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# ATTITUDE, VALUES & STATUS

## FUNDAMENTALS OF ORGANIZATIONAL BEHAVIOR



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## Attitudes

“Attitudes are enduring ‘residues of experience’ or ‘acquired behavioural disposition. (Donald Campbell).” By attitude we mean the beliefs, feelings, actions and tendencies of an individual or a group of individual towards objects, ideas, and people is commonly understood as ‘Attitude’. People can have favorable or unfavorable reactions to issues, ideas, specific individuals, entire social group and objects. And again, the individuals are mixed with the positive or negative attitude.

An attitude is the mental state of readiness, learned and organized through experience, exerting a specific influence on person’s response to people, object and situations with which it is related.” This simple meaning has important implications for managers.

- ◆ Attitude refers to a feeling and beliefs of an individual or groups of people.
- ◆ Attitudes are organized and core to an individual.
- ◆ Attitude endures unless something happens, e.g. If Monika who work at night shift is transferred to a day shift her attitude may become more positive.
- ◆ All people, irrespective of their status or intelligence, holds attitude.

### Components of attitude

Attitude constitutes an important and basic psychological attribute of individuals which shape their behaviour. Attitudes are internal and may be largely kept to one self. There are three primary components of attitude:-

#### 1. Cognitive or informational component

- THIS CONSTITUTES THE BELIEFS AND VALUES, IDEAS, OPINIONS AND INFORMATION ABOUT A PARTICULAR PERSON OR AN OBJECT.

#### 2. Affective or emotional component

- THIS CONSTITUTES A PERSON'S FEELINGS OF LIKES AND DISLIKES TOWARDS A PERSON OR OBJECT.

#### 3. Bahavioural component

- THIS CONSTITUTES THE TENDENCY OF A PERSON TO BEHAVE IN A PERTICULAR MANNER TOWARDS A PERSON OR OBJECT.

Attitude is considered to be the central theme in behaviour. Generally, it refers to an individual's evaluation about the social world. The extent to which people have favourable or unfavourable reactions to any issues, ideas, persons, social groups or objects.

Attitudes strongly influence human thoughts, feelings and behaviours. The evaluation an individual makes about his or her world is a very important one. It forms the basis of social cognition.

Attitudes are learned, some evidence suggests that attitudes may be influenced by genetic factors too. For example, one individual may like vegetarianism, another may like non-vegetarianism. One may have a positive approach to one political party another may have a total negative approach to that party.

### **CHARACTERISTICS/FEATURES OF ATTITUDE**

The important characteristics and features of attitude are:-

#### **Attitudes are invisible:-**

*Attitudes constitute a psychological phenomenon which cannot be directly observed. However, one may observe an attitude indirectly through observing its consequences, e.g. if a person is highly productive his attitude towards work is positive.*

#### **Attitudes affect behaviour:-**

*There is a natural tendency of a person to maintain consistency between two attitudes or attitude and behaviour. Attitude can lead to intended behaviour if there is no external intervention e.g. a person with positive attitude always works for development of organization.*

#### **Attitudes are pervasive:-**

*Attitudes are formed in the process of socialization and may relate to anything in the world. For example, a person may have positive or negative attitude towards religion, politics, politicians, countries and so on.*

#### **Attitudes are acquired:-**

*Attitudes are gradually formed/ learnt over a period of time. The process of learning on attitude starts right from childhood and continues throughout the life of a person. However, in the beginning, the family members have a greater impact on the attitude of a child. E.g. if the family members have a positive attitude towards service and negative attitude towards business, then there is a greater likelihood that the child will inculcate similar attitude towards these objects.*

## VALUES DEFINITION – WHAT IS VALUES?

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Values defined in Organizational Behaviour as the collective conceptions of what is considered good, desirable, and proper or bad, undesirable, and improper in a culture.

Some common business values are fairness, innovations and community involvement.

According to R.K. Mukherjee, “Values are socially approved desires and goals that are internalized through the process of conditioning, learning or socialization and that become subjective preferences, standards, and aspirations”.

