



Research Article

INDIVIDUAL VALUES AND ORGANIZATIONAL VALUES: A RE-DEFINING CULTURAL CONNECT WITH ORGANIZATION

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ABSTRACT

There is value system in the society. Every society is governed by certain ethics, values, philosophies and principles. Society is made up of individuals & individual are governed by the values & principles. Certain values & principles are laid down by the society on the individuals while certain values are adopted by individual from his childhood experience, family background, culture and by observations.

Organizations also have their own values. They are decided by promoters initially and eventually they are revised and modified from time to time depending on market conditions, internal culture and environment.

When individual values and organizational values are synchronized with each other, the organization goals and individual goals are achieved to the maximum extent possible.

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INTRODUCTION

Meaning

Individual values

Individual values are own ethics and principles of an individual. Values form the basis of your identity and can tell a lot about who you are and what you stand for. They also have a lot of influence on how you interact with other people. Behavior of a person and attitude of person can reflect the values of an individual. It is not the case that everybody is having same or similar values. Everybody's value system varies from person to person.

Individual values help us to be our authentic to ourselves and have a greater sense of purpose in life. These values drive our individualities, goal setting and how we take action in life. Our values also give us a better understanding of who we are. They'll lead us to set targets / goals / objectives that work towards our future. Some of the values are universal rules and accepted by society as values forever. For example Cleanliness and honesty. Individual values are not visible to others but reflected through behaviour, working style, attitude, actions and words. Values also form character of a person.

Why are Individual values important in life?

Individual values are way of life. These values are built over a period as person grows. Some of the values are learned through observations, culture and teaching. One must know his/her Individual values to boost his/her confidence. It is as good as reinventing wheels of success in life. Interestingly, not only do values energize us, but when we implement them, it energizes everyone in the surrounding.

Following are advantages of Individual values.

1. **Self-awareness:** it is self-development tool to know our own individual values. Understanding who we are, what we need to do to succeed and to overcome all difficulties in life is the goal of human life. There are many positivity and negativity attached to person. Spread the positivity and work on negativity should be the sole aim of reevaluating individual values.
2. **Impact others:** Always values of a person are depicted from person's behaviour. Values speak louder than words. The person who has got the best individual values influences masses through his behaviour. It also helps others to improve their behaviour by following the person with values.
3. **Quality of life:** Ultimate aim of person is to improve the quality of life. Individual values help to improve the quality of life. Life can become so much more fun and satisfying when you have clarity about your needs and expectations.
4. **Synchronize individual values with organizational values:** In order to gain success in professional life, one needs to synchronize his / her Individual values with organizational values. If any mismatch between organizational values and Individual values, either employee would not work for longer period in organization or become inefficient to perform his/her function. In short, whenever the Individual values of employee clashes with organizational values, he quits the organization.

**How to select individual values:** Though individual values are adopted through learning, observations and some of these

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values are selected by individuals themselves on their own. This being the case, what are the truths of life, i.e. the individual values that you believe in? What are the cherished ideals and beliefs that have shaped your life; that are motivating and driving your life today? Why not take a little time and come up with a short list, and then consider how each value is shaping up of your life.

I took one exercise for group of my colleagues in business conference. The procedure is as follows.

There are 140 individual values which are selected from years of observing individual achievement and success.

- Step 1: Distributed the individual values to each individual
- Step 2: From the sheet, I asked the employees to select 10 values out of 140 individual values mentioned below.
- Step 3: Asked them to select 3-5 values out of 10 selected by them as per step 2 that have shaped their life and also think about specific ways they have benefited you in your life. It will prioritize as per preference.
- Step 4: These 3-5 values that are shaped their lives These three are those values that are governing their actions, behaviour and attitude. Refer annexure 1 at the bottom of the paper.

Make your values, including, your new values, and these are cornerstone of your life. Contemplate them deeply and see that they fill all aspects of your life.

Make as wall paper and display three core values on their desk. These core values have made you successful in life. Every one coming to your desk will observe what your values are and can understand its importance.

Over the period, due to individual need, family issues, location, organization and society etc, some of the values will be changed/ replaced but basic foundation or structure remains same.

In the recent survey in Europe, it was observed that employees are matching their values with organizational values and making their career path with the company they choose. Wherever they find differences in values, either they do not join the organization or leaves the organization with short period. Values such as democracy, transparency, growth and diversity etc. are what people care about the most. Professionals are becoming increasingly confident to ask prospective employers asking questions about the company values in interview process, especially values like flexibility, self-expression, scope for innovation etc. It helps to match the values and culture of the organization to the individual values.

**Organizational Values**

**Meaning**

Organizational values are a set of core beliefs adopted by an organization.

