

## **An Empirical Study on Relationship between Personal Values and Performance Values**

S.L. Kaushal\*  
Yasmin Janjhua\*\*

### **INTRODUCTION**

Values are “abstract ideals, positive or negative, not tied to any specific object or situation, representing a person’s beliefs about modes of conduct and ideal terminal modes (Milton, 1968). Personal values or individual values are the values to which an individual is committed and which influences his behaviour (Theodorson and Achilles, 1969). There may be innumerable values for an individual but a few of them significantly influence the behaviour. Personal value system is viewed as a relatively permanent perceptual framework which shapes and influences the general nature of an individual’s behaviour (Anbalagan, 1989). Hofstede (1980) has defined values as “a broad tendency to prefer certain states of affairs over others.” A more elaborate definition is given by Schwartz (1992, p.2), who defined values as “desirable states, objects, goals, or behaviours, transcending specific situations and applied as normative standards to judge and to choose among alternative modes of behavior.” Thus the values refer to the way in which people evaluate activities or outcomes and guide to a person’s intentions and actions.

Most of the early attempts in studying values have observed that values play a very important role in determining individual behaviour, decision making and managerial success (Mc Murry, R., 1963, Sikula, A.F., 1971, Singer, H.A., 1975). Moreover the similarity in value orientations (England, G.W., 1967, Watson, J.G., and Barone, S., 1976) plays an important role in eliminating value conflicts and have significant implications for the organisations which need to integrate for high performance work systems in the organisations. Also the studies that attempted to find out the link between the general values and work values pointed that general values produce work values i.e, work values emerge from the projection of general values onto the domain of work (Ros, M., Schwartz S. H., Surkiss S., 1999). The research on work values also conceived that work values are derived from people’s basic value systems that help them

---

\* Professor, Himachal Pradesh University Business School, Shimla (H.P.)

\*\* Assistant Professor, Deptt of Business Management, College of Horticulture, University of Horticulture and Forestry, Naini, Solan (H.P.)

navigate through the multiple spheres of their lives (Podsakoff, M., MacKenzie S. B., and Fetter, R., 1993). Values signify desired goals scaled according to importance, which guide a person's life, behavior that is directed towards goals, and criteria for choosing those goals. The personal values of the individuals gets manifested in the work settings through the association of the work values with underlying motives, which determines their behaviour towards work consequently influencing the performance of an individual.

### **OBJECTIVES**

The present study examined the personal values and performance values of the individuals with respect to the profession, gender, age and marital status. The relationship between the personal values and performance values has also been studied.

### **HYPOTHESES**

H<sub>1</sub>: The personal values differ significantly with respect to profession, gender, age and marital status.

H<sub>2</sub>: The performance values differ significantly with respect to profession, gender, age and marital status.

H<sub>3</sub>: There is positive relationship between personal values and performance values.

### **PARTICIPANTS**

The opinions of 400 respondents working as bureaucrats, managers, engineers and doctors in various government, semi-government and private institutions in Himachal Pradesh was gathered. The sample profile consisted of 100 respondents each belonging to the above mentioned professional groups. The males constituted (72%) and females (28%), married group (68.75%) while unmarried group (31.25%). The percentage of the respondents belonging to the different age groups were 23.25% with age (30-below30 years), 28% belonging to the age group (30-40years), 26.25% lying in the age group (40-50years) and 22.5% of the respondents having age between (50-above 50 years).

### **MEASURES**

A questionnaire was developed and tested to elicit the responses on eleven personal values (achievement, advancement, challenge, cooperation, autonomy, creativity, power, honesty, altruism, leadership and recognition) which consisted of 33 items with reliability coefficient (cronbach  $\alpha$  .806) and the on eight performance values (dutifulness, timeliness, teamwork, self efficacy, emotional stability, responsibility, ethical orientation and quality of work) which consisted of 24 items with reliability coefficient (cronbach  $\alpha$  .833).

