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WORK VALUES AND ITS CONSEQUENCES: AN OVERVIEW OF REASERCH IN ORGANIZATIONAL SETUP

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Abstract: - Work values are less explored variables with relations to organizations. Work Values are aspect of job that would lead to personal satisfaction. There is a growing need in the organizational world to understand why an individual employee engages in different activities that either warrants success or failure of the organization. The lack of motivation owing to the mismatch personal and organizational motives leads to poor performance and lowered rate of productivity. The objective of this analysis is to accommodate personal and organizational values under single and simple theme that promotes dedication to work. The paper is an effort to study various work values and their implication in organization. This is a review analysis of literature on work values and its consequences on functional area of organization.

Keyword: Work Values.

Introduction: The concept of work ethic or work value was first found in Max weber's article (1904). In 16th century individuals started valuing life and life happenings in a different ways. During this time work was given prime importance and hence in future it lead to industrial revolution. In this era individual started valuing hard work, thrift, discipline, industry and independence from others. Max

Weber explained this as emergence of new value system (Talcott parson, 1958)

Work values can be discussed as standard of life against framework of societal norms, Cultural standards, Organizational demands and personal preference. Hence it has its roots in theories of sociology, psychology and Anthropology. Value is a belief that a specific mode of conduct or end state of existence is more preferable personally or socially, to an opposite or converse mode or end state (Rokeach, 1973).

Feather (1988, 1992) defined work values as a set of beliefs, that is stable in long run and general in nature, and desirable .It was postulated that these beliefs emerge from both social norm and individual's psychological

needs and sense of self. He suggested that work values are influenced and determined by the nature of task, the objective goal, and the degree of success and the rate of failure. There is strong influence of probability of succeeding on formations of work value.

Value directs one's behavior towards goal (Ryan, 2002), Hence Zedek (1997) has defined work values as goals that people strive to attain through working. Work values differ from general value in a sense that is applicable only to work and working domain. In life there are other aspects which are equally lead by values but it may either differ in degree or texture (Sverko,2005)Work Values are comprehensive representation of attitude towards work. It is represented in form of goal itself which an individual intends to attain in life through work (Beukman, 2005, Nord *et al.,* 1990).

Work values are actually behavioral goals in organization. It is represented in terms of the significance of work and also on the perception of significance of the worker who would do that work. The action should lead to outcome that is valuable in doers' eyes when it is evaluated against personal and professional value system.

Classification of Work Values: Analysis of protestant work ethic was presented with five principles (McClelland *et al.,* 1953; McClelland, 1961).The first value in this is hard work, where hard work presents itself as value. Second is the value for hard work that leads to success. Third value is of ascetic existence, where an individual systematically denies self of certain acts or things. Fourth value is of self reliance. Here one tries to be independent of others. Fifth and the last value in this construct is avoidance of leisure (Cherrignton, 1980; Greenberg, 1977; Macoby and Tereza, 1979; Oates, 1971; and Williams, 1970).

A broad classification of work values are extrinsic values and intrinsic values. Luthans (1998) says extrinsic values are those in which individual primarily work in response to something apart from work itself, like rewards. Intrinsic value refers to work that ensures subjective feelings, like confidence. Intrinsic work values are those which help in self enhancement. It drives people to activities that would help in accomplishment or learning. In such situation even when the employee is reinforced sufficiently others may not acknowledge it. These values drive individual to accumulate knowledge, respect and peace. Sometimes others may feel that the individual had been overly compensated in monetary terms but the individual employee may not find the job as fulfilling as expected. Extrinsic work values are those values which satisfy with worldly content. It is worldlier in preference and more evident to witness. It drives the individual employee to value work in order to accumulate materials. Employees who are influenced by extrinsic work value will prefer to have luxury, financial security and status. (George and Jones, 1997).

The third category of work values was proposed by Ginzberg (1951). He named it as environmental value. These are the values which help people relate with other people and surrounding. Ros, Schwartz and Surkis, 1999), posted a fourth category of values that guided people to attain power and self enhancement.

