



A STUDY ON ORGANIZATIONAL VALUES AMONG IT PROFESSIONALS IN CHENNAI REGION

R.Vasugi

Research Scholar, Department of Business Administration, Annamalai University, Annamalai Nagar, Chidambaram, Tamil Nadu, India

B.Vimala

Assistant Professor, Department of Business Administration, Annamalai University, Annamalai Nagar, Chidambaram, Tamil Nadu, India

ABSTRACT

KEYWORDS:

Company values, employees, customers, stakeholders, organizational vitality

Company values should provide the framework which an organization engages with employees, customers, stakeholders – all of its audiences - and ultimately influences and shapes the company culture. Some companies choose to have two or three core values, others have more, and some just have one core value that encapsulates them as an organization. This paper deals with organizational values perceived by the IT professionals in Chennai region. It outlines the various indicators of organizational values and such indicators are quantified and measured. This paper concludes with some interesting findings.

INTRODUCTION

Value statements list the principles and ethics to which an organization adheres. They form an ethical foundation for the organization. These principles and ethics then guide the behavior of organization members. They assist organizations in determining what is right and wrong. Members then act in certain ways, using the values as a guide.

Every organization has a set of values, whether or not they are written down. The values guide the perspective of the organization as well as its actions. Writing down a set of commonly-held values can help an organization define its culture and beliefs. When members of the organization subscribe to a common set of values, the organization appears united when it deals with various issues.

When an organization writes down its values, it lays out its expectations of behaviors for organization members. Individuals in the organization may be more likely to pursue behaviors that match their own value systems without a written guide of organizational values. These behaviors may not be in line with the organization's values, and they may not be ones the organization wants to promote. Smaller organizations can confront actions that don't line up with their values more easily than large organizations. Written value statements serve as a helpful guide for organization members in all organizations, but large organizations with several sub-groups especially benefit from them.

Value statements' ultimate purpose is to encourage behaviors from organization members that encourage the achievement of organizational goals and its mission. Leaders of an organization can encourage these behaviors from other members with a value framework that guides members' behavior.

Indian sociologist R.K. Mukherjee writes: "By their nature, all human relations and behavior are embedded in values, value is the foundation for understanding the level of motivation, it influences our perception, value helps to understand what ought to be or what ought not to be, it contains interpretations of right or wrong, these influence attitudes and behavior, it implies that certain behaviors on outcomes are preferred over others., these allow the members of an organization to interact harmoniously, these make it easier to reach goals that would be impossible to achieve individually, these are goals set for achievements, and they motivate, define and color all our activities cognitive, affective add connective, they are the guideposts of our lives, and they direct us to who we want to be, values and morals can not only guide but inspire and motivate a person, give energy and a zest for living and for doing something meaningful, and actually, values are important to the study of organizational behavior because they lay the foundation for the understanding of attitudes and motivation.

METHODS AND MATERIALS

This study aims at analyzing the determinants of work place happiness among it professionals in Chennai region. In this study 100 IT professionals are selected from the 5 companies in Chennai region and 10 respondents are selected from the each company under simple random sampling method. The relevant data are collected from them with the help of interview schedule. The collected data are classified and tabulated with the help of computer programming. The data analysis has been carried out with the help of ANOVA test , T' test percentage and average analysis.

ORGANIZATIONAL VALUES

This section deals with respondents' rating on organizational value. It can be assessed with the help of 40 factors on a 5 point rating scale. These include usually emphasis on team work dilutes individual accountability, preventive action on most matters, telling polite lie is preferable to telling the unpleasant trust, accepting and appreciating help offered by others, trust be gets trust, Clips are down, fend for action, obeying and checking with seniors rather than own action, making genuine attempts to change behavior on the basis feedback, a good way to motivate employees is to give their autonomy to plan their work, free and frank communication between various level helps in solving problems, performing immediate tasks rather than being concerned about large organizational goals, considering senior without fear that they will misuse the trust, genuine sharing of information feelings and thoughts in meeting, feeling and not shying away from problems, team work and team spirit, people generally are what they appear to be, freedom to employees breeds indiscipline, considering both positive and negative aspects before taking action, interpersonal contact and support among people, congruity between feeling and

expressed behavior, taking independent action relating to their jobs, tactfulness, smartness and each a little manipulation to get things done, Free interaction among employees each respecting others and feelings competence and sense of independent, offering moral support and help to employees and colleagues in a crisis, doing deeper rather than going surface level analysis of inter personal problems, encouraging employees to take of fresh look at how thing are good, prevention is better than cure, a stitch is time saves and back tactfully where there in a problem, close supervision of directing employee on action, owning up to mistakes, consideration and stability and more important than experimentation, thinking out and doing new things tones up the organizational vitality, facing challenges inherent in the work situation, effective managers put a lid on theirs feeling, employees measurement is developing an organization an mission and goals constitution to production, surfacing problems is not enough to final solution, free discussion and communication between seniors and subordinates, senior encouraging their subordinate to think about their development and take action in their direction and trying out innovative ways of solving problems.

