



## A STUDY OF WORK VALUES OF INDIAN ORGANIZATION

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### **Abstract**

*A survey from Indian enterprises indicated that what kinds of work values organization have. Defined work values are more likely in line with increasing age. The older the employees, the higher the work values they recognize. The results of study suggest different kind of work values of Indian organization and the employees' age is an important antecedent of work values and the effects can be a good exposure to enterprise management in both theory and practices.*

**Keywords:** *work values, demographic effect, individual differences.*



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### **Introduction:**

Values always follow the changes of the society and accord with it (Yankelovich, 1981). In agriculture society men seek for the values of material satisfaction. In industry society men seek for the values of material success, and in the welfare society men seek for the value of self-fulfillment. Therefore it is necessary to examine the work values today, for no era before with constant incorporation of new technology the employees have with different experiences and expectations, challenged the work place and its employees. In order to maintain the organizational leadership, organization needs to take into deliberation the communication of diverse population and age groups (Goldberg, 2000 ) and an consciousness of generational difference and delegate values adopt by every group (Izzo and Withers, 2001; Merdith et al., 2002). Pervious study indicates that the understanding the employee's demographic differences on work values can help to create a win-win result for all concerned (Sullivan et al; 2002). Individuals can find meanings in their work and organization can develop a dedicated workforce that is capable to function well through periods of change. There is a large body of literature support about the demographic differences of work values variable, such as age (Itzhak, 1999; Joyner, 2000; Rhodes, 1983. Therefore the major objective of this paper is to reconsider the work values in order to find the demographic difference of work values in Indian enterprises.

**Literature Review:**

Research on work values on wide range of culture settings indicates that they are key constructs in the socialization process and the reflect condition of education, occupation, politics, religion, culture, and the family milieu (Elizur et al; 1991; Sidani, 2000). Work values has been defined as quality that: (a) people desire from their work (Ben-Shem and Aviitzhak, 1991; Dawis and Lofquist, 1984); (b) are more fundamental than interest ( Super 1970); (c) reflect a correspondence linking needs and satisfaction (Abboushi, 1990); (d) are indicative of preference and not moral imperatives (Pryor,1979); (e) are broad tendencies to prefer certain states of affaires over others (Hofstede, 1999). Besides, an growing concern over ethical values has been evident as well. They viewed work values as an ethical values system, determining the ‘rightness’ (Ford and Richardson, 1994). However among the various definitions of work values, Super’s Work Value Inventory (WVI; Super, 1970) is arguably the best-known instrument for assessing values in terms of vocational behavior (Jennifer and Gareth, 1997).

Super (1970) distinct work values as the element of individuals that work can satisfy. According to Super (1973), values drive from needs are more general than interests. Work values are goals that one seeks to attain to satisfy a need; may be fulfilled by more than one kind of action or job. Further, Conner and Becker (1975) have proposed that values have implication for conflict, communication, organizational performance, and managerial action, such as emphasis on goals and types of power. In addition, a few researchers (Mitra et al., 1992) suggest that when individuals cannot use their work values in a exacting job, it may cause a feeling of unhappiness. This may cause them to withdraw from work through absenteeism, tardiness or intension to leave (Locke, 1976) and they may experience negative emotions such as jealousy and envy that may in turn have an effect on the performance of co-worker (Salovey and Robin, 1991). The group-focused Confucian values of benevolence, tradition and conformity is being substituted for much of individualism comprised of power, accomplishment, hedonism, inspiration and self-direction driven by the market economy. Social identity theory (Tajfel and Turner 1986) and self category theory (Tunner 1987) make available the theoretical frameworks for the demographic diversity study. Both theories maintain that any characteristic that is meaningful or collectively noticed in the environment is a base for differentiation among individuals. Social identity theorist suggests that individuals may be attracted to similar or dissimilar others depending on their beliefs regarding the status accorded to their demographic category by society (Tajfel and Turner 1986). Further, some researcher propose that people in workgroups and organizations

compare their own demographic characteristics (e.g., sex, age and tenure) with those of others members, and the perceived similarity or dissimilarity influences work-related outcomes (Chattopadhyay et al., 1999). However, as Lawrence (1997) pointed out that research of demographic diversity-related effects have largely been of the 'black box' variety, which does not study such intervening variables.

