

VALUES

According to Rokeach “values represent basic conviction 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”.

Chakravarti defines values as “the manner in which an individual tends to make judgements or choices, both about goals and means, at different stages of one’s life, in different facets of it, as are deemed to lead to the well being and happiness of oneself and society”.

TYPES OF VALUES

You may note that values do not operate in isolation. Several values interact with each other to form value system in a society. According to Rokeach, value systems are composed of rank-ordered sets of values that fall into two general categories namely terminal values and instrumental values. Terminal values reflect the desired end states of existence whereas instrumental values are related to the choice of behaviour in reaching those end states. The terminal values are desired states of existence that we try to achieve. Your preferences like duty, equality and wisdom and a compatible life are some of the terminal values. On the other hand, instrumental values are desirable modes of behaviour that help us reach terminal values. Being polite, courageous, logical, self-controlled, ambitious etc., are some of the instrumental values. Values can be categorized on the basis of the level at which operate. These may be:

- ✓ Personal values which are formed from past experience and interaction with others.
- ✓ Cultural values which are the dominant beliefs held by a collective society.
- ✓ Organizational values which are at the heart of organizational culture in terms of shared assumptions, values and beliefs.
- ✓ Professional values which are held within an occupational group.

ATTITUDES

Having understood the values, we may turn our attention to know about the attitudes and their formation. You should recognize that attitudes are evaluative statements- favorable or unfavorable- concerning objects, people, or events. They indicate how one feels about something. When you say "I like my job," or "I hate making lies" they represent your attitudes.

Attitudes are different from values. Values could be a little broader in concept while attitudes are more specific. Values indicate the rightness or desirability of something. For example, a statement like "gender discrimination is bad" reflects the values one stands for. On the other hand, a statement “I prefer women to be given an equal place with men in recruitment” represents the attitude of a person. Attitudes are learned predispositions towards various aspects of our environment.

TYPES OF ATTITUDES

A person may have a multitude of attitudes, but what is important for us to study is the limited number of job-related attitudes. These job-related attitudes are positive or negative evaluations held by employees about various aspects of their work environment. Essentially,

there are three important attitudes we are concerned with: **job satisfaction, job involvement, and organizational commitment.**

Job Satisfaction

One of the tasks of a manager is to provide job satisfaction to their employees. Job satisfaction refers to an individual's general attitude toward his or her job. A person with a high level of job satisfaction holds positive attitudes toward the job, while a person who is dissatisfied holds negative attitudes towards the job. When we talk about employee attitudes, mostly we mean job satisfaction. As a matter of fact, the two are closely related.

Job Involvement

The term "job involvement" is relatively a recent concept in the literature. There is no complete agreement over what the term means. Generally, it refers to the degree to which a person identifies with his job, actively participates in it, and considers his performance important to his self-worth. Individuals who express high involvement in their jobs are likely to be more productive, have higher satisfaction, and are less likely to resign than employees with low involvement.

Organizational Commitment

The attitude reflects an individual's orientation toward the organization by tapping his or her loyalty to, identification with, and involvement in the organization. Individuals who highly committed see their identity as closely attached to that of the organization. Like job involvement, highly committed employees will be better performers and have lower turnover than those with low levels of commitment to the organization.

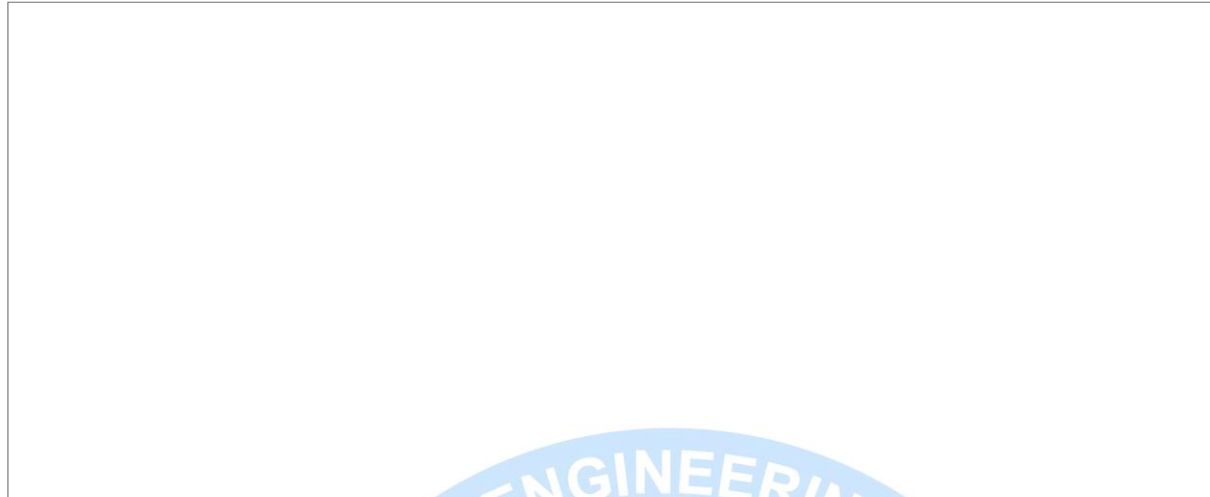
You may understand that when you talk about job attitudes and their impact on behavior, you are referring to the positive or negative appraisals that people make about their job or organization. Job satisfaction is the most popular attitude measured in organizations, but more recently there has been increased attention given to job involvement and organizational commitment. All these attitudes are measured with a view to predict employee behaviors like performance, productivity, absenteeism, turnover and unionization.

