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# An Empirical Study on Perceived Work Values Among Employees of Information Technology Sector

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## Abstract

*It is important that the organization should have employees who have urge for excellence and success and also the desire to remain with the same organization. Values represent stable, long-lasting beliefs about what is important and worthwhile which play a pivotal role in influencing our thoughts and behavior. Work values act as guiding force to keep employees moving in the organizations if they are compatible with the organizational culture. With the diverse workforce present in organizations and its challenges, this study tries to determine the preferred work values among employees and also seeks to identify whether differences in age influence their preferences for work values. A sample of 72 employees of selected Information Technology (IT) companies of Technopark, Thiruvananthapuram, Kerala were studied using Factor Analysis and one way Analysis of Variance (ANOVA). The four factors extracted through factor analysis are performance and evaluation, freedom to grow and experiment, flexible and risk taking approach and security. The result of one way ANOVA indicated that there were no differences among two out of four extracted variables which include freedom to grow, and experiment and security with respect to age groups. However, significant differences were found to exist among two factors performance and evaluation, and flexible and risk taking approach. The management of the organizations are therefore required to keep these preferences in mind while designing their human resource policies.*

**Keywords : Values, Information Technology, Culture**

## 1.0 Introduction

Organizations are operating in a dynamic environment where their business is affected not only because of their performance or specialization in the concerned business or product but because of the changes taking place in the technology they are using, their competitors, changes in the customer's tastes and preferences and changes in the world economy. For operating in such a dynamic business environment the organizations need to have the best talent who can work under fast-changing environment, who have knowledge across industries and have a deep understanding of all the levels of the organizations. Human Resource Departments are putting a lot of efforts in the recruitment process so as to hire the best talent available outside and at the same time ensuring that they are able to sustain their talented

workforce for a longer time. The main focus therefore is not just on hiring the best but hiring the best fit.

## 2.0 Literature Review

Once the employees join the organization, what keeps them moving in an organization is their values. Values which an individual holds are evaluative standards that help us to define what is right or wrong, good or bad in the world (Aswathappa, 2010). When people enter the organization, they bring with them a set of beliefs that shape and influence individual behavior. Organizations on the other hand have their corporate culture consisting of selected values. Values that employees carry with them are called personal values. These are socially and culturally induced and are important to them personally.

The values emphasized by organization are called intended values. When these values are congruent, there is more possibility that decisions taken are more consistent and realistic. Problems arise when there are conflicts between individual and organizational value systems which results in tug of war. Hence, we can say that values work as a soul in the decision making process of whether to stay in the organization or quit.

Another major challenge being faced by the organizations and human resource departments is the workforce diversity. With the boom of global economy, workplace

today has become highly diverse with employees of different gender, marital status, age groups, and work experience. No doubt such a diverse workforce if managed effectively can be a boon to the organization as diversity brings with itself lot of creativity, innovativeness and energy. Presently, almost all organizations are putting in lots of resources in the process of reaping the benefits of diversity; however, they are restricting themselves to diversity based on age groups. One of the important constituents of diversity challenges-age group diversity - has been neglected so far. In this study, the main focus will be on demographic

**Table 1 : Factor Loading of Work Values**

Sl. No.	Dimensions	Variables	Variance Explained	Factor Loading	Reliability
1	Performance and Evaluation	Organization expects me to be careful in my job	21.097	0.691	0.842
		Organization expects me to follow the conduct rules seriously while working on my assignments		0.792	
		Organization expects us to be tolerant while on job		0.682	
		Organization expects me to give my best performance		0.643	
		Organization evaluates employees on the basis of their achievements on job		0.585	
		Organization encourages employees to foresee future opportunities and encashing them before others		0.542	
		Organization evaluates employees on the basis of objective criteria		0.469	
2	Freedom to Grow and Experiment	Organization ensures respect for individual rights	16.779	0.817	0.775
		Organization is fair in treatment to all its employees		0.637	
		Organization offers me opportunities for growth		0.574	
		Organization offers me the opportunity to experiment		0.520	
		Organization encourages innovativeness and creativity on the job		0.485	
3	Flexible and Risk Taking Approach	Organization provides opportunities for working in cross- departmental teams	13.572	0.834	0.761
		Organization encourages its employees to take risks while handling assignments		0.778	
		Organization offers predictable job assignments		0.560	
4	Security	Organization offers secured employment	10.479	0.837	0.895
		Organization offers stability in job		0.846	