## **RESULTS AND DISCUSSIONS**

### **Personal Values Analysis**

From the data analysis it was found that highly preferred personal values by the bureaucrats have been found to be achievement (M=4.27), advancement (M=4.23) and knowledge (M=4.17). The managers have shown higher inclination for the personal values cooperation (M=4.32), advancement and achievement with equal mean value (M=4.26). The dominating personal values in case of engineers have noted to be advancement (4.28), achievement (4.26) and cooperation (M=4.21). Similarly the doctors have pointed higher orientation for the personal values achievement (M=4.27) and cooperation (M=4.27) and advancement (M=4.20). The results also indicate least preference by the bureaucrats and engineers for the personal value recognition with mean values (M=3.74) and (M=3.53) respectively, managers and doctors have shown lowest orientation for the personal value challenge with same mean values (M=3.61). The personal values challenge (F=5.703; p<0.01), altruism (F=4.045;p<0.01) and leadership (6.308; p<0.01) have been found to differ significantly with respect to occupational groups.

### **Gender Wise Personal Values Analysis**

The findings shows that males have revealed higher preference than their counterparts for the personal values achievement (M=4.30), advancement (M=4.29), challenge (M=3.77), cooperation (M=4.24), creativity (M=4.12), honesty (M=4.00), altruism (M=3.97) and leadership (M=3.93) whereas females have shown higher inclination for the personal values autonomy (M=3.97), power (M=3.90) and recognition (M=3.79). Further it can be observed that the males have revealed least preference for the personal value recognition (M=3.66) while females for the personal value challenge (M=3.58). It is also noted that personal values advancement (t=2.166; p<0.5), challenge (t=2.353; p<0.05), autonomy (t=-2.118; p< 0.05) and creativity (t=3.583; p<0.01) have been found differing significantly between males and females.

### **Age Wise Personal Values Analysis**

The finds with respect to mean difference analysis of personal values orientation with respect to age reveal that the highly preferred personal values by the youngest group of respondents have been found to be advancement (M=4.25), achievement (M=4.22) and cooperation (M=4.19), while by those of age group (30-40 years) have been reported to be achievement (M=4.31), advancement (M=4.29) and cooperation (M=4.26). Similarly the respondents with age between (40-50 yrs) have shown preference for personal values achievement (M=4.26), advancement (M=4.25) and cooperation (M=4.23). The eldest group have shown higher importance for personal values achievement (M=4.26), cooperation (M=4.21) and advancement (M=4.16). The findings show that the respondents belonging to the age groups (30-below 30 years) and (40-50years) have indicated lesser orientation for the personal value recognition with mean

values (M=3.62) and M=3.60) respectively, while those under the age group (30-40years) is found to have has lesser inclination for the personal value challenge (M=3.65) further the oldest group has revealed lesser importance for the personal value power (M=3.70). The F values shows that mean difference for personal values honesty (F=4.393;  $p<0.01$ ), altruism (F=4.428;  $p<0.01$ ) and leadership (F=2.753;  $p<0.05$ ) have been found to be significant among the different age groups.

#### **Marital Status Wise Personal Values Analysis**

The mean difference analysis of personal values with respect to marital status showed that both married as well as unmarried group has displayed higher inclination for personal values achievement, advancement and cooperation with mean values (M=4.30), (M=4.27) and (M=4.26) respectively for the married group and (M=4.29), (M=4.18) and (M=4.15) for the unmarried group. The married group has shown least preference for the personal value challenge (M=3.72) while their counterparts have revealed least preference for the personal value recognition (M=3.61). The results further reveal that personal values power ( $t=2.418$ ;  $p<0.05$ ), honesty ( $t=2.238$ ;  $p<0.05$ ), altruism ( $t=4.322$ ;  $p<0.01$ ) and leadership ( $t=3.116$ ;  $p<0.01$ ) between married and unmarried groups have been found to differ significantly.

#### **Performance Values Analysis**

The results reveal that the bureaucrats have shown higher inclination for the performance values dutifulness (M=4.34), timeliness (M=4.29) and ethical orientation (M=4.12). It is noted that the managers have shown higher preference for the performance values timeliness (M=4.38), dutifulness (M= 4.25) and teamwork (M=4.24) while the engineers have revealed higher importance for the performance values timeliness (M=4.19), teamwork (M=4.18) and dutifulness (M=4.16). Further the highly preferred performance values by the doctors have been timeliness (M=4.15), quality of work (M=4.14) and teamwork (M=4.10). The F values indicate that the performance values dutifulness (F=2.726;  $p<0.05$ ), self efficacy (F=3.258;  $p<0.05$ ) and emotional stability (3.958;  $p<0.01$ ) have been differing significantly with respect to the different occupational groups.