## **Methodology**

### **Participants**

Participants in this study were from different enterprise in India. The data collection was from their annual training program. Questionnaires were distributed to the trainees at the start of the training session. Anonymity was guaranteed. Out of 520 participants who attended the training session, 330 completed the questionnaire giving a response rate of 63%. After questionnaire with missing data were eliminated, there were 316 usable responses. A total of 165 were females (52.2%); 172 were in the range of 26-35 (54.4%); 69.6% were the employees, 24.3% were departmental managers (D-mangers), and 5.7% general managers or senior officials (G-mangers). The employees have a good educational background with a percentage of 86% above college level, which could represent the current information age workers (Miller, 1986).

### **Measures**

Work Value Inventory (WVI) developed by Super (1970), which consist of 15 items was used as our measure. WVI measure the goal that motivated people to work and covers the entire range of values both intrinsic and extrinsic and its suitable for both gender at all education and intelligence levels (Bolton, 1985). These item are used to develop the instrument's 15 universal sub dimensions of work values, including achievement, altruism, associates, creativity, economic returns, esthetics, autonomy, intellectual inspiration, management status, security, supervisory relations and surroundings, variety, and way of life. We use a 6-point Likert scale, respondents were asked to indicate to what extent he or she is accordant with the particular behavior (1=definitely not accordant to 6 = definitely accordant).

### **Analysis:**

A principal component analysis with a varimax rotation was performed on the items indicating the extent to which employees displayed the 29 job behaviors. Table 1 shows a five-factor solution. There were items, however, with moderately high loadings (>0.40) on more than one factor, particularly among the item making contributions. After eliminating items that did not load clearly on a single factor, we conclude the analysis again. There were

five factors with Eigen-values greater than one, and the results of a screen test supported a five-factor solution. The five factors were clearly defined, with items having a high loading (>0.50) on their primary factors and a difference of at least 0.20 between this loading and the next highest loading.

**Table 1**

| Work Value Behavior                    | Factor loading |             |             |             |             |
|--|----------------|-------------|-------------|-------------|-------------|
|  | 1              | 2           | 3           | 4           | 5           |
| 1. Add beauty to the world             | <b>0.69</b>    | 0.16        | 0.18        | 0.18        | -0.05       |
| 2. Feel like my contribution           | <b>0.64</b>    | 0.17        | 0.3         | 0.23        | 0.22        |
| 3. Help plan the work of others        | <b>0.65</b>    | 0.07        | 0.2         | 0.39        | 0.01        |
| 4. Gain prestige within the field      | <b>0.71</b>    | 0.15        | 0.25        | 0.13        | 0.17        |
| 5. Proud to make good products         | <b>0.72</b>    | 0.27        | 0.13        | 0.02        | 0.1         |
| 6. Try out new ideas and suggestion    | <b>0.65</b>    | 0.43        | 0.13        | 0.1         | -0.08       |
| 7. Create something new                | <b>0.53</b>    | 0.49        | 0.2         | 0.09        | -0.21       |
| 8. Feel mental challenge               | <b>0.63</b>    | 0.2         | 0.03        | 0.16        | 0.37        |
| 9. Keep solving new problems           | <b>0.61</b>    | 0.28        | 0.09        | 0.21        | 0.18        |
| 10. Look forward to some change        | 0.51           | <b>0.51</b> | 0.09        | -0.09       | 0.31        |
| 11. Often involve in group activity    | 0.25           | <b>0.63</b> | 0.15        | -0.01       | -0.17       |
| 12. Do something benefit others        | 0.24           | <b>0.57</b> | 0.16        | -0.02       | 0.04        |
| 13. Feel a member of the group         | 0.25           | <b>0.74</b> | -0.03       | 0.13        | 0.11        |
| 14. Good contact with coworkers        | 0.18           | <b>0.71</b> | 0.02        | 0.23        | 0.26        |
| 15. Add to the wellbeing of the others | 0.11           | <b>0.77</b> | 0.04        | 0.23        | 0.14        |
| 16. Pleased after a day's work         | 0.19           | <b>0.5</b>  | 0.08        | 0.27        | 0.16        |
| 17. Current job meet consumption       | 0              | -0.25       | <b>0.57</b> | 0.32        | 0.11        |
| 18. Have freedom in my area            | 0.21           | -0.02       | <b>0.55</b> | 0.19        | 0.26        |
| 19. Believe not to lose job            | 0.22           | 0.06        | <b>0.54</b> | 0.15        | 0.02        |
| 20. Satisfied with current life        | 0.09           | 0.1         | <b>0.76</b> | -0.03       | 0.24        |
| 21. Can balance work life              | 0.13           | 0.36        | <b>0.65</b> | -0.1        | -0.15       |
| 22. Know my job with last              | 0.25           | 0.25        | <b>0.64</b> | -0.08       | -0.09       |
| 23. Can get a raise                    | 0.18           | -0.02       | <b>0.52</b> | 0.13        | 0.19        |
| 24. Use leadership ability             | 0.49           | 0.16        | 0.24        | <b>0.53</b> | -0.16       |
| 25. Have a fair supervisor             | -0.03          | 0.37        | 0.15        | <b>0.6</b>  | 0.36        |
| 26. Do many different things           | 0.32           | 0.09        | 0.01        | <b>0.53</b> | 0.18        |
| 27. Contribute new ideas               | 0.35           | 0.14        | 0.1         | <b>0.66</b> | 0.02        |
| 28. Enjoy current job                  | 0.19           | 0.15        | 0.24        | 0.1         | <b>0.68</b> |
| 29. Workplace is satisfied             | 0.08           | 0.07        | 0.25        | 0.12        | <b>0.72</b> |
| Eigen values                           | 1.62           | 2.58        | 1.92        | 1.63        | 1.15        |
| Percentage of variance explained       | 33.24          | 8.08        | 5.99        | 5.1         | 3.6         |

