Unit 11: VALUES, ATTITUDES AND EMOTIONS

UNIT STRUCTURE

11.1 Learning Objectives

11.2 Introduction

11.3 Values and Classifications

- 11.3.1 Types of Values
- 11.3.2 Similarities & Differences between Values & Attitudes
- 11.3.3 Value Conflict

11.4 Attitudes and Behaviour

- 11.4.1 Relationship between Attitude & Beheviour

11.5 Employee Attitudes and Performance in Workplace

- 11.5.1 Workplace Misbehaviour
- 11.5.2 Work Attitudes and Job Satisfaction

11.6 Emotions and Emotional Intelligence

- 11.6.1 Concept & Emotion
- 11.6.2 Emotional Intelligences and Its Characteristics

11.7 Emotional Intelligence in Workplace

11.8 Let Us Sum Up

11.9 Further Reading

11.10 Answers to Check Your Progress

11.11 Model Questions

11.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- define values and its classifications
- describe the concept of values and attitudes
- outline the major attitudes displayed by employees at the workplace
- explain the role that attitudes play in work performance
- explain the relationship between attitudes and behaviors
- discuss the concept of emotional intelligence
- describe the impact of emotional intelligence on workplace effectiveness

11.2 INTRODUCTION

The values people hold can explain their attitude and, in most cases, the behavior they engage in, but unfortunately, we can't say which value shapes which attitude and behavior. Attitudes are more specific than values; whereas values are more broad and encompassing than attitudes. Values contain a moralistic flavor. The statement that "reservation is bad in employment" reflects one's values. On the other hand, "I favor a supportive education program to bring out the best in socially backward classes" is an attitude.

There is a strong reason to believe that we react to different states in different ways depending on our moods or emotional state, and these determine the satisfaction experienced. Emotional intelligence is one such approach by which we recognize, understand, and manage our emotions effectively. To rise higher at the workplace, it is not just essential that individuals are good at their jobs; they are required to be more positive, approachable, warm, empathetic, and optimistic.

11.3 VALUES

Values are stable enduring beliefs, about what is worthwhile, that influence thoughts and behavior. Values are learned, beginning soon after birth, as parents and others teach that certain behaviors are good and certain others are bad. Children in many cultures learn quickly that it is good to be obedient and bad to disobey. They may learn that honesty, cleanliness, politeness, and similar traits, are good and thus valued. They may develop basic conviction about what is right and what is wrong, good or bad, important or unimportant.

Values contain both content and intensity attributes. The content attribute says that a specific way of behavior is important. The intensity attribute reveals how important it is. Values are emotionally charged priorities and are passionately defended. The term value system implies a ranking of individual values (relating to obedience, freedom, pleasure, self-respect, equality etc) according to their importance. The value system is a framework

of personal philosophy which governs and influences the individual's reactions and responses to different situations.

11.3.1 Types of Values

Allport classified and categorized values in the following six types:

1. **Theoretical**: Values the discovery of truth and emphasizes a critical and rational approach to a problem.
2. **Economic**: Values utility and practicality and emphasizes standard of living.
3. **Aesthetic**: Value form, grace, and harmony and emphasizes the artistic aspect of life.
4. **Social:** Values love of people and altruism, and emphasizes concern for others.
5. **Political**: Values power, position, and influence and emphasizes competition and winning
6. **Religious**: Values unity of people's relationship to the universe and emphasizes high ideals and the search for the purpose of being on earth..

Researchers have found that the value people emphasize vary with their occupations. For example, scientists of all kinds are often theoretically inclined; business people emphasize economic value; artists have high aesthetic value; psychologists, social workers, and teachers are inclined towards social value; executives in all fields often have a high political value; philosophers and the clergy often hold religious value.

A second way of classifying values was developed by Milton Rokeach; he distinguished between two sets of values. ***Instrumental values*** describe desirable beliefs about behaviors that are appropriate in reaching desirable goals and ends. ***Terminal values*** describe desirable ends that are worth striving for. A list of instrumental and terminal values is presented in the box below:

Instrumental(mean) Values	Terminal (end) Values
Ambition and Hard Work	Prosperity
Open mindedness	Stimulating, active life
Competence	Achievement
Courage	Equality
Helpfulness	Freedom
Honesty	Happiness
Courtesy	Friendship
Responsibility	Wisdom
Intelligence	Pleasure