diversity among workforce. Values are pervasive aspect of human life (Rokeach, 1973) and constitute a very important place in the research on employees because they are directly related with the employee's motivation and job satisfaction (Karl & Sutton, 1998). According to Rokeach, values can also be defined as an enduring belief that a specific mode of conduct or end state of existence is personally and socially preferable to alternative modes of conduct or end states of existence (Rokeach, 1968).

Of all the literature survey done, it was found that there is shortage in Information Technology (IT) companies. This study is a modest attempt to bridge the gap in this sector.

### 3.0 Data and Research Method

#### 3.1 Research Objectives

The objective of the study is to determine the preferred work values among employees of selected Information Technology (IT) companies and to what extent perception of work values vary with respect to age.

#### 3.2 Hypotheses

Based on the objectives, the hypothesis formulated for the study are as follows:

**Ho:** There exists no significant difference in perception of work values among age groups.

**H1:** There exists significant difference in perception of work values among age groups.

#### 3.3 Survey Instrument

The preferred work values were studied using the validated scales developed by Montana and Leneghan (1999), and Leschinsky and Michael (2004). Likert scale of 5 point

was used wherein "1" referred as strongly important and "5" indicated as strongly unimportant; hence lower the mean score of the factor higher is the importance given by the respondents for that factor.

#### 3.4 Sampling

A snowball sample of employees of IT companies of Technopark, Thiruvananthapuram, Kerala was used for the study. Questionnaire was distributed to around 100 respondents. The survey resulted in a 72 percent return rate with usable responses. The responding population included 38 percent females and 62 percent males, with 46 percent participants as married, 54 percent as unmarried. It was ensured that age groups (e" 46, 36-45, d"35) under study are represented in equal number in participating population.

#### 4.0 Data Analysis

To determine the preferred work values, factor analysis on 17 items is performed using Principal Component Analysis method along with Varimax Rotation method. After applying factor analysis, the extracted factors are examined on the basis of reliability analysis by calculating Cronbach alpha values. One way Analysis of Variance (ANOVA) were used to find out the differences on their perceived work values among age groups. One of the assumptions of one way Anova is the homogeneity of the variance, which is measured by Levene's test. When the significance value of Levene's test is less than 0.05 it indicates that the assumption of homogeneity of variance is violated and F - test may give misleading results. In this case, Welch test is used; else when the significance value of Levene's test is greater than 0.05, F - values will be seen for the analysis. All the above analysis were carried out with the help of SPSS 19.0.

**Table 2 : Effect of Age Group on Company Value Factors using ANOVA**

Particulars	F - Value	Level of Significance
Performance and Evaluation	17.224*	0.000
Freedom to Grow and experiment	0.348	0.689
Flexible and Risk Taking Approach	10.863*	0.000
Security	0.028	0.964

\*Significant at  $p < 0.01$  level

**Table 3 : Testing the Homogeneity of Company Value Factors**

Particulars	Levene's Statistic	Level of Significance
Performance and Evaluation	17.454*	0.000
Freedom to Grow and experiment	11.576	0.051
Flexible and Risk Taking Approach	7.223*	0.001
Security	0.087	0.807

\*Significant at  $p < 0.01$  level

**Table 4 : Multiple Comparisons of Work Value Dimensions (Performance and Evaluation, and Risk Taking Approach) between Age Group of Employees using Tamhane Test**

Dependent Variables	Age Group (I)	Age Group (J)	Mean Difference (I-J)	Standard Error	Level of Significance
Performance and Evaluation	≥ 46	36-45	.465*	0.097	0.001
		≤35	.497*	0.093	0.002
	36-45	≥ 46	-.465*	0.096	0.001
		≤35	0.041	0.082	0.935
	≤35	≥ 46	-.497*	0.093	0.002
		36-45	-0.041	0.082	0.955
Risk Taking Approach	≥46	36-45	-0.157	0.086	0.187
		≤35	-.425*	0.091	0.002
	36-45	≥46	0.157	0.086	0.167
		≤35	-.268*	0.097	0.017
	≤35	≥46	.425*	0.091	0.001
		36-45	.268*	0.097	0.005