Table 1 Designation Wise Respondents Rating on Organizational Values

Variables	Software engineer	Senior Software Engineer	System Analysts	Project Manager	Mean
Free interaction among employees each respecting others and feelings competence and sense of independent	2.06	2.31	2.43	2.68	2.37
Feeling and not shying away from problems	2.83	3.08	3.20	3.45	3.14
Offering moral support and help to employees and colleagues in a crisis	1.98	2.23	2.35	2.60	2.29
Congruity between feeling and expressed behavior	2.32	2.57	2.69	2.94	2.63
Preventive action on most matters	3.84	4.09	4.11	4.16	4.05
Taking independent action relating to their jobs	2.19	2.44	2.56	2.81	2.50
Team work and team spirit	2.73	2.98	3.10	3.35	3.04
Trying out innovative ways of solving problems	0.44	0.69	0.81	1.06	0.75
Genuine sharing of information feelings and thoughts in meeting	2.91	3.16	3.28	3.53	3.22
Going deeper rather than going surface level analysis of inter personal problems	1.91	2.16	2.28	2.53	2.22
Interpersonal contact and support among people	2.40	2.65	2.77	3.02	2.71
Tactfulness, smartness and each a little manipulation to get things done	2.13	2.38	2.50	2.75	2.44
Senior encouraging their subordinate to think about their development and take action in their direction	0.52	0.77	0.89	1.14	0.83
Close supervision of directing employee on action	1.58	1.83	1.95	2.20	1.89
Accepting and appreciating help offered by others	3.71	3.86	3.98	4.13	3.92
Encouraging employees to take of fresh look at how thing are good	1.84	2.09	2.21	2.46	2.15
Free discussion and communication between seniors and subordinates	0.63	0.88	1.00	1.25	0.94
Facing challenges inherent in the work situation	0.92	1.17	1.29	1.54	1.23
Contacting in senior without fear that they will misuse the trust	3.00	3.25	3.37	3.62	3.31
owning up to mistakes	1.45	1.70	1.82	2.07	1.76
Considering both positive and negative aspects before taking action	2.45	2.70	2.82	3.07	2.76
Obeying and checking with seniors rather than own action	3.36	3.61	3.73	3.98	3.67
Performing immediate tasks rather than being concerned about large organizational goals	3.07	3.32	3.44	3.69	3.38
Making genuine attempts to change behavior on the basis feed back	3.28	3.53	3.65	3.90	3.59
Effective managers put a lid on theirs feeling	0.86	1.11	1.23	1.48	1.17
back tactfully where there in a problem	1.63	1.88	2.00	2.25	1.94
Trust be gets trust	3.55	3.80	3.92	4.17	3.86
Telling polite lie is preferable to telling the unpleasant trust	3.89	3.94	4.06	4.21	4.00
Prevention is better than cure	1.88	2.03	2.15	2.30	2.09

Table 1 Designation Wise Respondents Rating on Organizational Values (Cont..)

Freedom to employees breeds indiscipline	2.58	2.83	2.95	3.20	2.89
Usually emphasis on team work dilutes individual accountability	3.89	4.14	4.16	4.21	4.10
Thinking out and doing new things tones up the organizational vitality	1.05	1.30	1.42	1.67	1.36
Free and frank communication between various level helps in solving problems	3.15	3.40	3.52	3.77	3.46
Surfacing problems is not enough to final solution	0.70	0.95	1.07	1.32	1.01
Clips are down, fend for action	3.44	3.69	3.81	4.06	3.75
People generally are what they appear to be	2.62	2.87	2.99	3.24	2.93
A stitch is save time	1.70	1.95	2.07	2.32	2.01
A good way to motivate employees is to give their autonomy to plan their work	3.21	3.46	3.58	3.83	3.52
Employees measurement is developing an organization's mission and goals contributes to production	0.89	1.04	1.16	1.31	1.10
Consideration and stability are more important than experimentation	1.17	1.42	1.54	1.79	1.48
Average	2.24	2.48	2.84	3.10	2.54

