

LECTURE 3

VALUES, CULTURE & ATTITUDE

What are Values?

Values are a specific mode of conduct or end state of existence which is personally or socially preferred.

Value System is a hierarchy based on a ranking of one individual's value in terms of their intensity.

Types of values

Terminal Values:

The desirable end state of existence; the goals that a person would like to achieve during his/her lifetime.

Instrumental Values:

Preferable modes of behaviour or means of achieving one's terminal values.

Can differ for different people based on different culture and what they value most.

What is Culture?

It is a system of shared meanings that has various components:

1. Morale

4. Traditions

2. Beliefs

5. Rules

3. Religion

6. Norms

The strength of a culture.

How widespread a culture is?

The more widespread a culture is, the stronger it is. We can look at the ratio of those who practice it.

The priority & importance given to a culture.

Culture is said to be important if the elements of the culture are given much importance.

Hofstede's framework of culture.

Surveyed with 116 000 IBM employees in 40 countries derived the 5 dimensions:

- 1. Power distance**
- 2. Individualism vs collectivism**
- 3. Uncertainty to avoidance**
- 4. Quantity of life vs quality of life**
- 5. Long term vs short term orientation**

GLOBE FRAMEWORK

Global Leadership and Organisation Behaviour Effectiveness (GLOBE) was tested on 825 organisations in 62 countries:

- 1. Assertiveness**
- 2. Future Orientation**
- 3. Gender Differentiation**
- 4. Uncertainty to avoidance**
- 5. Performance orientation**

GLOBE FRAMEWORK

6. Human Orientation

7. Power Distance

8. Individualism vs collectivism

9. In group collectivism

*Some of the GLOBE dimensions are similar

Hofstede dimensions

ATTITUDES

An evaluative statement or judgement concerning objects, people or event.

Can be divided into 3 types:

1. Cognitive
2. Affect
3. Behaviour

Attitudes in Organisation

- Job Satisfaction
- Job Involvement
- Organisation Commitment