HIGHER EDUCATION EFFECTIVENESS THROUGH INSTRUMENTAL AND TERMINAL VALUES IN STUDENTS

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Abstract

The Government of India aims to achieve reach , equity, quality and merit, applicability and value based education in all education systems Primary , Secondary and Tertiary .Different definitions of Organizational Culture were found during literature review in (Khanna, 2017) , (Gupta) 's Schein Model and (Greenfield & A.Brown) and comparisons were done .

Statement of the Problem-The paper highlights the impact of missing values in people through the findings of (PwC, 2018) and (EY, 2018) etc.The (PwC, 2018) states that 49% of international organizations are a victim of deceit and economic violation and fighting fraud has become a core business issue .The (EY, 2018) highlights that 11% of the companies have experienced significant deceits in last 2 years and 38 % of respondents felt that bribery/corrupt practices occur widely in business in their country .The Rajasthan state crime statistics reveal that missing values are a threat to organizations and to society . Hence effectiveness which is the ratio of actual outcome to ideal outcome is questioned from Higher Education perspective where the ideal outcome is instilled values in students .While exploring values variation in value definitions was also observed across different organizations which may be because of etymology or different focus areas of different organizations .

Objectives -1.To find the instrumental values and terminal values which are expected to be present in prospective employees in maximum number of organizations employing MBA students from Rajasthan 2.To find the instrumental values and terminal values which are expected to be present in maximum number of universities located within Rajasthan having MBA programme .3. To find whether there is an significant inequality between the proportion of Instrumental and Terminal values in a)Universities b)Employing Organizations .4 a) To find whether there is a significant inequality in proportion of instrumental values of Universities and Employers b) To find whether there is a significant inequality in proportion of terminal values of Universities and Employers .

Methodology- 33 employers from different employment sectors like Healthcare , Beauty and Wellness, Banking Financial Services and Insurance etc .and 33 Universities located within Rajasthan of different types (Private , Deemed ,State, Central) were selected randomly .The research design is exploratory as based on secondary data obtained from the websites of the organizations under study and descriptive as opinion of people was sought about values and their categorization in "instrumental","terminal"&"instrumental and terminal ". (K.Malhotra & Dash).The research type is descriptive as it describes values of employing organizations and universities and uses logic to categorize values as terminal (End goal)and instrumental (Behavioural means) based on their present day definitions .

Analysis – The test of proportion for large samples was applied to find out the results of formulated hypothesis .

Findings –1.There was no significant inequality observed between proportion of instrumental and terminal values in a)Universities b)Employers .2.However a significant inequality is observed in proportion of instrumental values between Universities and Employers .3.Same holds true for proportion of Terminal values between Universities and Employers**.** 4.The behavioral and goal oriented trainings are essential irrespective of the emergence of technology led disruptions ,automation , new pedagogies and new skill set requirements .

Keywords : Organization Culture, Organizational Climate, ISO 9001: Quality Management Systems, Instrumental and Terminal Values, Placement Strategy.

Introduction

The importance of values has increased in each and every organization these days . According to (PwC, 2018) 49% of global organizations reported that they'd been a victim of deceit and economic violation as reported rate of economic breach is on the rise in all organizations and across the territories as shown below .
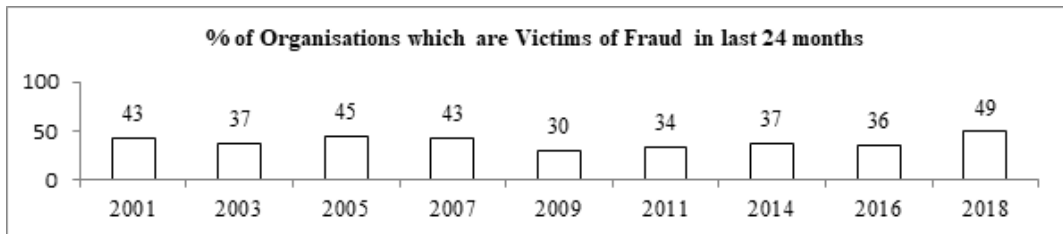