Source: Computed from the Primary data

ANOVA

Source of Variation	SS	df	MS	F	F crit
Rows	161.5604	39	4.142574	2444.027	1.502516
Columns	7.051188	3	2.350396	1386.682	2.682132
Error	0.198312	117	0.001695		
Total	168.8099	159			

Data presented in table 1 indicate the designation wise respondents' rating on organizational value. It could be noted that out of the 40 indicators of organizational value, the respondents rate the usually emphasis on team work dilutes individual accountability as their first level indicator of organizational value and it is evident from their secured a mean score of 4.10 on a 5 point rating scale. Preventive action on most matters is rated at second level indicator of organizational value and it is estimated from the respondents' secured a mean score of 4.05 on a 5 point rating scale. The respondents' rate the telling polite lie is preferable to telling the unpleasant trust as their third level observed event. It is evident from their secured a mean score of 4.00 on a 5 point rating scale. The respondents rank the fourth level organizational value by citing the fact that the accepting and appreciating help offered by others and it is observed from the respondents' secured a mean score of 3.92 on a 5 point rating scale. Trust be gets trust is rated at fifth level indicator of organizational value and it could be known from the respondents' secured a mean score of 3.86 on a 5 point rating scale. The respondents' rate the clips are down, fend for action as their rated sixth level organizational value and it is revealed from their secured a mean score of 3.75 on a 5 point rating scale. Obeying and checking with seniors rather than own action is rated at seventh level organizational value and it observed from the respondents' secured a mean score of 3.67 on a 5 point rating scale. The respondents' rate the making genuine attempts to change behavior on the basis feedback and it is their eighth level ranking. It is evident from their secured a mean score of 3.59 on a 5 point rating scale. The respondents rate the ninth level organizational value by citing the event that a good way to motivate employees is to give their autonomy to plan their work as per their secured a mean score of 3.52 on a 5 point rating scale. Free and frank communication between various level helps in solving

problems is rated at tenth level organizational value and it is evident from the respondents' secured a mean score of 3.46 on a 5 point rating scale.

The respondents rate the performing immediate tasks rather than being concerned about large organizational goals as their eleventh level indicator of organizational value and it is evident from their secured a mean score of 3.38 on a 5 point rating scale. Contacting in senior without fear that they will not misuse the trust is rated at twelfth level indicator of organizational value and it is estimated from the respondents' secured a mean score of 3.31 on a 5 point rating scale. The respondents' rate the genuine sharing of information feelings and thoughts in meeting as their thirteenth level observed event. It is evident from their secured a mean score of 3.22 on a 5 point rating scale. The respondents rank the fourteenth level organizational value by citing the fact that the feeling and not shying away from problems and it is observed from the respondents' secured a mean score of 3.14 on a 5 point rating scale. Team work and team spirit is rated at fifteenth level indicator of organizational value and it could be known from the respondents' secured a mean score of 3.04 on a 5 point rating scale. The respondents' rate the people generally are what they appear to be as their rated sixteenth level organizational value and it is revealed from their secured a mean score of 2.93 on a 5 point rating scale. Freedom to employees breeds indiscipline is rated at seventeenth level organizational value and it observed from the respondents' secured a mean score of 2.89 on a 5 point rating scale. The respondents' rate the considering both positive and negative aspects before taking action and it is their eighteenth level ranking. It is evident from their secured a mean score of 2.76 on a 5 point rating scale. The respondents rate the nineteenth level organizational value by citing the event that interpersonal contact and support among people as per their secured a mean score of 2.71 on a 5 point rating scale. Congruity between

feeling and expressed behavior is rated at twentieth level organizational value and it is evident from the respondents' secured a mean score of 2.63 on a 5 point rating scale.

The respondents rate the taking independent action relating to their jobs as their twenty first level indicator of organizational value and it is evident from their secured a mean score of 2.50 on a 5 point rating scale. Tactfulness, smartness and each a little manipulation to get things done is rated at twenty second level indicator of organizational value and it is estimated from the respondents' secured a mean score of 2.44 on a 5 point rating scale. The respondents' rate the free interaction among employees each respecting others and feelings competence and sense of independent as their twenty third level observed event. It is evident from their secured a mean score of 2.37 on a 5 point rating scale. The respondents rank the twenty fourth level organizational value by citing the fact that the offering moral support and help to employees and colleagues in a crisis and it is observed from the respondents' secured a mean score of 2.29 on a 5 point rating scale. Going deeper rather than going surface level analysis of inter personal problems is rated at twenty fifth level indicator of organizational value and it could be known from the respondents' secured a mean score of 2.22 on a 5 point rating scale. The respondents' rate the encouraging employees to take of fresh look at how things are good as their rated twenty sixth level organizational value and it is revealed from their secured a mean score of 2.15 on a 5 point rating scale. Prevention is better than cure is rated at twenty seventh level organizational value and it observed from the respondents' secured a mean score of 2.09 on a 5 point rating scale. The respondents' rate the a stitch is save time and it is their twenty eighth level ranking. It is evident from their secured a mean score of 2.01 on a 5 point rating scale. The respondents rate the twenty ninth level organizational value by citing the event that put and back tactfully where there in a problem as per their secured a mean score of 1.94 on a 5 point rating scale. Close supervision of directing employee on action is rated at thirtieth level organizational value and it is evident from the respondents' secured a mean score of 1.89 on a 5 point rating scale.