Table 1.1: List of instrumental and Terminal Values

Case example

VALUES AT TATA GROUP

At the Tata group we are committed to improving the quality of life of the communities we serve. We do this by striving for leadership and global competitiveness in the business sectors in which we operate.Our practice of returning to society what we earn evokes trust among consumers, employees, shareholders and the community. We are committed to protecting this heritage of leadership with trust through the manner in which we conduct our business.Core valuesTata has always been values-driven. These values continue to direct the growth and business of Tata companies. The **five core Tata values** underpinning the way we do business are:**Pioneering:** We will be bold and agile, courageously taking on challenges, using deep customer insight to develop innovative solutions.**Integrity:** We will be fair, honest, transparent and ethical in our conduct; everything we do must stand the test of public scrutiny.**Excellence:** We will be passionate about achieving the highest standards of quality, always promoting meritocracy.**Unity:** We will invest in our people and partners, enable continuous learning, and build caring and collaborative relationships based on trust and mutual respect.**Responsibility:** We will integrate environmental and social principles in our businesses, ensuring that what comes from the people goes back to the people many times over.

11.3.2 Similarities and Differences between Values and Attitudes

Similarities

- Both influence behavior of people in a powerful way.
- Both are learned and acquired from the same source – experience with people and objects.
- They are relatively permanent and resistant to change.
- They have reciprocal influence and are used interchangeably.

Differences

- Attitudes reflect how one feels about something. They are learned predispositions towards aspects of our environment. Values focus on our judgment of what ought to be.
- Attitudes represent several beliefs and feelings focused on a specific object, idea, people or situations. Values, on the other hand, represent a single belief that guides actions and judgment across objects and situations.
- Attitudes and beliefs are mostly personal experiences. Values contain a moral flavor.



CHECK YOUR PROGRESS

Q.1 Distinguish between values and attitudes.

.....

.....

Q.2 Values have professions wise preferences. Do you agree?

.....

.....

11.3.3 Value Conflict

Value conflict is a difference of opinion created by differences in long-held beliefs and world views. The conflict cannot be easily

resolved with facts because the differences are belief-based and not fact-based

There are three types of value conflicts: intrapersonal, interpersonal and, individual-organizational conflicts.

Intrapersonal Value Conflict: Inner conflict and resultant stress are typically experienced when highly ranked instrumental and terminal values pull the individual in different directions. For example, in the category of instrumental values, “honest” can be pushed aside by “ambitious”, and “obedient” in hard-driving managers.

Interpersonal Value Conflict: This problem generally is at the core of the so-called personality clashes common at work and elsewhere. Interpersonal value conflicts usually exist with whomever a person is encountering difficulties in interpersonal relations with, say, spouse, boss, employee or the group with which he identifies. Scholars believe that managers must consider value differences when attempting to resolve interpersonal conflicts.

Individual-Organizational Conflict: Every organization has a distinct culture complete with its own prevailing value system. Not surprisingly, individual employees often find them-selves at odds with their employing organization’s value system. Generally, the individual’s only option is to join the system, leave the system, or fight the system.

11.4 ATTITUDE AND BEHAVIOUR

An attitude is a relatively enduring organization of beliefs, feelings, and behavioral tendencies towards socially significant objects, groups, events or symbols. It is a psychological tendency that is expressed by evaluating a particular entity with some degree of favor or disfavor.

Every attitude has three components that are represented in what is called the **ABC model** of attitudes: A for affective, B for behavioral, and C for cognitive. Attitudes structure can be described in terms of three components.

Affective component: this involves a person's feelings / emotions about the attitude object. For example: "I am scared of spiders".

Behavioral (or conative) component: the way the attitude we have influences how we act or behave. For example: "I will avoid spiders and scream if I see one".

Cognitive component: this involves a person's belief / knowledge about an attitude object. For example: "I believe spiders are dangerous".

11.4.1 Relationship between Attitude and Behavior

While every attitude is a combination of feelings, beliefs and evaluations, behavior, on the other hand, refers to the actions or reactions of an object or organism. Attitude predicts behavior.

Every stimuli is different from each other especially in behaviors and attitudes. A person's behavior is the reflection of his personality. Most people say that attitude is a negative thing just because they are not having the correct knowledge about it. Both tendencies are different. Let's discuss the difference between Behavior and Attitude.

Attitude: In psychology, attitude is the internal mindset of an individual. It is shelled within the man which nobody can approach until a person doesn't show it.

Behavior: Behavior is the inborn attribute of an organism controlled by the nervous system, which diffuse and come outside in the form of actions of an individual. It's external which everyone can see.

Most people call behavior an attitude and attitude a behavior, But it's not. Psychologists say that what you think is attitude and what you do is behavior. In other words we can say that it is the attitude which shapes the behavior.

Surely there is a Difference. Attitude is what and how we react to stimuli in society. Attitude develops with our experiences and observation. We set our attitude on the basis of judgments on different statements. It's totally internal and individual is dealing with