Figure 1: Percentage of Organizations which are victims of fraud in last 24 months (PwC, 2018)
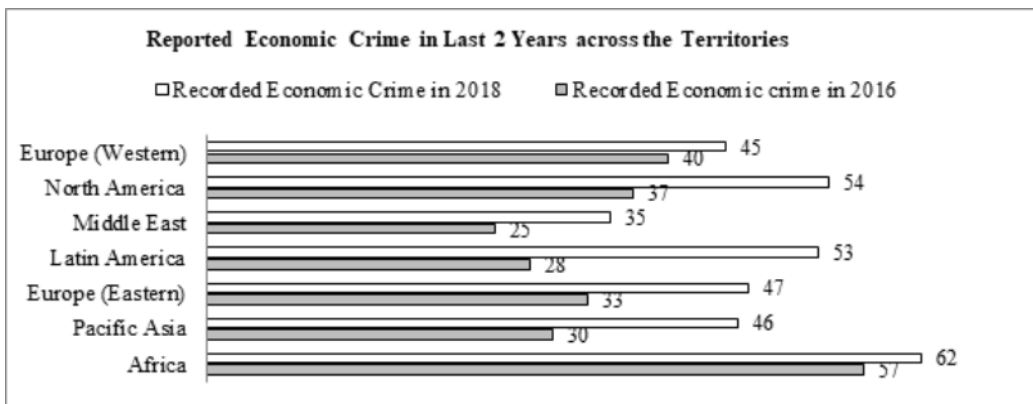

Figure 2: Reported Economic Crime across the territories in last 2 years (PwC, 2018)

The above figures are alarming and bring the attention to the values instilled in students during their primary , secondary or tertiary level education and their sustenance in further stages of life .A value not lived is a behavioral failure or defect in a person .According to (Systems) defects should always be caught closer to the origin of failure in order to protect an organization from bigger mishaps and it should have processes which prohibits value failures and detects them as early as possible .Values can be imagined as the mistake proofing control lines which stop the person from crossing ethical
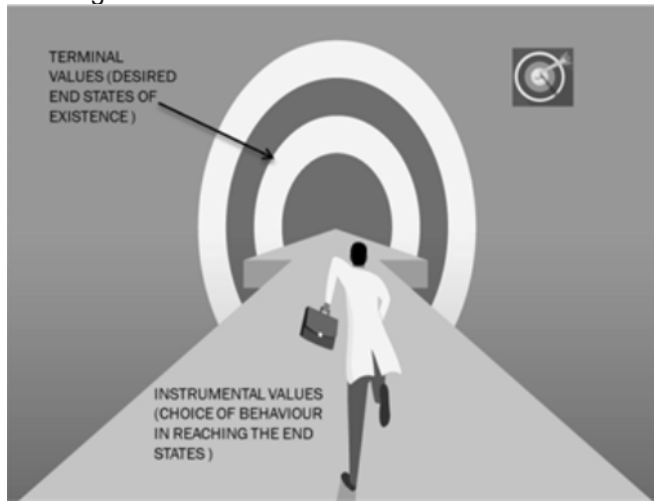
boundaries as shown in the figure 4 below .

Figure 3: Terminal and Instrumental Values (google images)
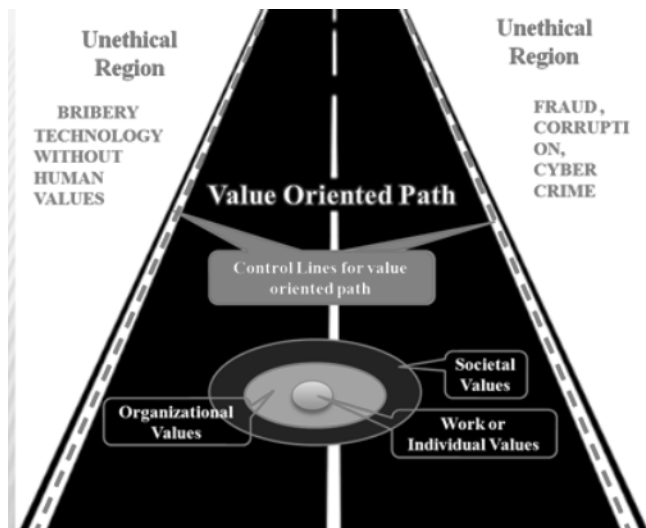