The respondents rate the owning up to mistakes as their thirty first level indicator of organizational value and it is evident from their secured a mean score of 1.76 on a 5 point rating scale. Consideration and stability are more important than experimentation is rated at thirty second level indicator of organizational value and it is estimated from the respondents' secured a mean score of 1.48 on a 5 point rating scale. The respondents' rate the thinking out and doing new things tones up the organizational vitality as their thirty third level observed event. It is evident from their secured a mean score of 1.36 on a 5 point rating scale. The respondents rank

the thirty fourth level organizational value by citing the fact that the facing challenges inherent in the work situation and it is observed from the respondents' secured a mean score of 1.23 on a 5 point rating scale. Effective managers put a lid on their feeling is rated at thirty fifth level indicator of organizational value and it could be known from the respondents' secured a mean score of 1.17 on a 5 point rating scale. The respondents' rate the Employees measurement is developing an organization's mission and goals contributes to productivity as their rated thirty sixth level organizational value and it is revealed from their secured a mean score of 1.10 on a 5 point rating scale. Surfacing problems is not enough to final solution is rated at thirty seventh level organizational value and it observed from the respondents' secured a mean score of 1.01 on a 5 point rating scale. The respondents' rate the free discussion and communication between seniors and subordinates and it is their thirty eighth level ranking. It is evident from their secured a mean score of 0.94 on a 5 point rating scale. The respondents rate the thirty ninth level organizational value by citing the event that a senior encouraging their subordinate to think about their development and take action in their direction as per their secured a mean score of 0.83 on a 5 point rating scale. Trying out innovative ways of solving problems is rated at fortieth level organizational value and it is evident from the respondents' secured a mean score of 0.75 on a 5 point rating scale.

The project manager group respondents' rank the first positions in their overall rated indicators of organizational values as per their secured a mean score of 3.10 on a 5 point rating scale. The system analyst group respondents' hold the second position in their overall rated indicators of organizational values and it is estimated from their secured a mean score of 2.84 on a 5 point rating scale. The senior software engineer group respondents' rank the third position in their overall rated indicators of organizational values and it is estimated from their secured a mean score of 2.48 on a 5 point rating scale. The software engineer group respondents' come down to the last position in their overall rated indicators of organizational values and it is estimated from their secured a mean score of 2.24 on a 5 point rating scale.

The anova two way model is applied for further discussion. The computed anova value 2444.07 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the indicators of organizational value is statistically identified as significant. In another point, the computed anova value 1386.68 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the employees' designation is statistically identified as significant as per the respondents expressed organizational value.

