



## Be Mains Ready

**Q.** Organisational values always derive from individual values. Elucidate. (150 Words)

13 Dec 2021 | GS Paper 4 | Theoretical Questions

### Approach / Explanation / Answer

- Explain what are organisational values
- Justify the influence of individual values on organisations along with examples
- Conclude with the role of individual and organisational values in work culture formation.

### Answer

**Organisational values are a set of ethical codes** that guide organisational aspirations. Some of the organisational values are professionalism, innovation, accountability, quality of service delivery, transparency etc. **Organizational values** reflect the collective judgment of what is important in an organization. When organizational values are **operationalized, lived and communicated**, they can help in quick decision making.

The organisational values are largely drawn from the leadership and the heads of institutions, who through their professional actions set ethical standards for other members of the organization. However, the values of an organisation are also influenced by other subsidiary groups within an organization to the level of every single individual.

All eminent organisations with an exemplary value system are established and sustained on influential values of remarkable individuals. For example- Vikram Sarabhai with his utmost dedication and erudition set up an organization like ISRO. Subsequently, it was nourished by the values and beliefs of Satish Dhawan, APJ Kalam etc. which elevated ISRO to the prominent heights in space technology.

Sometimes, values of a single individual can guide the value system of the entire organisation, like Mahatma Gandhi's beliefs and adherence to certain values modified the values of Indian National Congress. Similarly, the then Chief Election Commissioner T.N. Sheshan rebuilt the Election Commission by his virtues of honesty, probity and impeccable integrity.

However, the introduction of new values in an organization can face opposition from established values because it also depends upon communication and propagation. There is also a possibility that individual values may undergo significant changes under the influence of organisational values. For example- a lethargic employee may improve his/her performance under the guidance of good organisational values.

Thus, the value system of any organisation that is derived from individual values, is imperative for the

development of efficient and effective 'work culture'. The role of the individual in an organisation encompasses not only the assigned work entitled to them but also the value dissemination which occurs through personal and professional conduct, and the way in which they discharge their duties

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