Figure 4: Value driven and unethical path

The control lines shown in above figure are similar to the control chart which Walter A.Shewart invented and which was used as a preventive tool to map deviations in any process which had attained stability (Machine and Process Capability) .As soon as such process goes out of control it acted as an alarm and actions could be taken on man , machine , material , method or environment after finding the assignable cause for deviations .
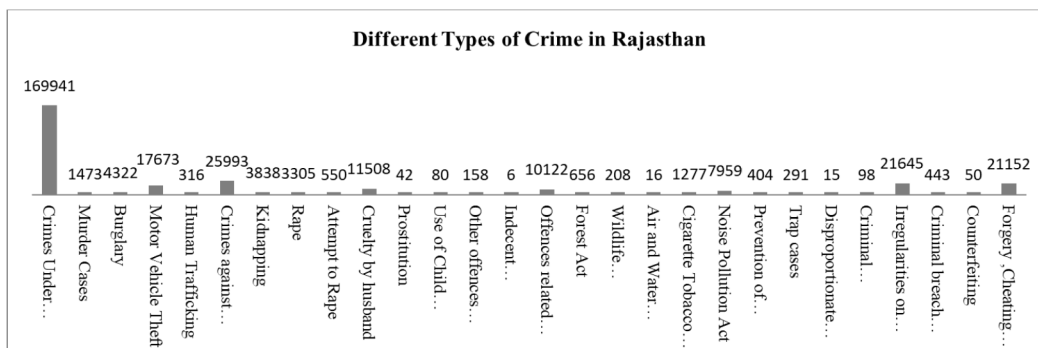
Figure 5: Types of Crime in number in Rajasthan State (Network, 2019)

One of the social indicators of values being lived in society is the crime rate in society .The rise in crime shows that values are dying and it's reduction is a positive indicator .In figure 5 above the Rajasthan state statistics reveal that the number of criminal cases registered have increased from 71032 in 2017 to 85186 in 2019 (Rajasthan Patrika, 2018) .

Review of Literature

2.1 Values

Values that characterize a society are societal values ,an organization are organizational values and distinctive of an individual are individual values .They are generally acceptable to the society as a whole or a section of society as preferred modes of conduct and help in making judgment and choices about goals and ways to attain goals . (Khanna, 2017)

Organizational Core values are firmly established inherent principles which are too important and valuable to be changed , serve as a vital part that guide company's actions and practices and that can't be compromised for convenience and short term economic gain. Values interact with each other and form systems and conceptual frameworks like Hofstede and Rokeach frameworks . (Khanna, 2017)

Rokeach categorized values as terminal (what is to be achieved that is the goal /desired end state) and instrumental (the means or the choice of behavior in achieving the goal) .

Table 1: Rokeach Framework (Khanna, 2017)

Rokeach Framework	
"Terminal Values"	"Instrumental Values"
"A comfortable life"	"Ambition"
"An exciting life"	"Extensive mind"
"Equality"	"Capable"
"Family security"	"Self controlled"
"Freedom"	"Clean"
"Health"	"Courageous"
"Inner harmony"	"Forgiving"
"Mature love"	"Helpful"
"National security"	"Honest"
"Pleasure"	"Imaginative"
"Salvation"	"Independent"
"Self respect"	"Intellectual"
"A sense of accomplishment"	"Logical"
"Social recognition"	"Loving"
"True friendship"	"Loyal"
"Wisdom"	"Obedient"
"Peaceful world"	"Polite"
"Beautiful world"	"Responsible"

Organization Culture

Different definitions of Organizational Culture were found during literature review .According to (Khanna, 2017) there are 3 levels , the starting level represents the **core values** , the next level represents the Organizational Climate cumulatively and the third level cumulatively represents the Organizational Culture as represented in figure 6 below .The book (Gupta) introduced the Schein Model in which artifacts represent the top level of the Organizational Culture followed by the **values** and then the basic assumptions which pave way for the perceptions of people as shown in figure 7 below .The third book (Greenfield & A.Brown) states that culture consists of ways of thinking , **values** , behavioral criteria and anticipations shared by organization members .
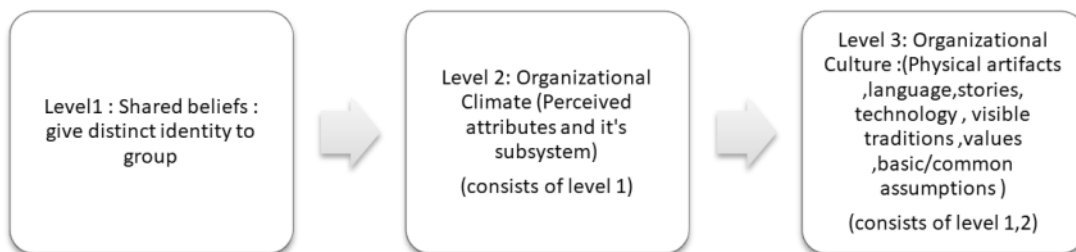

Figure 6: Values , Organizational Climate and Organizational Culture (Khanna, 2017)

Figure 7: Schein model showing levels of Organization Culture

All the 3 definitions have values in common and there is a possibility that the transition of a student from the university /institute to the employing organization is very easy if university /institute and employing organization have same values .There will be cultural similarity between organizations if values are similar and the chances of value failures might be also lower than other organizations having different values .