Note: N=361

Extraction Method: Principal Components Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Bold face indicates factor loading greater than 0.40. The associated items were averaged to create each of the five subscales.

**Factor Labels:**

1. Making contributions
2. Interpersonal Harmony
3. Work-Life balance
4. Self-development
5. Job satisfaction

Table 2 gives descriptive statistics, reliability coefficients, correlations for the scale and the demographic variable of age. It indicate that the internal consistency reliabilities for the five factor were respectable, with all scales attaining Nunnally’s (1978) suggested the Cronbach’s alpha level of 0.70 or higher. The demographic variable of age showed significant correlations to the factors of making contributions at the  $p < 0.05$  level, work life-balance and self-development at the  $p < 0.01$  level.

**Table 2**

| Correlation and Descriptive Statistics (N= 316) |       |      |        |        |        |        |       |
|---|-------|------|--------|--------|--------|--------|-------|
|   | Mean  | Std. | A      | B      | C      | D      | E     |
| A. Making contributions                         | 31.24 | 7.72 | 0.71   |        |        |        |       |
| B. Interpersonal Harmony                        | 26.31 | 4.99 | 0.56** | 0.74   |        |        |       |
| C. Work-Life balance                            | 21.33 | 4.67 | 0.43** | 0.23** | 0.76   |        |       |
| D. Self-development                             | 18.86 | 4.62 | 0.58** | 0.43** | 0.30** | 0.72   |       |
| E. Job satisfaction                             | 6.51  | 1.65 | 0.25** | 0.24** | 0.33** | 0.30** | 0.81  |
| Age   | 2.41  | 0.79 | 0.11*  | 0.075  | 0.18** | 0.19** | 0.002 |

P\* < 0.05, p\*\* < 0.01

**Discussion and Conclusion**

This study indicated that the employees’ work values have changed greatly in current Indian work force since its political and economic system reform and the opening to the outside world. In Indian enterprise those holding higher work values are older workers, managers, better educated workers. This conclusion has important implication both in management theory and practices.

The age effect on work values indicates that the employees work values tend to be more mature as they grow older, together with the increase of their work ability and work initiative. Compare with the young, the older employees will more easily experience their work values and be more acquainted with their job, including social reputation achievement orientation, self-development and work-life balance and they are ready to make contribution to the organization. Work is becoming a means for individuals to realize personal goals and values (Lu and Lin 2002). The management focus should change from traditional “material” or “economics” orientation to “humanity” orientation and put into effect the human value fulfillment. The employees’ work initiative and creation come from their satisfaction of the demand. Therefore, corporation should do more on job enrichment, job enlargement, job flexibility and management democracy, so as to meet the employees’ job assignment should be fit for their education level, for example, Postgraduates might be better to fit a research position rather than an instrumental position compared to middle school and university graduates.

#### **Limitation of the study:**

One limitation of this study is that the data was collected from several enterprises in north India, not enough to represent all the enterprises of the nation, for there’s some difference between the south and north India in both economic situations and culture backgrounds and so do the Work values. Therefore comparing work values between the two districts will enhance better data representation in future study.

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