### Values

**Values represent basic convictions 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.**

**Value is a judgmental element of what is right, good, or desirable.**

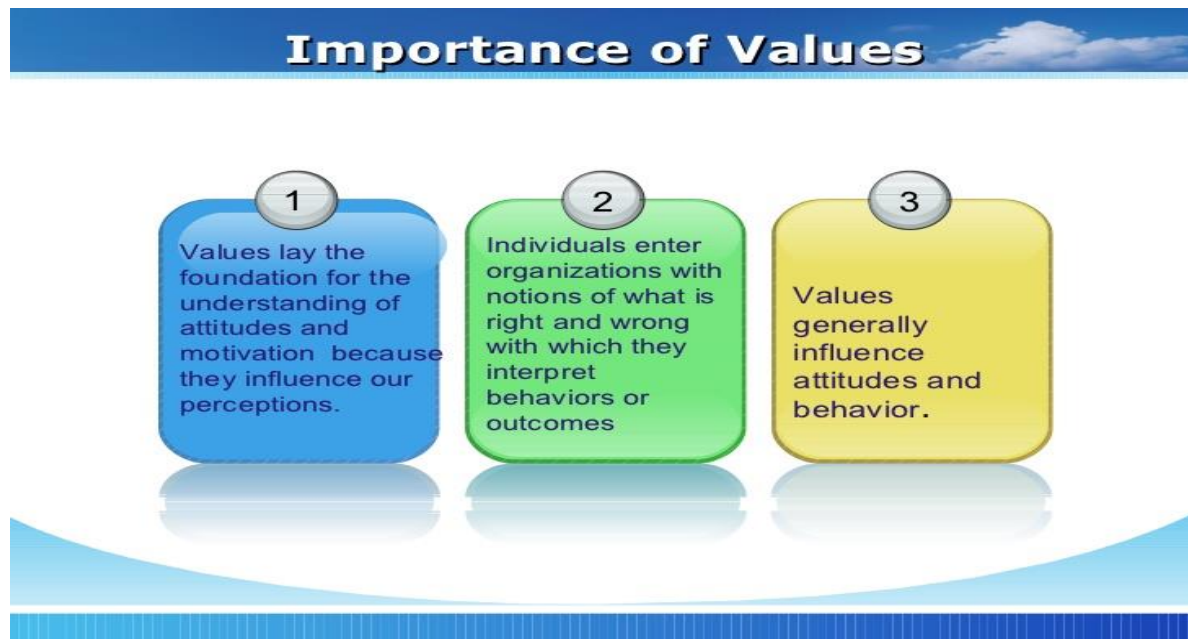
## VALUES AND ORGANISATIONAL BEHAVIOUR

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Values affect the behaviour of individual in organisations. Every manager should have a proper understanding of the values of his subordinates. The role of values in understanding behaviour is as follows:-

- Value lays the foundation of understanding the attitude, perception and motives which shape the behaviour of individuals.
- A system of shared values of the organizational members helps in developing the organizational culture.

- Organizational values which are ethical and in the interest of the society enhance the image of the organization.



## Types of values

The values can be divided into two broad categories:-

1. Terminal Values.
2. Instrumental Values.

**Terminal Values are most desirable to humans and Instrumental values are views of how human desires should be achieved.**

### TERMINAL VALUES

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These are values that we think are most important or most desirable.

These refer to desirable end-states of existence, the goals a person would like to achieve during his or her lifetime. They include happiness, self-respect, recognition, inner harmony, leading a prosperous life, and professional excellence.

## Terminal Values

**Desirable end-states of existence; the goals that a person would like to achieve during his or her lifetime.**

### Terminal Values

A comfortable life (a prosperous life)  
An exciting life (a stimulating, active life)  
A sense of accomplishment (lasting contribution)  
A world at peace (free of war and conflict)  
A world of beauty (beauty of nature and the arts)  
Equality (brotherhood, equal opportunity for all)  
Family security (taking care of loved ones)  
Freedom (independence, free choice)  
Happiness (contentedness)  
Inner harmony (freedom from inner conflict)  
National security (protection from attack)  
Pleasure (an enjoyable, leisurely life)  
Salvation (saved, eternal life)  
Self-respect (self-esteem)  
Social recognition (respect, admiration)  
True friendship (close companionship)  
Wisdom (a mature understanding of life)

## INSTRUMENTAL VALUES

Instrumental values deal with views on acceptable modes of conductor means of achieving the terminal values. These include being honest, sincere, ethical, and being ambitious. These values are more focused on personality traits and character.



## Instrumental Values

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

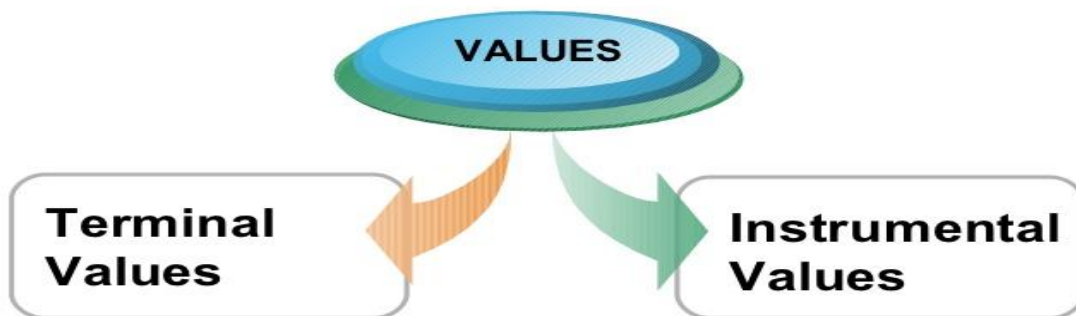
### Instrumental Values

Ambitious (hardworking, aspiring)  
Broad-minded (open-minded)  
Capable (competent, effective)  
Cheerful (lighthearted, joyful)  
Clean (neat, tidy)  
Courageous (standing up for your beliefs)  
Forgiving (willing to pardon others)  
Helpful (working for the welfare of others)  
Honest (sincere, truthful)  
Imaginative (daring, creative)  
Independent (self-reliant, self-sufficient)  
Intellectual (intelligent, reflective)  
Logical (consistent, rational)  
Loving (affectionate, tender)  
Obedient (dutiful, respectful)  
Polite (courteous, well-mannered)  
Responsible (dependable, reliable)  
Self-controlled (restrained, self-disciplined)

There are many typologies of values. One of the most established surveys to assess individual values is the **Rokeach Value Survey**.