Table 2 Sex Wise Respondents Rating on Organizational Values

Variables	Male	Female	Mean
Free interaction among employees each respecting others and feelings competence and sense of independent	2.63	2.11	2.37
Feeling and not shying away from problems	3.40	2.88	3.14
Offering moral support and help to employees and colleagues in a crisis	2.55	2.03	2.29
Congruity between feeling and expressed behavior	2.89	2.37	2.63
Preventive action on most matters	4.31	3.79	4.05
Taking independent action relating to their jobs	2.76	2.24	2.50
Team work and team spirit	3.30	2.78	3.04
Trying out innovative ways of solving problems	1.01	0.49	0.75
Genuine sharing of information feelings and thoughts in meeting	3.48	2.96	3.22
Going deeper rather than going surface level analysis of inter personal problems	2.48	1.96	2.22
Interpersonal contact and support among people	2.97	2.45	2.71
Tactfulness, smartness and each a little manipulation to get things done	2.70	2.18	2.44
Senior encouraging their subordinate to think about their development and take action in their direction	1.09	0.57	0.83
Close supervision of directing employee on action	2.15	1.63	1.89
Accepting and appreciating help offered by others	4.18	3.66	3.92
Encouraging employees to take of fresh look at how thing are good	2.41	1.89	2.15
Free discussion and communication between seniors and subordinates	1.10	0.78	0.94
Facing challenges inherent in the work situation	1.49	0.97	1.23
Contacting in senior without fear that they will misuse the trust	3.57	3.05	3.31
owning up to mistakes	2.02	1.50	1.76
Considering both positive and negative aspects before taking action	3.02	2.50	2.76
Obeying and checking with seniors rather than own action	3.93	3.41	3.67
Performing immediate tasks rather than being concerned about large organizational goals	3.64	3.12	3.38
Making genuine attempts to change behavior on the basis feed back	3.85	3.33	3.59
Effective managers put a lid on theirs feeling	1.33	1.01	1.17
back tactfully where there in a problem	2.20	1.68	1.94
Trust be gets trust	4.12	3.60	3.86
Telling polite lie is preferable to telling the unpleasant trust	4.26	3.74	4.00
Prevention is better than cure	2.25	1.93	2.09
Freedom to employees breeds indiscipline	3.15	2.63	2.89
Usually emphasis on team work dilutes individual accountability	4.16	4.04	4.10
Thinking out and doing new things tones up the organizational vitality	1.62	1.10	1.36
Free and frank communication between various level helps in solving problems	3.72	3.20	3.46
Surfacing problems is not enough to final solution	1.17	0.85	1.01
Clips are down, fend for action	4.01	3.49	3.75

Table 2 Sex Wise Respondents Rating on Organizational Values (Cont..)

People generally are what they appear to be	3.19	2.67	2.93
A stitch is save time	2.17	1.85	2.01
A good way to motivate employees is to give their autonomy to plan their work	3.78	3.26	3.52
Employees measurement is developing an organization's mission and goals contributes to production	1.23	0.94	1.10
EConsideration and stability are more important than experimentation	1.64	1.32	1.48
Average	2.77	2.30	2.54

Source: Computed from the Primary data

T statistical value 30.86, df 31, T critical Value 1.69

Data presented in table 2 indicate the sex wise respondents' rating on organizational value. The male respondents rank the first position in their overall rated indicators of organizational value as per their secured a mean score of 2.77 on a 5 point rating scale. The female respondents come to the second position in their overall rated indicators of organizational value

as per their secured a mean score of 2.30 on a 5 point rating scale.

The T test is applied for further discussion. The computed T value 30.86 is greater than its tabulated value at 5 per cent level significance. Hence there is a significant difference between male respondents and female respondents in their overall rated indicators of organizational value.

Table 3 Education Wise Respondents Rating on Organizational Values

Variables	Diploma	Degree	Post Graduate	Research Degree	Mean
Free interaction among employees each respecting others and feelings competence and sense of independent	2.18	2.30	2.44	2.56	2.37
Feeling and not shying away from problems	2.95	3.07	3.21	3.33	3.14
Offering moral support and help to employees and colleagues in a crisis	2.10	2.22	2.36	2.48	2.29
Congruity between feeling and expressed behavior	2.44	2.56	2.70	2.82	2.63
Preventive action on most matters	3.90	3.98	4.12	4.20	4.05
Taking independent action relating to their jobs	2.31	2.43	2.57	2.69	2.50
Team work and team spirit	2.85	2.97	3.11	3.23	3.04
Trying out innovative ways of solving problems	0.56	0.68	0.82	0.94	0.75
Genuine sharing of information feelings and thoughts in meeting	3.03	3.15	3.29	3.41	3.22
Going deeper rather than going surface level analysis of inter personal problems	2.03	2.15	2.29	2.41	2.22
Interpersonal contact and support among people	2.52	2.64	2.78	2.90	2.71
Tactfulness, smartness and each a little manipulation to get things done	2.25	2.37	2.51	2.63	2.44
Senior encouraging their subordinate to think about their development and take action in their direction	0.64	0.76	0.90	1.02	0.83
Close supervision of directing employee on action	1.70	1.82	1.96	2.08	1.89
Accepting and appreciating help offered by others	3.73	3.85	3.99	4.11	3.92
Encouraging employees to take of fresh look at how thing are good	1.96	2.08	2.22	2.34	2.15
Free discussion and communication between seniors and subordinates	0.75	0.87	1.01	1.13	0.94
Facing challenges inherent in the work situation	1.04	1.16	1.30	1.42	1.23
Contacting in senior without fear that they will misuse the trust	3.12	3.24	3.38	3.50	3.31
owning up to mistakes	1.57	1.69	1.83	1.95	1.76
Considering both positive and negative aspects before taking action	2.57	2.69	2.83	2.95	2.76
Obeying and checking with seniors rather than own action	3.48	3.60	3.74	3.86	3.67
Performing immediate tasks rather than being concerned about large organizational goals	3.19	3.31	3.45	3.57	3.38
Making genuine attempts to change behavior on the basis feed back	3.40	3.52	3.66	3.78	3.59
Effective managers put a lid on theirs feeling	0.98	1.10	1.24	1.36	1.17
back tactfully where there in a problem	1.75	1.87	2.01	2.13	1.94
Trust be gets trust	3.67	3.79	3.93	4.05	3.86