THEORIES OF MOTIVATION

There are two types of motivational theories - content theories and process theories (cognitive theories). While content theories explain what motivates and what does not motivate, the process theories examine the variables that go into the motivational process taking place within an individual. Some of these theories are explained below.

Maslow's Need Hierarchy Theory

Abraham Maslow has propounded this need hierarchy theory as early as in 1943. Maslow points out that human beings have divergent needs and they strive to fulfill those needs. The behavior of an individual is determined by such needs. These needs range from biological needs at lower level to psychological needs at the highest level. Further, these needs arise in an order of hierarchy or priority such that lower-level needs must be satisfied before higher level needs become important for motivation. Maslow postulates five basic needs arranged in an hierarchical fashion as follows:



The first three levels of needs at the bottom are known as lower order needs as they are related to one's existence and security. The top two levels of needs are called higher order needs as they are concerned with personal development and realization of one's potential. The needs are explained below.

PHYSIOLOGICAL NEEDS

The physiological needs are the basic needs having the highest strength in terms of motivation. These are the needs arising out of biological tensions created as a result of deprivation of food, water, shelter, rest, etc. If these basic needs are gratified, then the next level needs become important and act as motivators.

Safety and Security Needs

Once the physiological needs are fulfilled, safety and security needs become predominant. These are the needs for self-preservation while physiological needs are for survival. These needs include security, stability, freedom from anxiety and a structured and ordered environment. Safety and security needs arise out of the concern for the fulfillment of physiological needs in the future. An individual seeks economic or social protection against future threats and dangers that he is exposed to. If once these needs are gratified, they fail to serve as motivators any more. The individual, then, moves on to the next level needs and strives for their fulfillment.

Social Needs

At the third level, social needs or love needs become important. An individual cannot live an isolated life. A sense of affiliation becomes important for a meaningful life. These needs include the need for love, affection, companionship and social interaction. We know very well that at home the child needs the love of parents and at school he needs the friendship of his classmates.

This is to attain recognition from others which would induce a feeling of self-worth and self-confidence in the individual. It is an urge for status, prestige and power. Self-respect is the internal recognition while respect from others is the external recognition. People who are able

to fulfill this need feel that they are useful and have some positive influence on their surrounding environment.

Self-actualization Needs

At the highest level is the need to develop and realize one's capacities and potentialities to the fullest extent possible. This need gets activated as motivator when all other needs have been reasonably fulfilled. At this level, the person wants to excel in the skills and abilities that he is endowed with. As a result, he seeks challenging work assignments that require creativity and talent. This need is inner-oriented and the motivation is intrinsic in nature. A self-actualizing person is creative, independent, content, and spontaneous and has a good perception of reality. He constantly endeavors to realize his full potential.

In conclusion, it may be said that Maslow's model explains human behavior in general. It has nothing to do with the employee motivation at the work place. Further, human needs may not necessarily have the hierarchy as shown by him. The relative dominance of not able to satisfy the social needs may prompt a person to set the physiological needs and safety needs aside and motivate him for earning the love and affection of the family members and the friendship of his colleagues. Maslow felt that the human needs have a definite sequence of domination. Second need does not dominate until first need is reasonably satisfied and third does not dominate until first two needs have been reasonably satisfied and so on. The other side of the need hierarchy is that

Maslow felt that the human needs have a definite sequence of domination. Second need does not dominate until first need is reasonably satisfied and third does not dominate until first two needs have been reasonably satisfied and so on. The other side of the need hierarchy is that man is a wanting animal, he continues to want something or the other. He is never fully satisfied, the other need arises. As said above (according to Maslow), needs arise in a certain order of preference and not randomly. Thus, if one's lower level needs (physiological and security needs) are unsatisfied, he can be motivated only by satisfying his lower level needs and not satisfying his higher level needs. Another point to note is that once a need or a certain order of needs is satisfied, it ceases to be a motivating factor. Man lives for bread alone as long as it is not available. In the absence of air one can't live, but there is it is plenty of air which ceases to be motivating.

The physiological and security needs are finite, but the needs of higher order are sufficiently infinite and are likely to be dominant in persons at higher levels in the organisation. This has been proved by various studies. A study by Boris Blai supported this by showing that managers and professionals in U.S.A. highly value self-realisation, while service and manual workers in India reported that they give to priority to job security, earnings and personal benefits all lower order needs.