Research Methodology

Research Design : Secondary data is used so it is exploratory & primary data is used to categorize values so it is a descriptive research design as well (K.Malhotra & Dash)

Research Type : Classifying based on objectives the research is descriptive research and exploratory research as it describes values of employing organizations and universities and explores their category .

Sampling –Simple Random Sampling for Secondary Data from websites

1.The sectors defined in (Entrepreneurship, 2015) were taken and 33 employers from these sectors were selected who employ MBA candidates but overlapping was observed between sectors like Handloom and Textiles ,Healthcare and Retail etc and their values were mapped from their website .

2.The 33 Universities of Rajasthan were selected from (Private , Deemed , State ,Central) which are having MBA programme and their values were picked from their website for similarity analysis .

3.Non random quota type of sampling was used to find people understanding on categorization of values in "Instrumental","Terminal"& "Instrumental & Terminal" and 43 faculties/research scholars participated .The sampling frame was restricted to the people who registered for Online FDP on

Universal Human Values conducted by NIT Patna . (Patna, 2020)

Data Analysis Findings

1. In case of Universities 67 % did not define values and in case of Employers 3% did not define values .This shows that employers are very much aware about what they expect from the employees but students are not aware about their right to demand to instill values in them as customers of university education .
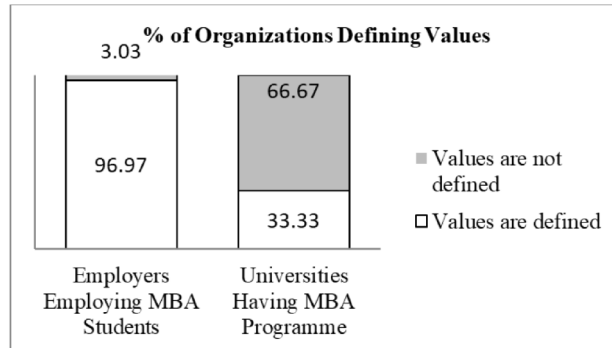
Figure 6: % of Organizations Defining Values

(Source : Websites of employers and universities)

2.Some organizations have **defined the values and then given their own definition** to values and 57.58

% of Employers have done so and only 3.03 % of Universities have done the same .

Figure 7 : Percentage of Organizations defining values with self definitions

(Source : Websites of employers and universities)

3.The number of employers chosen from different sectors for value mapping are shown below .

Number of Employers from Different Sectors
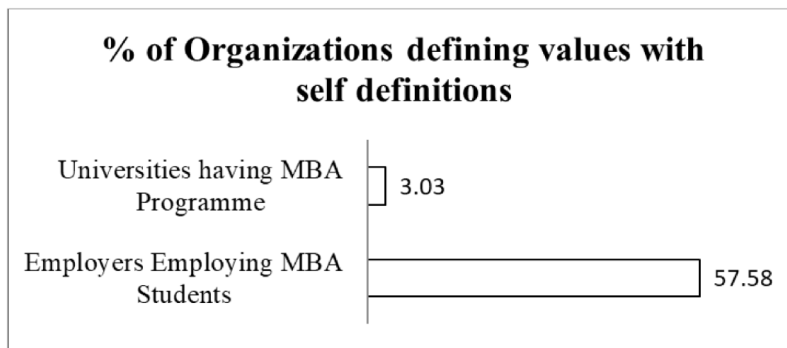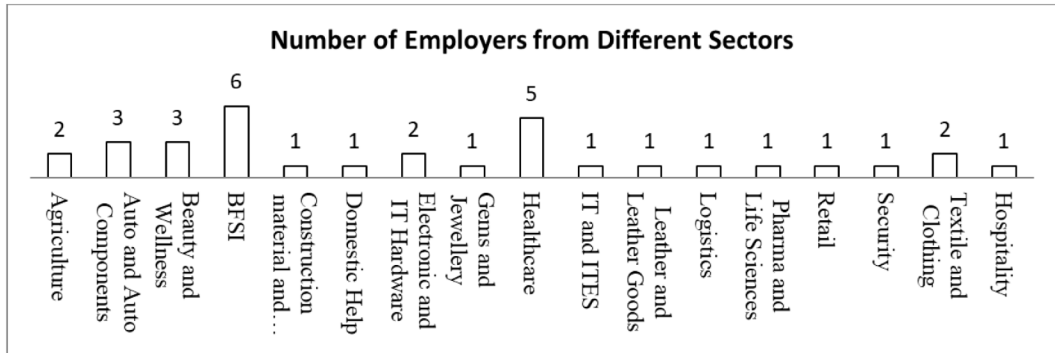
Figure 8: Number of Employers from different sectors

4.The number of universities of different types chosen for value mapping are shown below .