## Types of Values

### Rokeach Value Survey...



This survey lists 18 terminal and 18 instrumental values in alphabetical order.

| S.NO | TERMINAL VALUES                                       | INSTRUMENTAL VALUES                            |
|------|---|--|
| 1.   | A comfortable life (a prosperous life)                | Ambitious (hardworking)                        |
| 2.   | An exciting life (a stimulating, active life)         | Broadminded (open-minded)                      |
| 3.   | A sense of accomplishment (lasting contribution)      | Capable (competent, efficient)                 |
| 4.   | A world of peace (free of war and conflict)           | Cheerful (lighthearted, joyful)                |
| 5.   | A world of beauty (the beauty of nature and the arts) | Clean (neat, tidy)                             |
| 6.   | Equality (brotherhood, equal opportunity for all)     | Courageous (standing up for your beliefs)      |
| 7.   | Family security (taking care of loved ones)           | Forgiving (willing to pardon)                  |
| 8.   | Freedom (independence, free choice)                   | Helpful (working for the welfare of others)    |
| 9.   | Happiness (contentedness)                             | Honest (sincere, truthful)                     |
| 10.  | Inner harmony (freedom from inner conflict)           | Imaginative (daring, creative)                 |
| 11.  | Mature love   | Independent (self-reliant, self-sufficient)    |
| 12.  | National security (protection from attack)            | Intellectual (intelligent, reflective)         |
| 13.  | Pleasure (an enjoyable, leisurely life)               | Logical (consistent, rational)                 |
| 14.  | Salvation (saved, eternal)                            | Loving (affectionate, tender)                  |
| 15.  | Self-respect (self-esteem)                            | Obedient (dutiful, respectful)                 |
| 16.  | Social recognition (respect, admiration)              | Polite (courteous, well-mannered)              |
| 17.  | A true friend (close companionship)                   | Responsible (dependable, reliable)             |
| 18.  | Wisdom (a mature understanding of life)               | Self-controlled (restrained, self-disciplined) |

The values a person holds will affect his or her employment.

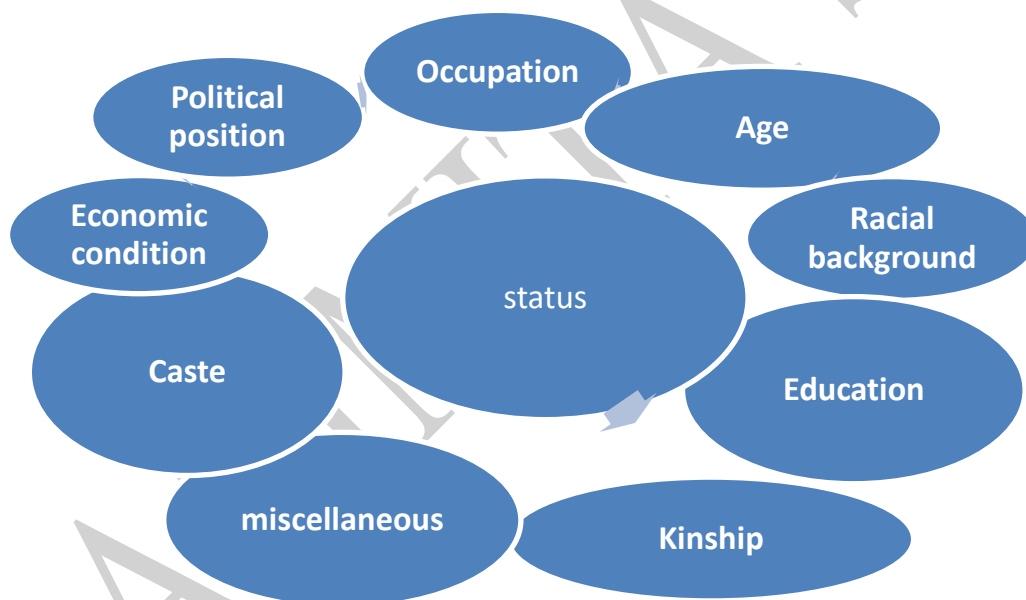
For example, someone who has an orientation toward strong stimulation may pursue extreme sports and select an occupation that involves fast action and high risks, such as fire-fighter, police officer, or emergency medical doctor.



# STATUS

There are different norms prescribed for the behaviour of different members of the society. An young boy, when talking to parents, is in the status of a 'son' while in the college he occupies the status of a 'Student' outside the class, with the other students is their company he is a 'friend' and when in service of any department, he becomes a member of the staff and accordingly holds a different status. Thus man, in varying situations, occupies different statuses by which he is recognized. Thus the position which someone holds at a time is varying conditions in a particular system, is his status.

## DETERMINANT FACTORS OF STATUS



Reference:-

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