**Individual Values**

1	Accomplishment, Success	48	Fun	95	Punctuality
2	Accountability	49	Generosity	96	Quality of work
3	Accuracy	50	Gentleness	97	Regularity
4	Adventure	51	Global view	98	Reliability
5	All for one & one for all	52	Goodwill	99	Resourcefulness
6	Beauty	53	Goodness	100	Respect for others
7	Calm, quietude, peace	54	Gratitude	101	Responsiveness
8	Challenge	55	Hard work	102	Results-oriented
9	Change	56	Happiness	103	Romance
10	Charity	57	Harmony	104	Rule of Law
11	Cleanliness, orderliness	58	Health	105	Safety
12	Collaboration	59	Honor	106	Satisfying others
13	Commitment	60	Human-centered	107	Security
14	Communication	61	Improvement	108	Self-givingness
15	Community	62	Independence	109	Self-reliance
16	Competence	63	Individuality	110	Self-thinking
17	Competition	64	Inner peace, calm, quietude	111	Sensitivity
18	Concern for others	65	Innovation	112	Service ( to others, society )
19	Connection	66	Integrity	113	Simplicity
20	Content over form	67	Intelligence	114	Skill
21	Continuous improvement	68	Intensity	115	Solving Problems
22	Cooperation	69	Justice	116	Speed
23	Coordination	70	Kindness	117	Spirit,
24	Creativity	71	Knowledge	118	Spirituality in life
25	Customer satisfaction	72	Leadership	119	Stability
26	Decisiveness	73	Liberty	120	Standardization
27	Determination	74	Love	121	Status
28	Delight of being joy	75	Loyalty	122	Strength
29	Democracy	76	Maximum utilization ( of time,	123	Succeed(A will to-do)
30	Discipline	77	Meaning	124	Success (Achievement)
31	Discovery	78	Merit	125	Systemization
32	Diversity	79	Money	126	Teamwork
33	Dynamism	80	Oneness	127	Timeliness
34	Ease of Use	81	Openness	128	Togetherness
35	Efficiency	82	Other's point of view, inputs	129	Tolerance
36	Empathy	83	Patriotism	130	Tradition
37	Enjoyment	84	Peace(Non-violence)	131	Tranquility
38	Equality	85	Perfection	132	Trust
39	Excellence	86	Personal Growth	133	Truth
40	Fairness	87	Perseverance	134	Unity
41	Faith	88	Pleasure	135	Uniqueness
42	Faithfulness	89	Power	136	Variety
43	Family	90	Practicality	137	Value Creation
44	Family feeling	91	Preservation	138	Well-being
45	Flair	92	Privacy	139	Wisdom
46	Freedom	93	Progress	140	Wealth
47	Friendship	94	Prosperity		

These values act as guiding principles that provide the organization with purpose and direction and set the tone for its interactions with its customers, employees, suppliers and other stakeholders.

### **Importance of organizational values**

There are many advantages of organizational values. These are set principles which are alive and seen day to day business transactions. It is not limited to display at prominent location in factory or office. Every organization has to inculcate its values in their employees. Organizational values decide the

1. **Identification of organization:** Values create identity of the organization. External world expects the employees should behave according to values of the organization. It does not matter whether organization is small or large, service sector or manufacturing sector and retail or wholesale business. It provides a common purpose that all employees should understand, work towards and live by values of organization.
2. **To help employees to take right decision:** It is the measure by which employees determine the best course of action. When employees face an unprecedented situation, volatile uncertainty and challenges in business environment, values will act as torch light for the employees. If their decision does not align with the company's values, it is a red flag that signals that they should realign with the organizational values
3. **It differentiate your Company from competitors :** In order to attract more customers, expanding supplier base, attracting more talent in the competitive environment, values act as lighthouse for the organization which helps to run the business ethically.

### **How & who should communicate organisational values?**

Even the best values won't get percolate down unless the top management communicates them effectively. Communicating values requires continuous communication and education.

There are many ways to communicate values:

- Write them down and share them internally and publicly. Employees need to know what the business is and what expectations from employees are.
- Create a value statement that is easy to remember and simple to understand. Statements are more powerful if employees can refer to them when they need to.

Some of the Companies made it mandatory to display vision, mission and values statement before starting the main presentation. Every time core values will be presented to group of people

**There are many business conglomerates in India who have displayed the core values as way of driving force of their business**

### **Tata Steel defines core values as**

- Integrity
- Excellence
- Unity
- Responsibility
- Pioneering

Tata Steel always emphasize on the philosophy that their values are stronger than steel produced in the factory and

expects that behaviour of their employees should represent the core values of Tata Steel.

**ICICI Bank, second largest bank in India, present with core values as**

- Customer First,
- Humility,
- Passion,
- Integrity, and
- Boundarylessness.

The Bank puts strong emphasis on ethics and integrity and expects all employees to act in accordance with the highest professional and ethical standards upholding the principles of integrity and compliance at all times.