Type Wise Number of Universities
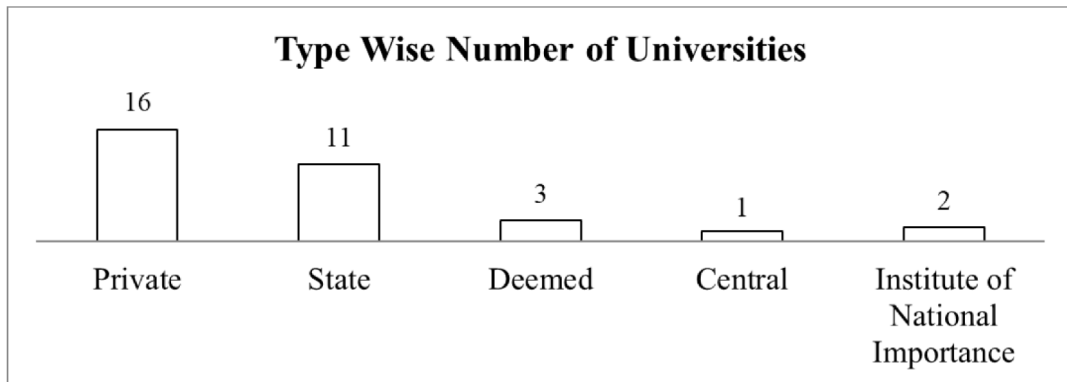
Figure 9: Type Wise Number of Universities

5.Values according to (Hawker, 2014) mean "standards of behaviour ".

6.Values like integrity have more than one definition .It means combination of goodness , fairness and honesty according to (Hawker, 2014) and "doing the right thing even when no one is watching " according to (Lewis).

7. The meaning of any word depends on the usage of the word in a sentence . A word used as a noun may have a different meaning than when it is used as a verb or adjective .The values which are stated as a word and not defined in the form of a sentence can take up any meaning as noun /adjective/verb while the values which are defined in the sentence form are either nouns/adjectives/verbs based on their usage in the sentence .eg :"Creative" is an adjective and states use of imagination to create something and "create value" is the sentence where create is used as a verb and means bringing into existence or causing something to happen .

8. The fault in writing style known as **Tautology** (Oxford, 2019) was observed in employer and university values where **words conveying same meaning were written more than once**. Eg:The organization VLCC (About us-Core Values) has mentioned positive regard and respect both as a value .However according to (Oxford, 2019) regard means high opinion as well as respect .

9. The (Home-Profile-Values) has specified **values** and **culture** separately which shows that the

understanding of culture is different from the one which was found during literature review in (Greenfield & A.Brown) (Khanna, 2017) (Gupta).The values of the company are "**highest priority to customer requirements ,high standards of public conduct and transparency in operations"** .The culture of the company is "courtesy and **caring ,initiatives and innovation and integrity , trustworthiness and reliability".**

10.The values listed by the organizations are a combination of terminal and instrumental values as some aim at what is to be attained and some act as means for achieving the goals . (Khanna, 2017)

11.There are 4 types of organizations possible with the accomplishment and non accomplishment of terminal values and the practice and non-practice of instrumental values which are shown in the window below .

	Terminal values are achieved	Terminal values are not achieved
Value Oriented Path is adhered (Instrumental Values are practiced)	**Ethics maintained and Profits achieved and hence sustenance**	Ethics maintained but no Profits and hence no sustenance
Value Oriented Path is not adhered (Instrumental Values are not practiced)	Unethical practices but Profits achieved and hence long term sustenance is a question	No ethics , no profits hence No sustenance

12.The values which relate to people are instrumental as they are related to behavioral aspects and the values which are related to product /organization / person are terminal in nature as those are the expected outcomes in form of functional features of the product/goals of organization & individuals .eg: Product leadership means that the product should be the best in serving the purpose for which it is meant and has a hold on market .Leadership is a combination of qualities which people should possess described differently by different people to deliver best outcomes .Examples of values classified as instrumental , terminal and instrumental as well as terminal are shown in table below .Etymology is an account of the origins and the developments in meaning of a word (Oxford, 2019) and because of these developments the meanings of words have evolved .Oxford Dictionary is updated and printed every 4-8 years. It is a challenge for the authors to update the dictionary including the meanings based on usage from all disciplines.

