Original Article

Values that Make Employees more Valuable in the Organization – A Conceptual Analysis

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ABSTRACT
In the organizational climate of today – "with values anything can be achieved; without values nothing can be targeted". Employees are considered to be the most valuable asset of any organization irrespective of their category. Clarifying organizational values and employee values can result in win-win outcome for all concerned. An important aspect of this is "Value congruence" between individual values and organizational values. For this an analysis of different values shared by organization and employees is necessary. The personal values of employees are to a great extent considered to create impact on their workplace behavior to ensure that through values employees will be managed and engaged well for the organization towards organizational effectiveness. This article insists that the organization effectiveness is determined not only by employee values, but also by society-centered values.
Key words: - Values, Value Congruence, Employees engagement, Organization Culture and Effectiveness.

INTRODUCTION

In the organizational climate of today – "*with values anything can be achieved; without values nothing can be targeted*". Employees are considered to be the most valuable asset of any organization irrespective of their category. They are not perceived in the way how they were perceived in the early 80s and 90s. In early days, employees were just considered as an element of expenditure, whereas today, employees are considered as an element of investment for the growth of the organization. To make this valuable asset much more valuable, every organization must have strong values-based culture. Organizations all over the world have been highly appreciative of workplace culture that is built on values. An important aspect of this is "Value congruence" between individual values and organizational values. Organization can achieve a great success by applying values in all work activities through the involvement of employees.

OBJECTIVES OF THE STUDY

Many of the previous studies have witnessed that values component and level of value congruence between employees' values and values of the organizations employing them, have positive relation towards employees' satisfaction and commitment.
1. This study was started with a primary motive to bring out the importance of organization values and values which organization deem necessary and important from employees and society which it deals with, to improve organization effectiveness.
2. Also, this study attempts to analyze the impact that values have on employees and how the values component adds more value to them to achieve their personal growth and organizational growth as well.
3. Though there are many researches done on values, hardly any study has been done which give a clear set of values need for the fast and changing business context today. This article is an attempt to give a update on values from three dimensional approach – Organization, Employees and Society, which will be helpful for future researches.

METHODOLOGY

This study was completely based on secondary sources only. Primary data was kept aside to arrive at a clear conceptual view on the organizational values and its impact on employees. The researcher leaves it to the readers for their suggestions.
Literature Review:-

Values are a fixture on organization mission statements these days. Organizations place great importance on culture because of its perceived impact on performance. Lebow and Simon (1997) states that there are five key requirements for business values: 1. It must affect everything within an organization, 2. Must be linked to the overall success of the organization, 3. Must be controllable by some or something, 4. Must be measurable and 5. Must be aspirational for all parties involved. These statements clearly say how the values must be set by the organization.

Values can be described as ideals, behavior and character. When all these three fall in line with organization's strategies, it will surely result in a highly motivated organization culture.

Within the organizational context, values are the basic conceptualizations and beliefs of an organization. These values lead the employees to behave optimistically in the organization. Values underlie and to a large extent determine behavior, but they are not directly observable, as their behaviors are. Values guide how the employees should or ought to behave. For this, the individual values are to be congruent with an organization's values. This may strengthen an employee's identification in the organization and ultimately provide meaning for employees' very existence.

An Overview of Organization values and the values that organization expects from Employees and Society:-

Organizational values:
• Business ethics, Integrity, Trust, Honesty, Openness, Quality, Creativity, Respect, Flexibility, diversity, Systematic functioning, Initiative, Fairness, Progress, Cautiousness, Justice, Conservative, Stewardship, Responsibility Orderliness, Leadership, Freedom, etc
Employees-centered values:
• Achievement, Freedom, Responsibility, Respect, Making a difference, Integrity, Fairness, Innovation, Intuition, Commitment, Emotional spontaneity, Confidence, Creativity, Courage, Feedback, Enjoying work (stress less), Autonomy, Punctuality, Work-life balance, Generosity, Courtesy, Consideration, Comfort, Benevolence, Conformity, Competence, Openness, Hedonism, Power, Self-direction, Stimulation, Orderliness, Progress, Conservative, Leadership, Humility, Honesty, etc.
Society-centered values:
• Sharing, Belonging, Loyalty, Support, Security, Co-operation, Honesty, Collaboration, Teamwork, Fairness, Intuition, Contribution, Responsibility, Respect, Consideration, Confidence, Feedback, Trust, etc.

Values should be communicated to the Employees:-
Organizations communicate a lot of things, but hardly its values that are absolutely fundamental to its effectiveness and existence. Organization must take steps to inculcate its values in employees from the day one (i.e., orientation) they become a part of the organization. Before inculcating the organizational values, they should recognize the values that are already existed in people and promote those values. When employees find mismatch between their values and organizational values, it will affect their overall satisfaction on workplace culture, which in turn will affect the overall organization performance. So, every organization must strive for the organization culture where there is proper synchronization between organizational and personal values, because employee values and organizational culture are considered vital to organization effectiveness. The personal values of employees are to a great extent considered to create impact on their workplace behavior. Values state the manner in which the employees will be managed and engaged. If we think in depth, values do not drive the organization, but they drive the employees within the organization towards organization effectiveness

Organizations today are actively seeking for employees who are driven by organizational values. Organizations may articulate its values on posters, in meetings and through other employee communications to ensure employee values align with the company i.e., value congruence is attained. Previous researches and studies observed that a few financial organizations have launched media advertising campaigns to promote their values among employees and to the society. Organizations can make arrangements to fix the values board or poster in every department and workplace of the organization. Employees, as they visit these places frequently will surely have a look at values conveyed to them. As the days go, these values will become their habits and they will start practice them in their every activity of organization and personal life. Also, employees can be taught of values through employee handbooks, organization's reports, organization's website, performance appraisals and counseling, etc. Organization can also tell the story of its successes and flaws they have been experiencing and make the

employees to realize the vital role they play towards the organization and society. Employees' involvement can be gained only when they are rightly trained on values.