Table 3 Education Wise Respondents Rating on Organizational Values (Cont..)

Telling polite lie is preferable to telling the unpleasant trust	3.81	3.93	4.07	4.19	4.00
Prevention is better than cure	1.90	2.02	2.16	2.28	2.09
Freedom to employees breeds indiscipline	2.70	2.82	2.96	3.08	2.89
Usually emphasis on team work dilutes individual accountability	3.91	4.13	4.17	4.19	4.10
Thinking out and doing new things tones up the organizational vitality	1.17	1.29	1.43	1.55	1.36
Free and frank communication between various level helps in solving problems	3.27	3.39	3.53	3.65	3.46
Surfacing problems is not enough to final solution	0.82	0.94	1.08	1.20	1.01
Clips are down, fend for action	3.56	3.68	3.82	3.94	3.75
People generally are what they appear to be	2.74	2.86	3.00	3.12	2.93
A stitch is save time	1.82	1.94	2.08	2.20	2.01
A good way to motivate employees is to give their autonomy to plan their work	3.33	3.45	3.59	3.71	3.52
Employees measurement is developing an organization's mission and goals contributes to production	0.91	1.03	1.17	1.29	1.10
EConsideration and stability are more important than experimentation	1.29	1.41	1.55	1.67	1.48
Average	2.35	2.47	2.89	3.15	2.54

Source: Computed from the Primary data

ANOVA

Source of Variation	SS	df	MS	F	F crit
Rows	161.2652	39	4.135006	2157.76	1.502516
Columns	3.19838	3	1.066127	556.64	2.682132
Error	0.02242	117	0.000192		
Total	164.486	159			

Data presented in table 3 indicate the education wise respondents' rating on indicators of organizational values. The research degree level educated respondents rank the first position in their overall rated indicators of organizational values as per their secured a mean score of 3.15 on a 5 point rating scale. The post graduate degree level educated respondents' rank the second position in their overall rated indicators of organizational value as per their secured a mean score of 2.89 on a 5 point rating scale. The degree level educated respondents register the third position in their overall rated indicators of organizational value as per their secured a mean score of 2.47 on a 5 point rating scale. The diploma level educated

respondents come down to last position in their overall rated indicators of organizational value as per their secured a mean score of 2.35 on a 5 point rating scale.

The anova two way model is applied for further discussion. At one point, the computed anova value 715.92 is greater than its tabulated value at 5 per cent level significance. Hence the variation among indicators of organizational value is statistically identified as significant. In another point, the computed anova value 161.29 is greater than its tabulated value at 5 per cent level significance. Hence the variation among the educational status is statistically identified as significant as per the organizational values.