Table 2: Some Examples of Instrumental values ,Terminal values and values which fall in both category " Instrumental and Terminal "

Instrumental	Terminal	Instrumental & Terminal
Empathy	Efficiency ((output/input)/Efficient (timely completion of a task/less wastage of money and effort)	Customer/Stakeholder/People/ Client/Society Focus / Customer first (first priority)
Integrity (goodness ,fairness, honesty)	Effectiveness (Actual /Ideal output)	Responsibility (Social),(Environmental)
Honesty	Excellence/Academic Excellence (very good /outstanding)	Trust (Earning trust/trusting others)
Fairness	Growth/Community Growth/Growth in all areas/Profitable Growth	Respect (Earning respect /respecting others)
Creative/Imaginative	Create	Transparency (not hiding anything)/ Open / Openness (freedom of expression and thoughts , open to new ideas)
Ethical/Principled/ High standards of public conduct/ Corporate citizenship behavior	Innovation	Creating standards / Adhering standards
Teamwork/Cooperation/ Collaboration	Maintain	Commitment (giving your time /energy & keeping promises)
Team spirit (keeping organizational/team/group goals ahead of individual goals)	Professionalism (Having the desired competency attained through a formal training to do a task) /Skilled	Safety/Security (Following safe practices is a behavioral trait /Safety is also a desired state of existence /Security (protection from danger or threat) is a broader term where threats from competition are also considered)
Discipline	Reliability(to serve intended function over the expected life time) / becoming trustworthy (believable)	Sustainability (avoiding using up natural resources is a strategy and is an example of environmental consciousness), Synonym-Endure (being able to last long in pain and difficult times)
	Development(Product / Relationships)	Leadership (a combination of qualities defined differently by different people / Situational Leadership
	Process Approach	Quality
	Improvement (Continuous , Constant, Continual)	
	Success/Student success	
	Co-prosperity/prosper	

13.The values stated by the organizations are either broad or narrow .Some treat all stakeholders equally by writing society focus ,people focus ,some focus on vendors , employees and customers and some only at customers .However , focus on any stakeholder is categorized as terminal and instrumental value both as it is concerned with achieving results related to the concerned stakeholder

hence terminal and also incorporating activities in daily work which are stakeholder oriented and hence instrumental .

Figure 10: Stakeholders in an organization

14.Organizations like Infosys have emphasized on improvements of deliverables (products, services) and team and organizational improvement . The variation in improvement type is of 3 types continual, continuous and constant. Continual improvement needs time for stabilization and continuous improvement is a myth according to (Mathur, 2009) .Continuous improvement is a small step improvement which occurs by initiating changes almost daily .

15. The term exceeding expectations and going beyond the call of duty is used by Fortis Escorts to define ownership and innovation. Exceeding expectations of customers is called customer delight and when employees exceed expectations of the organization it is called employee engagement.

16. Infosys (About us- Values) wants to be objective and Fortis Escorts (Home-Our values) respects the different opinions of different people .

17.Bank of Baroda (Human Resources-Our Core Values)and Sun Pharmaceutical Industries Ltd. (Home-About us-Vision & Values) aim at system as well as process improvement but Mother Dairy (Home-About-Values) gives more importance to deriving greater value from it's processes .Process approach **strengthens internal customer concept** according to (Mathur, 2009) through **customer focus** and requires **flatter organizations** .

18. The 5 levels of documents linked to ISO 9001:2000 as per (Mathur, 2009) are shown below .Organizations like Infosys and OM Logistics focus on setting standards related to business .Dell aims at an exceptional standard of excellence and performance, Tanishq aims at a quality standard , DCM at an ethical and Volkswagon aims at a "doing it right " standard .Mahindra and Bank of Baroda are focusing on their policies which is level 2 documentation.
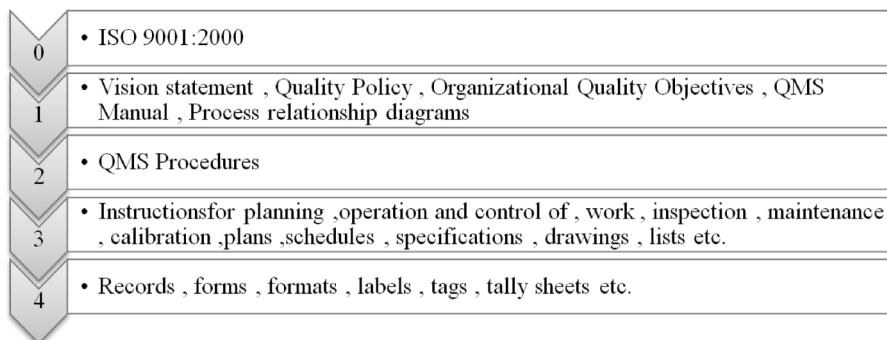
0	• ISO 9001:2000
1	• Vision statement , Quality Policy , Organizational Quality Objectives , QMS Manual , Process relationship diagrams
2	• QMS Procedures
3	• Instructionsfor planning ,operation and control of , work , inspection , maintenance , calibration ,plans ,schedules , specifications , drawings , lists etc.
4	• Records , forms , formats , labels , tags , tally sheets etc.