\*Significant at  $p < 0.01$  level

## 5.0 Findings

The findings of the study are as follows:

- To understand the purification of data, sample adequacy test was conducted. The results, Chi-square value: 5146.486, at 0.01 significance level and KMO value 0.876 showed that data is fit for factor analysis. Thus work value items converged into four factors after 12 iterations. The cumulative variance (67.246 per cent) and all MSA values are above the set criterion of 0.5. Also the eigen value calculated for all work value dimensions are greater than 1.
- The items in the questionnaire were first subjected to factor analysis and four factors., performance and evaluation, freedom to grow and experiment, flexible and risk taking approach and security were extracted based on their eigen values which is presented in Table - 1.
- The cronbach alpha values of work value dimensions displayed in Table 1 revealed that the scale is reliable.
- The result of one way ANOVA displayed in Table 2 indicated that there were no differences among two out of four extracted variables which include freedom to grow, and experiment and security with respect to age groups. However, significant differences were found to exist among two factors performance and evaluation, and flexible and risk taking approach.
- Levene's test was conducted to determine the homogeneity of variance among work value

dimensions. The result of Levene's test revealed that variances are not equal for performance and evaluation, and flexible and risk taking approach.

- Post-Hoc analysis displayed in Table 4 was employed to find the multiple comparisons output. Post-Hoc tests to see where the differences lie .i.e., which all age groups differs from each other on perceived work values.
- For the factor, performance and evaluation, through Post-Hoc analysis using Tamhane method, it was observed that no significant difference was found among age groups except between age group 36-45 and age group d" 35.
- Similarly, through Post-Hoc analysis for the factor flexible and risk taking approach using Tamhane method, it was observed that no significant difference was found among age groups except between age group e" 46 and age group 36-45.

## 6.0 Suggestions

The suggestions based on the results of the study are classified under two heads: for practice and for future research.

### 6.1 For Practice

- Organizations provide opportunity to exhibit and innovativeness in job for young employees as they prefer challenging tasks where they can use their expertise and experience.

2. Respect for individual rights and fair treatment to all employees was rated by all employees. It is therefore very important for the human resource managers to ensure respect and fair treatment to all its employees. Violation of these two values on any ground can directly affect the employer-employee relationship in organization and may result in person organization misfit.
3. Organization should communicate the vision, mission and adhered value system at all level of the organization and try to craft communication in such a way as to highlight those value systems which are important for the employees. These help the organization to ensure a better and more perfect person organization fit leading to increased motivation and job satisfaction
4. While recruiting employees, system should be so designed that only those employees who share the same value system as followed by organization are selected for jobs. This will ensure better person-organization fit leading to increased job satisfaction and reduced employee turnover.
5. As young employees prefer challenging and interesting task, their expertise and knowledge can be used in challenging jobs keeping in mind the needs and demand of industry.
6. Sponsoring employees to in-house or outside seminars, workshops and development programmes should be incorporated as a main objective in vision, mission statement. This will go a long way in attracting young blood as such employees prefer organizations which offers chances for continuous updation of skills and knowledge.
7. Recruitment and exit policies shared be properly designed to help in attracting talented employees to the organization as they prefer stability and security of jobs.
8. Ensuring fair treatment and equality for all employees irrespective of position or status of the jobs in the organization is also important. Performance evaluation system based on merit and performance can help organizations in ensuring equal treatment to all the employees.

Further, open house sessions can be organized in which members are encouraged to share information about their backgrounds, beliefs, value systems and important influences. This will open the door to a productive discussion on differences and prevent serious conflicts from taking place and help in developing respect for ideas and beliefs of each other.

## 6.2 For Future Research

The scope of the study was limited to employees of selected IT companies of Technopark, Thiruvananthapuram, Kerala. Similar research study can be conducted on all India basis to have a wider view of expectation of diverse generations and will provide useful insights for designing strategies to attract develop and retain competent managers. Similar studies can also be conducted in sectors other than IT where such work has not been done so far in much detail for broadening the understanding of the construct.

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