Table 4 Working Experience Wise Respondents Rating on Organizational Values

Variables	Below 5 years	5-10 Years	10-15 Years	Above 15 Years	Mean
Free interaction among employees each respecting others and feelings competence and sense of independent	1.99	2.26	2.48	2.75	2.37
Feeling and not shying away from problems	2.76	3.03	3.25	3.52	3.14
Offering moral support and help to employees and colleagues in a crisis	1.91	2.18	2.40	2.67	2.29
Congruity between feeling and expressed behavior	2.25	2.52	2.74	3.01	2.63
Preventive action on most matters	3.97	4.03	4.04	4.16	4.05
Taking independent action relating to their jobs	2.12	2.39	2.61	2.88	2.50
Team work and team spirit	2.66	2.93	3.15	3.42	3.04
Trying out innovative ways of solving problems	0.50	0.64	0.86	1.00	0.75
Genuine sharing of information feelings and thoughts in meeting	2.84	3.11	3.33	3.60	3.22
Going deeper rather than going surface level analysis of inter personal problems	1.84	2.11	2.33	2.60	2.22
Interpersonal contact and support among people	2.33	2.60	2.82	3.09	2.71
Tactfulness, smartness and each a little manipulation to get things done	2.06	2.33	2.55	2.82	2.44
Senior encouraging their subordinate to think about their development and take action in their direction	0.45	0.72	0.94	1.21	0.83
Close supervision of directing employee on action	1.51	1.78	2.00	2.27	1.89
Accepting and appreciating help offered by others	3.54	3.81	4.03	4.30	3.92
Encouraging employees to take of fresh look at how thing are good	1.87	2.04	2.26	2.43	2.15
Free discussion and communication between seniors and subordinates	0.56	0.83	1.05	1.32	0.94
Facing challenges inherent in the work situation	1.05	1.12	1.34	1.41	1.23
Contacting in senior without fear that they will misuse the trust	2.93	3.20	3.42	3.69	3.31
owning up to mistakes	1.48	1.65	1.87	2.04	1.76
Considering both positive and negative aspects before taking action	2.38	2.65	2.87	3.14	2.76
Obeying and checking with seniors rather than own action	3.29	3.56	3.78	4.05	3.67
Performing immediate tasks rather than being concerned about large organizational goals	3.00	3.27	3.49	3.76	3.38
Making genuine attempts to change behavior on the basis feed back	3.21	3.48	3.70	3.97	3.59
Effective managers put a lid on theirs feeling	0.94	1.06	1.28	1.40	1.17
back tactfully where there in a problem	1.56	1.83	2.05	2.32	1.94
Trust be gets trust	3.68	3.75	3.97	4.04	3.86
Telling polite lie is preferable to telling the unpleasant trust	3.62	3.89	4.11	4.38	4.00
Prevention is better than cure	1.91	1.98	2.20	2.27	2.09

Table 4 Working Experience Wise Respondents Rating on Organizational Values (Cont..)

Freedom to employees breeds indiscipline	2.51	2.78	3.00	3.27	2.89
Usually emphasis on team work dilutes individual accountability	3.92	4.09	4.18	4.21	4.10
Thinking out and doing new things tones up the organizational vitality	1.08	1.25	1.47	1.64	1.36
Free and frank communication between various level helps in solving problems	3.08	3.35	3.57	3.84	3.46
Surfacing problems is not enough to final solution	0.82	0.90	1.12	1.20	1.01
Clips are down, fend for action	3.37	3.64	3.86	4.13	3.75
People generally are what they appear to be	2.55	2.82	3.04	3.31	2.93
A stitch is save time	1.63	1.90	2.12	2.39	2.01
A good way to motivate employees is to give their autonomy to plan their work	3.14	3.41	3.63	3.90	3.52
Employees measurement is developing an organization's mission and goals contributes to production	0.82	0.99	1.21	1.38	1.10
EConsideration and stability are more important than experimentation	1.25	1.37	1.59	1.71	1.48
Average	2.21	2.43	2.64	2.86	2.54

Source: Computed from the Primary data

ANOVA

Source of Variation	SS	df	MS	F	F crit
Rows	161.2652	39	4.135006	813.4643	1.502516
Columns	9.422865	3	3.140955	617.9084	2.682132
Error	0.594735	117	0.005083		
Total	171.2828	159			

Table 4 presents data on the working experience wise respondents rating on indicators of organizational value. The respondents belong to the above 15 years working experience group rank the first position in their overall rating on organizational values as per their secured a mean score of 2.86 on a 5 point rating scale. The respondents come under 10-15 years working experience group register the second position in their overall ranked organizational values as per their secured a mean score of 2.64 on a 5 point rating scale. The respondents belong to the 5-10 years working experience group hold the third position in their overall rating organizational values as per their secured a mean score of 2.43 on a 5 point rating scale. The respondents belong to the below 5 years working experience group slip down to the last position in their overall rated indicators of organizational value as per their secured a mean score of 2.21 on a 5 point rating scale.

The anova two way model is applied for further discussion. At one point, the computed anova value 813.46 is greater than its tabulated value at 5 per cent level significance. Hence the variation among the indicators of organizational value is statistically identified as significant as per the rating of the respondents. In another point, the computed anova value 617.90 is greater than its tabulated value at 5 per cent level significance. Hence the variation among the working experience groups is statistically identified as significant as per the rating of the respondents.