Figure 11: 5 levels of documents linked to ISO 9001 :2000 (Mathur, 2009)

Hypothesis Testing and Findings

Table 3: Hypothesis and Statistical Tests

S.No.	Hypothesis	Description (Ho and Ha)	Statistical Test
1 & 2	Ho	It is believed that there is no significant inequality in proportion of instrumental values and terminal values within a)Universities having MBA Programme b)Organizations employing MBA students	Test of Proportions
	Ha	It is believed that there is a significant inequality in proportion of instrumental values and terminal values within a)Universities having MBA Programme b)Organizations employing MBA students	(I.Levin, S.Rubin, Rastogi, & Siddiqui, 2012)
3	Ho	It is believed that there is no significant inequality in proportion of instrumental values between Organizations employing MBA students and Universities having MBA Programme .	Test of Proportions
	Ha	It is believed that there is a significant inequality in proportion of the instrumental values of Organizations employing MBA students and Universities having MBA Programme .	(I.Levin, S.Rubin, Rastogi, & Siddiqui, 2012)
4	Ho	It is believed that there is no significant inequality in proportion of terminal values between Organizations employing MBA students and Universities having MBA Programme .	Test of Proportions
	Ha	It is believed that there is a significant inequality in proportion of terminal values between Organizations employing MBA students and Universities having MBA Programme .	(I.Levin, S.Rubin, Rastogi, & Siddiqui, 2012)

Table 4: Hypothesis Results

S. No	Instrumental Values in Universities	Terminal Values in Universities	Instrumental Values in Employing Organizations	Terminal Values in Employing Organizations
1	Integrity	Excellence	Customer Focus	Customer Focus
2	Quality	Quality	Trust	Innovation
3	Transparency Responsibility Respect Ethics/Ethical Behaviour Customer Focus (Student/Patient)	Transparency	Respect/ Regard	Trust/Faith
4	Teamwork Environmental Consciousness Character Trust Success/ Flourishment Inclusion	Responsibility	Ethical/ Principled Transparency Efforts/ Actions/ Pursuit/ will	Excellence
5		Trust / Accountability/ Lifelong Learning/ Continuous Improvement/ Customer Focus/ Environmental Consciousness/ Inclusion/ Longterm (Lifelong)	Commitment Standards (Business/ Ethical/ Quality/ Do it Right/ Performance & Excellence) Passion/Enthusiasm	Respect
6			Integrity	Transparency / (Execute or Do)

Conclusion

1. The values which are stated by maximum number of employers and universities are stated below –

Table 5 Top 6 instrumental and Terminal Values in Universities and Employers of MBA Students (Home-Our values) (Home-About SDMH) (About the Company-Company Overview-Values-the way we do things) (Home-About us-Vision and Values) (About Us-Vision Mission Values) (About Mahindra Company) (About us- Values) (Home-Our Company-) (Home-Overview-About Us-Our Values) (Corporate Bajaj Finserv Brand Identity) (About us-Values) (Home-Profile-Values) (About us-Values & Purpose) (Why Go Galpin-Our Core Values) (About-About us) (About-About us-Our company-Values) (Human Resources-Our Core Values) (About us-Core Values) (Vision & Mission) (Strategic Intent-Values) (Work-Service Social Programs-International Association For Human Values) (About us-vision-philosophy-samsung's spirit) (Dell Technologies-Corporate- About us-Who we are-Code of Conduct) (Home-About us-Vision & Values) (Vision Mission & Our Values) (Godrej.com-Godrej & Boyce-Security Solutions-About us) (Home-Careers-Values) (Home-About-Values) (Our Brands- Zara) (Home-About us-Mission) (Home-About us-Values) (About-

Mission, Vision & Values) (Home-Investors-Code of Conduct) (Home-About us-Vision, Mission & Core Values) (About us-Mission & Vision) (About us-University Profile-Vision, Mission & Core Values) (About us-Vision, Mission & Values) (Home-Mission) (Home-About-IIS-The-University-Vision, Mission, Goals) (About us-Vision & Mission) (Home-About-Vision, Mission, Values) (Home-About us-Vision, Mission & the Spirit of JU) (About us-Schools-Education) (Home-Vision & Mission) (About us-Mission & Vision) (Home-About-Our Mission-Core Values and Culture) (Know about us-Principles & Objectives) (About University-Vision & Mission, 2019) (About SPSU-Vision & Mission) (Home-About us-Vision) (Home-About SKD-About) (Home-About-Vision & Mission) (Home-Institute-About) (Home-About us- Vision & Mission) (Home-Vision & Mission) (Home-About us-About University-Mission & Vision) (Home-About us- About University-Vision & Mission) (Home-About-Vision & Mission) (About SKRAU-Teachers & Officers Service & Conduct Rules) (About us-now UOT-Vision & Mission) (Home-About) (Home-About Us-Our Vision And Mission) (About us) (Home-About University-Vision & Mission) (Home-About Us-Who we are-Vision & Mission).