Values – Not for Employees alone!

To our surprise, to most of the employees, the so-called organizational values are not values at all. The reason being, overwhelming corporate experience shows that values are not successfully imposed from the top down. When top executives do not live up to the values they have articulated, knowingly or unknowingly it becomes a recipe for employee cynicism. In this context, employees are considered as mirror as they reflect what they observe from the people of higher level in the organizational hierarchy. The values must be represented and internalized by the top executive's own behavior and dignified as values statement that is shared amongst all employees in the organization. In the context of their day-to-day work, they must epitomize the organization's values. But, in many real cases, the management or so-called executives fail to communicate the organizational values, leaving only work-related expectations to the employees. Management must understand that values are not a compilation of platitudes to be taught, they are to be lived.

Impact of values on Employees:-

Values help the organization to gain the hearts and minds of employees. Management in the organization expects their employees to represent as their proxy, serving as delegates towards its stakeholders. In the absence of a strong culture and organizational core value system to guide them, they may not act on behalf of the organization in the way it would prefer. From the observation made out of previous researches and studies, it is understood that values that focus on employees, organization and society help to a larger extent for organization effectiveness.

Employees will tend to operate at their best when they work for organizations whose values are in tune with their own personal values. Also, it will guide their actions to align with the vision and goal of the organization. There may be some moments arise when the employees' personal values and the organization's values are not in alignment. The lure for earning more money should not lead the employees to deviate from the value based behavior. Values can guide the employees of what is expected of them by the organization, which embraces opportunities for personal and professional development of employees. As Albert Einstien said "We (people) should be men of values than men of success". Values help employees to act ethically abiding by law. Values need to be practiced by employees in their day-to-day activity in the organization. When the employees' behavior is driven by values, it will help in elevating the work culture and the organization effectiveness. Also, values give them a sense of identification and professionalism among employees. Values may differ from individual to individual. To some employees, values such as cheerful, forgiving and helpful may be more important and for some other employees, values like ambitious, clean, obedient, responsibility may be more important. Though the order and prioritization of values may differ for different employees, if we look at the long list of values given in the above table, we can find there a few values that are shared commonly by all such as: Integrity, Trust, Responsibility, Respect, Fairness and Honesty, for the overall success of the organization.

When the organization appreciates the employee for his/her contributions, may it be big or small, it will create a positive change in employees work performance. Through honest communication, the organizations can make the employees to understand why and to what extent they are important to the greater good of the organization. Values lead to right engagement practices and employees can work towards creating a more motivated and high-performing workforce. Inclusion of values in the performance appraisal process will surely increase the level of commitment by employees. Values will make employees to feel the workplace to be stress less and balanced.

Values-driven employee engagement towards organization effectiveness:-

Employees' trust on management will be increased, when the organization makes decisions that show the care, concern and well-being for employees. Values lead to positive organization citizenship behavior, where we can notice employees' increased tendency to help and assist new co-workers with heavy workloads and spread positive emotions at workplace which in turn increase team effectiveness (i.e., promoting teamwork). Organization must reward those employees who work without compromising the values that define the organization. The triangulation analysis of value congruence (Employees-Organization-Society), will reveal the gap existing between the reality of the values practiced and the values needed and fix it. The main reason for the organization to align its values with the values of the employees is to gain good "Organization citizenship behavior" only through which the probability of organizational success (i.e., organization reputation) will be increased. Apart from employees, the organization expects certain values from the society too, in which they belong to. Unless, they gain the society's sense of sharing, security, loyalty, support, contribution, feedback, trust, belonging, etc., the very

reason for organization's existence will become futile i.e., the organization success will be a big question mark. After all, the organization and employees are put in great effort to gratify the society they belong to. Value statements, unless they put into action by employees will not reap the very purpose of organization's existence. Management must have concern on the development of human resources. Employees are to be given opportunities for autonomy and development. Management must works toward sub-goals of cohesion, morale, and training opportunities for opportunities. What makes organizations more effective is directly related to decision-making criteria. To say precisely, the mission and values are to be translated into strategy with an exclusive focus on operational objectives.

CONCLUSION

Organizations driven by strong values have witnessed a sense of achievement beyond making money. Moreover, organization's effectiveness is gauged through the value elements. Values may differ from individual to individual and from organization to organization. Also, they may change over a period of time. In the fast changing and growing business context today, organizations must consistently strive towards attaining value congruence and thereby elevating the organization's effectiveness and this becomes true only when the organization achieve values-driven employee engagement.

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