Social value orientation also influence work behavior significantly (Smeesters et.al.2003; Allison and Messick, 1990).Three kind of social values affects behavior in organization. First is pro social behavior, where value is placed on equality and everybody's benefit. Second is individual orientation of behavior where value is placed on outcome with relation to self benefit. Third and the last kind is competitive orientation where value is placed on outcome related to self benefit compared to others.

Another Broad classification of values at organization level is of individualism and collectivism. Individualism is the idea that individual's life belong to him. It gives him right to life, liberty, property and to attain happiness. Collectivism is the idea that individual's life belong to the society. It binds the individual to

societal norms and allows enjoying life to limited extent (Douglas, 2012).

Depending on the nature of work and value associated with it work values can also be classified as individualistic, normative and worldly values (Tevruz and Turgut, 2004).Individualistic values guide behavior to seek informations, independence, actions and meaning in life. Normative work values can be explained as action directed towards others, though keeping self in center, like religious activities, social welfare activities, aiding people and spreading positivity. The worldly work values are related to the outcome of action as pay, status, and other material luxury and fun.

Consequences of Work Values in Organization: Research says that protestant work behavior is negatively related to co operative behavior amongst employees. It was also found that people from smaller places are positively related organizational norms. They hold their values of work very close to them .They scored significantly higher on dimension of altruism and general compliance.(Smith et.al. 1983).Protestant work behavior is also positively related to personality attributes as cleanliness, obedience and politeness (Furham,1987).People put more effort in work and welcome feedback when they endorse protestant work behavior (Mirels and Garrett,1971)One important consequence of work value is organizational citizenship behavior(Turnispeed, 2002; Ayinde and Oladyinbo,2016).People who are positive on dimension of hard work are also significantly higher on dimension of civic virtue in organizational behavior (Ryan,2002).

In study scholars grouped work values in five factor (Chandrakumara, Saprrow, Parera, 2010), work norms, work ethics, intrinsic work value, extrinsic work value and work locus of control. It has been found that all four former values affect positively and external locus of control had negative relationship the organizational citizenship behavior. Employees with high intrinsic value also perform better than others

(Hackman and Walton, 1986). Task performance is affected negatively with external locus of work control (A form of work value) (Chandrakumara et.al. 2010)

Significant correlation has been found in work values and work commitment (Oliver, 1990).It has been found that in ambiguity people's work value guide their behavior (Raulin and Maglino, 1987) it has also been found that in long term people's dominant work value guide the organizational orientation. (Schneider's, 1983).When compared with other variable as pay and other incentives, work value superseded all while people judge their job. (Judge and Bretz, 1991).

A study conducted in Indian context failed to establish any significant positive relationship amongst work value and work culture. Instrumental values negatively affected the managerial commitment and focus on customer. Participatory values and task values were not related to work culture in any dimension (Kavita, 2011).

It was found that collectivism as value at work place contributes highly in keeping people united. It is the perception of "we" identity that boost the cooperation and accomplishment in the I organization (Allik *et al.,* 1996; Rhee et.al.1996; Vadi et.al. 1997). In a work place where people are divided in subgroups, collectivism value play significant role. In organization when people remain associated for longer time, collectivism value becomes strong factor in contributing organizational success (Vadi and Buono, 1997).

Individualism value supports organizational task orientation (Vadi et.al.1997) Familism dimension in collectivism hampers the task orientation in the organization .Some scholars found that the familism dimension in collectivism supports the relationship orientation in the organization. Dimension of patriotism in collectivism is found to be positively related to both task orientation and relationship orientation in the family.(Fu,Shaffer,2001; Lewis,1997;

Casey,1996;;Warren,Johnson,1995,Golinsky,Stein,1990;Bhagat ,Ford,1990).

Limitation of the Study: As stated, the present paper is a review analysis of existing literature and there is a void in theories and empirical evidences to support the themes. There also exist the chances of work values of being coded differently and clubbed with different vertical of psychological constructs and hence, it skipped the author's attention.

Conclusion: It is concluded that personal beliefs and values along with societal ethics and norms defines work values .Various theorists have postulated theories in combination adopting social, psychological, and anthropological framework. There is huge scope and need to integrate all existing theories of personal and social values and verify them empirically .It would give strength to organizational culture and value system. There is a risk of people and organization being driven by beliefs and sentiments if too much of importance is placed on work values than the functional work itself.

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