#### **Gender Wise Performance Values Analysis**

It was observed from data analysis that the males have shown higher preference for the performance values timeliness (M=4.31), dutifulness (M=4.22) and teamwork (M=4.15) while the females for the performance values dutifulness (M=4.17), quality of work (M=4.16) and teamwork (M=4.15). It is seen that performance value timeliness ( $t=2.601$ ;  $p<0.5$ ) differ significantly between males and females.

### **Age Wise Performance Values Analysis**

The mean difference analysis of performance values orientation with respect to age revealed that the highly preferred performance values by the respondents less than 30 years of age have been noted to be timeliness (M=4.08), teamwork (M=4.06) and quality of work (M=4.01), while by those of age group (30-40 years) have been reported to be timeliness (M=4.29), teamwork (M=4.28) and dutifulness (M=4.25). The respondents lying within age group (40-50 yrs) have revealed preference for performance values dutifulness (M=4.26), timeliness (M=4.19) and teamwork (M=4.09). The eldest group have shown higher importance for performance values timeliness (M=4.45), dutifulness (M=4.40) and quality of work (M=4.19). The results further show that the mean difference for the performance values dutifulness (F=8.761; p<0.01), timeliness (F=4.644; p<0.01), self efficacy (F=4.180; p<0.01), emotional stability (F=5.739; p<0.01) and responsibility (F=6.383; p<0.01) have been found to be significant among the different age groups.

### **Marital status wise performance values analysis**

The results of data gathered indicate that the married group has displayed higher preference for the performance values dutifulness and timeliness with same mean values (M=4.36) and teamwork (M=4.21) while their counterparts has indicated higher inclination for the performance values quality of work (M=4.03), timeliness (M=4.02) and teamwork (M=4.00). It can be observed that married group has obtained higher mean values than the unmarried for all the performance values. It is further noted that the means values between the married and unmarried groups have been found to be significantly different for the performance values dutifulness (t=6.845; p<0.01), timeliness (t=4.592; p<0.01), teamwork (t=2.901; p<0.01), self efficacy (t=4.036; p<0.01), emotional stability (t=3.881; p<0.01) and responsibility (t=2.609; p<0.01).

### **Relationship between personal values and performance values**

The relationship of personal values with performance values showed that the personal values achievement, advancement, challenge, cooperation, autonomy, creativity, power, honesty, altruism, leadership and recognition are significantly positively related with performance values dutifulness, timeliness, teamwork, self efficacy, emotional stability, responsibility, ethical orientation and quality of work. It can be noted that the personal value cooperation is not significantly related to the performance value emotional stability and personal value honesty is not significantly related to performance value responsibility.

## **DISCUSSIONS**

The results have shown that the dominating personal values by almost all the professional groups have been advancement, achievement and cooperation. It can be said that the no matter whatever the profession may be, the individuals believe in accomplishing the results and feel energized whenever the tasks and activities assigned to them are completed. They also believe in continuous learning for self improvement. However fact of the matter is that the personal values achievement, advancement and cooperation are necessary in order to be successful in each profession. It is also clear that only personal values challenge, altruism and leadership have been found to differ significantly with respect to occupational groups.

The males have appeared to be higher than females on majority of the personal values such as achievement, advancement, challenge, cooperation, creativity, honesty, altruism and leadership whereas females have shown higher inclination than their counterparts for the personal values autonomy, power and recognition. Thus at workplace the jobs need to be designed which allows the individuals to cherish these personal values which not only leads to higher performance but makes the work more interesting and satisfying. It is also noted that personal values advancement, challenge, autonomy and creativity have been found differing significantly between males and females.

