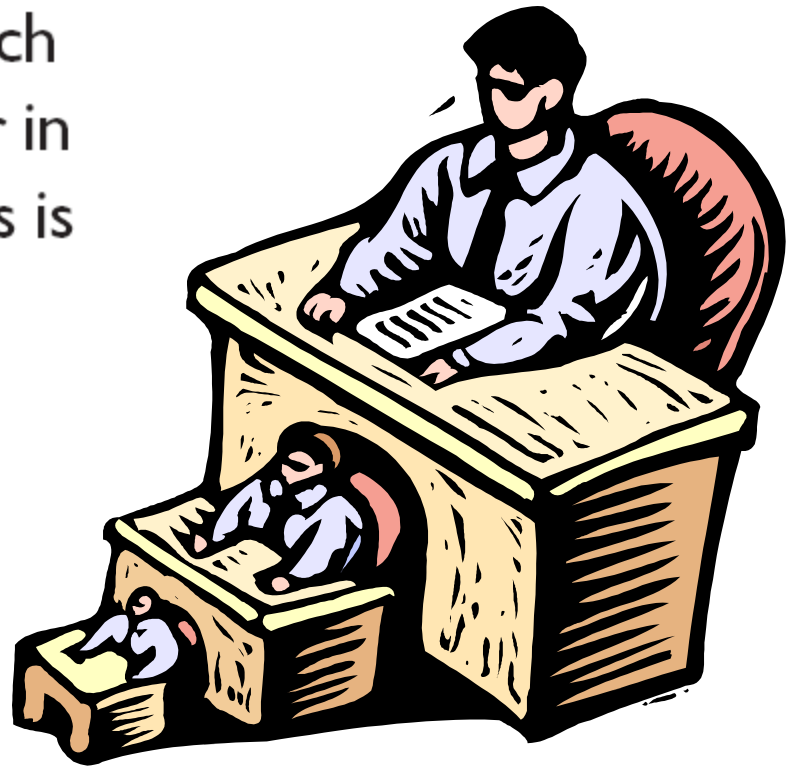
A framework for assessing cultures; five value dimensions of national culture...



Hofstede's Framework for Assessing Cultures

power distance

A national culture attribute describing the extent to which a society accepts that power in institutions and organizations is distributed unequally.



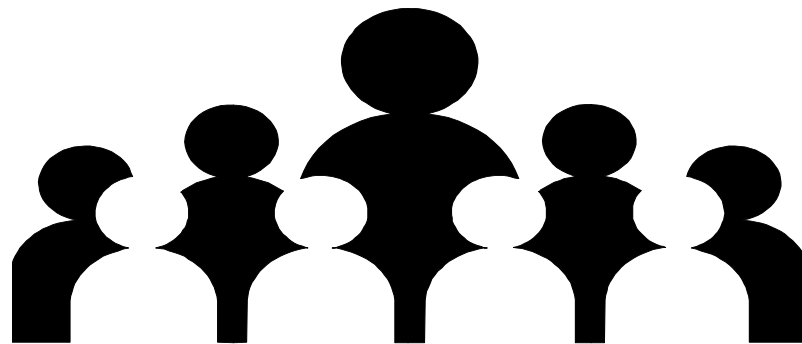
Hofstede's Framework (cont'd)

collectivism

A national culture attribute that describes a tight social framework in which people expect others in groups of which they are a part to look after them and protect them

individualism

A national culture attribute describing the degree to which people prefer to act as individuals rather than a member of groups.



Hofstede's Framework (cont'd)

quantity of life

A national culture attribute describing the extent to which societal values are characterized by assertiveness and materialism.

quality of life

A national culture attribute that emphasizes relationships and concern for others.



Hofstede's Framework (cont'd)

uncertainty avoidance

A national culture attribute describing the extent to which a society feels threatened by uncertain and ambiguous situations and tries to avoid them.



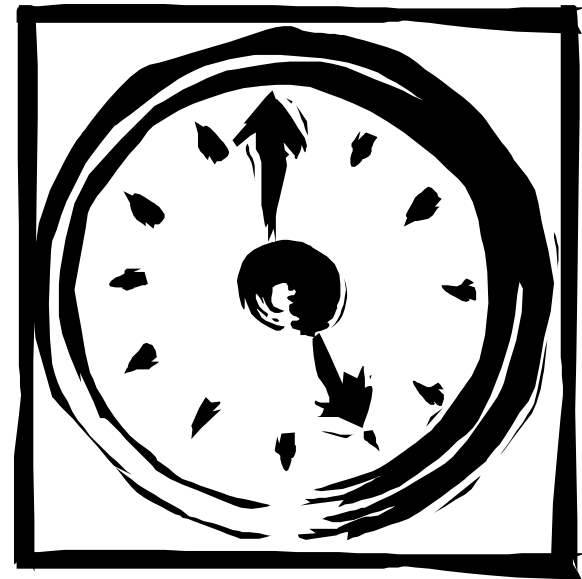
Hofstede's Framework (cont'd)

long-term orientation

A national culture attribute that emphasizes the future, thrift, and persistence.

short-term orientation

A national culture attribute that emphasizes the past and present, respect for tradition, and fulfilling social obligation.



Indian society values

- Hofstede found different patterns in different societies.
- Indian society can be characterized as being oriented towards
 - centralized decision making,
 - high tolerance for ambiguity,
 - collectivism rather than individualism,
 - strong tendency to show off
 - give importance to material things.

Loyalty in workplace

- Most organizations have some kind of policy or code of conduct that defines behaviors that are acceptable and unacceptable.
- Loyal behavior in the workplace means the extent to which individuals and groups in organizations abide by consistent and rational ethical standards.
- These standards could include:
 - ✓ Not taking money or stock from the company
 - ✓ Not spending an excessive amount of work time on personal phone calls
 - ✓ Not taking excessive leave of absence from work
- Other positive standards could include
 - ✓ Turning in work of a consistently high standard
 - ✓ Behaving in a professional manner with clients and fellow-staff members – preferably no backbiting, no suggestive comments or “rude” jokes etc.

Ethical behavior

- Ethics refers to well-founded standards of right and wrong that prescribe what humans ought to do, usually in terms of rights, obligations, benefits to society, fairness, or specific virtues.
- Ethical behavior is characterized by honesty, fairness and equity in interpersonal, professional and academic relationships and in research and scholarly activities.
- Ethical behavior respects the dignity, diversity and rights of individuals and groups of people.



Ethical behavior

- Ethical behavior is the standards that you hold for yourself of the attributes of honesty, responsibility, and how you treat others in all facets of your life.
- The same standards are applicable to whatever position you hold in commerce, in your community, and even behind your own doors where only you know what you do.
- Ethical behavior is applying these standards even when it is inconvenient to do so.



THANK YOU!