CONCLUSION

It could be seen clearly from the above discussion that the respondents' have high level organizational values by citing the indicators of usually emphasis on team work dilutes individual accountability, preventive action on most matters, telling polite lie is preferable to telling the unpleasant trust, accepting and appreciating help offered by others, trust be

gets trust, clips are down, fend for action, obeying and checking with seniors rather than own action, making genuine attempts to change behavior on the basis feedback and a good way to motivate employees is to give their autonomy to plan their work as per their secured a mean score above 3.50 on a 5 point rating scale. The respondents' report the moderate level organizational values by stating the facts that free and frank communication between various level helps in solving problems, performing immediate tasks rather than being concerned about large organizational goals, contacting in senior without fear that they will not misuse the trust, genuine sharing of information, feelings and thoughts in meeting, facing and not shying away from problems, team work and team spirit, people generally are what they appear to be, freedom to employees breeds indiscipline, considering both positive and negative aspects before taking action, interpersonal contact and support among people, congruity between feeling and expressed behavior and taking independent action relating to their jobs as per their secured a mean score in the range of 2.50 to 3.50 on a 5 point rating scale. The respondents' rate the low level organizational values by indicating facts that tactfulness, smartness and each a little manipulation to get things done, free interaction among employees each respecting others and feelings competence and sense of independent, offering moral support and help to employees and colleagues in a crisis, going deeper rather than going surface level analysis of inter personal problems, encouraging employees to take of fresh look at how thing are good, prevention is better than cure, a stitch is save time, put and back tactfully where there is a problem, close supervision of directing employee on action, owning up to mistakes, consideration and stability are more important than experimentation, thinking out and doing new things tones up the organizational vitality, facing challenges inherent in the work situation, effective managers put a lid on theirs feeling, employees measurement is developing an

organization is mission and goals constitution to productivity, surfacing problems is not enough to final solution, free discussion and communication between seniors and subordinates, senior encouraging their subordinate to think about their development and take action in their direction and trying out innovative ways of solving problems as per their secured a mean score below 2.50 on a 5 point rating scale. It could be observed that the project manager group respondents' rank the first position in their rated overall indicators of organizational value, system analyst group respondents' the second, senior software engineer group respondents' the third and software engineer group respondents the last.

It is observed from the result of sex wise analysis that the female respondents lag behind the male respondents in their overall rated indicators of organizational value. The result of education wise analysis reveals that the research degree level educated respondents rank the first position in their overall rated indicators of organizational value, post graduate degree holder respondents the second, degree level educated respondents the third and diploma level educated respondents the last. The result of working experience wise analysis reveals that the respondents come under the above 15 years working experience group rank the first position in their overall rated indicators of organizational value, respondents belong the 10-15 years working experience group the second, respondents belong to 5-10 years working experience group the third and respondents come under the below 5 years working experience group the last.

REFERENCES

1. Sagiv, L., & Schwartz, S. H. (2007). *Cultural values in organisations: Insights for Europe*. *European Journal of International Management*, 1(3), 176.
2. G.N. Sumathi and Yves Ducq (2011) *Work place experiences and pro-social organisational behavior International Journal of Logistics Economics and Globalisation*, vol. 3, issue 2/3, pages 116-126
3. Omotayo Adewale Osibanjo, Oladele Joseph Kehide and Abolaji Joachim Abiodun (2011) *Human Resource Management and Employee Job Satisfaction: Evidence from the Nigerian Banking Industry Review of Economic and Business Studies*, issue 8, pages 185-195
4. Diana erb and Nicoleta Cicioc (2016), *Importance of human values of personnel in the contemporary organization, Computational Methods in Social Sciences (CMSS)*, 2016, vol. 4, issue 1, pages 47-51
5. Lena Zander, Karsten Jonsen and Audra I. Mockaitis (2016) *Leveraging Values in Global Organizations: Premises, Paradoxes and Progress Management International Review*, vol. 56, issue 2, pages 149-169
6. Yen Ku Kuo, Ying-Yueh Su and Bang-Lee Chang (2016) *The Study on Relationship of Work/Organizational Values and Workaholism from ToKnowPress*
7. Ivan Malbaši , Carlos Rey and Vojko Poto an (2015), *Balanced Organizational Values: From Theory to Practice, Journal of Business Ethics*, 2015, vol. 130, issue 2, 437-446
8. Tatsuo Ushijima (2015), *Diversification, Organization, and Value of the Firm, Discussion papers from Research Institute of Economy, Trade and Industry (RIETI)*
9. Katrin Hussinger and Franz Schwiebacher (2015) *The Market Value of Technology Disclosures to Standard Setting Organizations Industry and Innovation*, vol. 22, issue 4, 321-344
10. Leif Brandes and Donja Darai (2014) *The value of top-down communication for organizational performance No 157, ECON - Working Papers from Department of Economics - University of Zurich*