

## Unit-II - Attitude, Values and Motivation

### TOPIC NAME: Values

What is meant by Values?

Values are encompassing concepts. They are at the core of personality and therefore, they are a powerful force affecting behavior. Values are so embedded that they can be inferred from people's behavior and their expressed attitudes. What may appear to be strong behavior in an employee can make sense if managers understand the value underlying that behaviour. Values have an important influence on the attitudes, perceptions; needs and motives of people at work. That is why, they are important to the study of organizational behavior.

The answers to the questions-what right or wrong and good or bad-are values. Thus, values are the basic convictions that give us a sense of right and wrong, good and bad. In this way, values form the basis for ethical behavior. All of us have a value system. Values are learned. These change as individuals grow and mature. As changes in values change individual behavior, managers have shown increasing interest in the study of values.

Values consists of opinions about what is right, fair, just, or desirable and they represent broad guides to action. Values are acquired very early in life, transmitted by parents, teachers, friends and groups. Values generally influence attitude and behavior. The decision making styles are also influenced by value of a person. Value system is known as the intensity of values one possesses. All of us have hierarchy of values that forms our value system. This framework may be a guiding principle when we encounter a situation of choices among the alternative courses of action. After value is learned it becomes integrated into an organized system of values in our life. This system is identified by the relative importance we assign to such values as freedom, pleasure, self-respect, honesty, obedience and equality.

**B) Definitions :** 1) White and Bednar : "Value is a concept of the desirable, an accepted criteria (नियम) or standard (नियमान्चा संच) of evaluation (मूल्यमापन) a person possess. (व्यक्तीमध्ये असलेल्या गुणांचे मूल्यमापन अपेक्षित , आणि स्वीकारलेले नियमाने किंवा नियमांच्या संचाने करणे म्हणजे (Value) मूल्य होय.) Such concepts and standards are relatively few and determine or guide an individual's evaluations of many objects encountered in everyday life".

**Types of Values:** Values are classified into different categories by different experts. Milton Rokeach has classified terminal value and instrument value through his survey. His survey is known as 'Rokeach Value Survey (RVS)'. Terminal value refers to

describe end states existence. These are the goals that a person would like to achieve during his or her lifetime. It is an end state of existence.

Terminal value is once again subdivided into 'personal value' and 'social value'. Rokeach terminal values are a comfortable life, an exciting life, a sense of accomplishment, pleasure, true friendship, wisdom, freedom, happiness, etc.

The instrumental values are the preferable modes of behavior or conduct. The values are broadminded, cheerful, forgiving, helpful, loving, logical, polite, responsible, self-controlled, imaginative, clean, competent.

Milton Rokeach identified two basic types of values. They are as follows :

I) Terminal Values: Terminal values represent the desirable end states of existence, the goals of an individual would like to achieve during his/her life time. Rokeach identified 18 terminal values. They are as follows :

- 1) World Peace, 2) Happiness.
- 3) Equality, 4) Achievement,
- 5) Inner Peace, 6) Beauty in Nature,
- 7) Family Security, 8) Self-Respect
- 9) Salvation, 10) Friendship,
- 11) Mature Love, 12) Pleasure,
- 13) Freedom, 14) Wisdom.
- 15) Prosperity, 16) National Security,
- 17) Social Respect, 18) Exciting Life.

II) Instrumental values: Instrumental values represent preferable modes of behavior or means of achieving one's terminal values.

- 1) Honesty 2) Forgiving Nature,
- 3) Helpfulness 4) Self-control
- 5) independence, 6) Obedience,
- 7) Ambition, 8) Open-mindedness,
- 9) Cleanliness, 10) Affection and Love,
- 11) Politeness, 12) Rationality,
- 13) Responsibility, 14) Courage
- 15) Competence, 16) Cheerfulness
- 17) intelligence, 18) imagination.