**Kirloskar Group, displayed core values as**

- Excellence - In everything we do, quality without compromise.
- Integrity - Say what we do, and do what we say.
- Collaboration - We grow with people and partners.
- Empathy - We always listen and learn.
- Value Creation - We're building for a shared prosperous future.
- Innovative Thinking - Be bold and brave, & stay relevant.

**Infosys Limited underlines their commitment to be a globally respected organization. Infosys core values are as below**

- Client Value. To surpass client expectations consistently with our hunger and boldness.
- Leadership by Example. To act on our conviction that ordinary people can be inspired and mentored to do extraordinary things.
- Integrity and Transparency
- Fairness.
- Excellence.

**ONGC a Govt Company committed to its core values**

- Pursuit of Excellence
- Integrity
- Accountability
- Commitment
- Fairness
- Transparency

**Reliance Limited showcases its core values as below**

- Customer Value. We believe the customer is the reason for our existence and the only guarantee to our future.  
...
- Ownership Mindset. We believe the success and reputation of the company is paramount.
- Respect.
- Integrity.
- Excellence.
- One Team.

While observing the core values of various companies, we noticed that these values are determined based on business objectives, nature of business, customer focus and goals to achieve.

By observing the values of various companies, one thing is noticed that if it is service oriented business then more focus is on customer, so values are “customer first”, “customer focus”, “Customer Satisfaction” etc. such as bank, motor car dealers etc.

While information technology companies are focusing on “Innovation” as core values and nature of IT Companies or software companies demand the innovation in products and services, so these companies mostly give preference to “Innovation” as primary focus.

Integrity is the most common core value is almost in every company. It is so much importance given to integrity because fundamentally, workplace integrity is about having strong principles and values, which you demonstrate through your conduct in the work environment. A common integrity definition states that people with integrity do the right thing even when nobody is watching.

**Difference between individual values and organizational values**

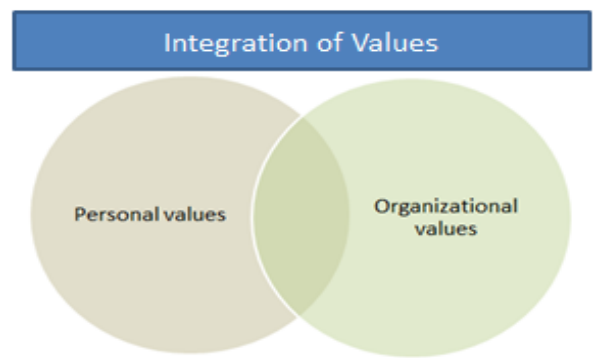
Individual Values	Organizational values
1. These are individual ways of success in life.	1. Core values help business to reach pinnacle of success.
2. These are not displayed by a person	2. These are displayed at prominent places of office building or factory premises.
3. These are influenced based on family background, grooming of person and surrounding.	3. These are designed by Company based on organizational goals and objectives.
4. These are almost fixed by person	4. These will be changed and modified based on need of organization
5. Core values of person are reflected through his behaviour and also people observe the same.	5. Core values of organization are reflected through way of dealing business and it is important tool to build the organization brand / image.
6. Individual decisions are influenced by personal values.	6. Organization values are guiding principles to the employees to take business decisions

**Integration & Synchronization of individual values and organizational values – A Cultural connect**

When individual values and organizational values are aligned with each other, it is always the success of the Company as well as employees. Values like Respect for the individual, Integrity, Performance, Passion, Diversity, Innovation, Customer Commitment, Teamwork, Quality etc. are at par with individual and organizational values. Employees will deliver highest performance when values are aligned each other.

When individual employee’s values don't align with the values of the organisation, it results into failure of person as well as organization. Organization won't achieve desired results. A person whose values don't align with the work they observe stress, resentment, and overall suffering that can create conflict and vulnerabilities.

Values are bridge to connect employees and organization with culture. Culturally sound individual values will boost the organization to achieve the goals through organizational values. Absence of any value in the person will hamper the success of employees as well as organization.



Implement the below chart as integration of individual values with organizational values.

**Annexure 1**

Top 10 Personal values (out of 140 values)	Top three values (out of 10 as selected)	Organizational Values as displayed / communicated
1.	1.	1.
2.	2.	2.
3.	3.	3.
4.		4.
5.		5.
6.		
7.		
8.		
9.		
10.		

Blue arrows indicate the flow of information: a single arrow points from the 'Top 10' column to the 'Top three' column, and a double-headed arrow connects the 'Top three' column to the 'Organizational Values' column.

**CONCLUSION**

Organizational values are an excellent path which give organization and the employees its purpose and direction. Initially while drafting the values, it is necessary to collect the feedback from stakeholders and over the period, values get modified and revised.

In order to establish brand of the Company, value system should be introduced right from interview process to recruitment, motivation, retention, everything is linked to core values of organization. Values of the organization should be emphasized repeated and communicated from time to time to the employees of the organization. Employees must live with the values of the Company. Each and every one is responsible and accountable for adhering of values.

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