The age wise analysis has also revealed the higher importance for the personal values advancement, achievement and cooperation by all the age groups. However lesser inclination for the personal value challenge by the youngest group presents the need training and development programmes should be carried to motivate and encourage them to choose challenging and demanding assignments. The eldest group have been noted to lesser tilted towards power which means that they seem indifferent towards the possession of power for taking the responsibility of the tasks. Thus they should be made liable and accountable so that during unwanted situations they are prepared to share the responsibility. The mean difference for personal values honesty, altruism and leadership has been found to be significant among the different age groups. The personal values power, honesty, altruism and leadership between married and unmarried groups have been found to differ significantly.

The overall analysis of performance values indicates that highly preferred performance values by all the professional groups have been dutifulness, timeliness, team work, ethical orientation and quality of work. The findings indicate that the performance values dutifulness, self efficacy and emotional stability have been differing significantly with respect to the different occupational groups; performance value timeliness differs significantly between males and females; performance values dutifulness, timeliness, self efficacy, emotional stability and responsibility have been found to be significantly differing among the different age groups and performance values dutifulness, timeliness, teamwork, self efficacy, emotional

stability and responsibility have been noticed differing significantly between the married and unmarried groups. The higher importance for the performance values dutifulness, timeliness, teamwork, ethical orientation and quality of work shows the increasing sensitivity of the professional groups towards the higher expectations of the people in terms of the best quality services and products. To meet the competition at the individual and global level they tend to be very conscious about punctuality and reliability at work, remaining careful during the work so that work of best quality is performed.

The positive relationship between the personal values and performance values signifies that higher the personal values higher will be the performance values that is the individual who tend to cherish personal values such as advancement, achievement, cooperation, challenge, creativity, etc., will be dutiful, punctual, good team worker, will be very careful so that quality work is performed, tend to be ethical so that not only organisational but personal goals are also attained.

Thus on the basis of above results and discussions we can said that the profession, gender, age and marital status account for significant mean difference for some of the personal values and performance values. So the following hypotheses:

H<sub>1</sub>: The personal values differ significantly with respect to profession, gender, age and marital status is partially accepted.

H<sub>2</sub>: The performance values differ significantly with respect to profession, gender, age and marital status is partially accepted.

It can be seen that there exists a positive correlation between personal values and performance values. Thus the hypothesis

H<sub>3</sub>: There is positive relationship between personal values and performance values is accepted.

## **REFERENCES**

Anbalagan, M., "Values and Value Systems-A Review of Research Studies and Some Hypotheses for Testing, Decision, Vol. 16, No.3, 1989, 199-204.

England, G.W., "Personal Value Systems of American Managers", Academy of Management Journal, Vol. 10, 1967. p. 53-68.

Hofstede, G., Cultures' Consequences: International Differences in Work-Related Values, Sage Publications, Beverly Hills, California, 1980.

McMurry, R.N., "Conflicts in Human Values", Harvard Business Review, Vol. 40, 1963, p. 130-145.

Milton R., Beliefs, Attitudes and Values, San Fransisco: Jossey-Bass, 1968, p 31.

Podsakoff, M., MacKenzie, S. B. and Fetter, R., "The Impact of Organizational Citizenship Behavior on Evaluations of Sales Performance, Journal of Marketing, 57, 1993.

Ros, M., Schwartz S.H. and Surkiss S., "Basic Individual Values, Work Values and the Meaning of Work, *Applied Psychology: An International Review*, 1999, 48 (I), 49-71.

Schwartz, S.H., "Universal in the Content and Structure of Values: Theory and Empirical and Tests in 20 Countries". In Zanna M. (Ed.), *Advances in Experimental Social Psychology* Vol. 25, New York Academic Press, 1992, p. 1-65.

Sikula, A.F., "Value and Value System: Relationship to Personal Goals", *Personal Journal*, April 1971, p. 312.

Singer, H.A., "Human Values and Leadership", *Business Horizons*, 1975, 85-88.

Theodorson, G.A., and Achilles G. T., *A Modern Dictionary of Sociology*, New York: Thomas Y. Crowell Company, 1969, 456-457.

Watson, J.G., and Barone S., "The Self-Concept, Personal Values and Motivational Orientations of Black and Whit Managers", *Academy of Management Journal*, Vol.19, No.1, 1976, 36-48.