Table 6: Testing Hypothesis 1 and 2

Difference in Proportion of Instrumental and Terminal Values of	Proportion of Instrumental Value (p1)	Proportion of Terminal Value(p2)	p1-p2	Weighted Proportion (pbar)=(n1p1+n2p2)/(n1+n2)	Standard Error (sqrt(pbar*qbar (1/n1+1/n2))	Z	Z value from table	Null Hypothesis (Accepted/Rejected)	Difference is significant (Yes/No)
Organizations employing MBA students	0.303	0.3177	-0.015	0.3145	0.01989841	-0.738369469	1.96	Accepted	No
Universities having MBA programme	0.06	0.08	-0.017	0.0675	0.010751197	-1.537403317	1.96	Accepted	No

2a) There is no significant inequality observed in the instrumental and terminal values of Employing Organizations .

2b) There is no significant inequality observed in the instrumental and terminal values of the Universities having MBA programme.

This concludes that employing organizations and universities both focus equally at instrumental values and terminal values if proportion of values is considered as a measure of importance .

Table 7: Testing Hypothesis 2

Difference in Proportion of Instrumental Values between	Proportion of Instrumental Value (p1)	Proportion of Terminal Value(p2)	p1-p2	Weighted Proportion (pbar)=(n1p1+n2p2)/ (n1+n2)	Standard Error (sqrt(pbar *qbar (1/n1+1/n2))	Z	Z value from table	Null Hypothesis (Accepted/ Rejected)	Difference is significant (Yes/No)
Universities teaching MBA and MBA student Employers	0.3030	0.0597	0.2433	0.1814	0.016512674	14.7367 1187	1.96	Rejected	Yes

There is a significant inequality observed in the proportion of Instrumental values between the Universities having MBA programme and Organizations employing MBA students. Most of the Universities lag behind in defining Instrumental values .

Table 8: Testing Hypothesis 3

Difference in Proportion of Terminal Values between	Proportion of Instrumental Value (p1)	Proportion of Terminal Value (p2)	p1-p2	Weighted Proportion (pbar)=(n1p1+n2p2)/ (n1+n2)	Standard Error (sqrt(pbar *qbar (1/n1+1/n2))	Z	Z value from table	Null Hypothesis (Accepted/ Rejected)	Difference is significant (Yes/No)
Universities teaching MBA and MBA student Employers	0.3177	0.0762	0.2415	0.1589	0.015665489	15.416 43308	1.96	Rejected	Yes

There is a significant difference observed in the proportion of Terminal values between the Universities having MBA programme and Organizations employing MBA students. Most of the Universities lag behind in defining Terminal values .

Not defining values results in lack of clarity in terms of what kind of behavioural changes are expected in students undergoing education.

5. Instrumental values can be considered as the **Behavioral requirements** and Terminal values can be considered as a part of the **Competency** required in a probable employee .These are explicitly stated on website and are the significant part of their culture .These can be termed as "voice of the customer " for an educational institute as these are the **implicit knowledge requirements** in any probable employee of any organization .eg: An organization stating Quality as a terminal value will prefer employing people who have the knowledge of Quality Methods and Tools .

6.Terminal & Instrumental values can act as a strong input **for designing the training calendar for placement preparation**. Instrumental values training may include behavioural trainings.The

Training module for terminal values like Quality , Sustainability , Environmental Consciousness ,Excellence , Innovation , Improvement can be designed which may include the following topics .A proper curriculum can be designed and finalized by discussing with the employers and other stakeholders after taking their requirements (Voice of the customer) (Dale H.Besterfield) as done during Quality Function Deployment .Memorandum of Understanding can be signed with employers after designing the curriculum based on implicit requirements in form of stated values .

S.No	Value	Topics student should be aware of
1	Quality	TQM Concepts, ISO 9001
2	Environmental Consciousness	ISO 14001
3	Improvement (Constant, Continuous, Continual)	Kaizen , Breakthrough Improvement
4	Innovation	Preventive Action & Corrective Action , FMEA (Failure Mode Effect Analysis), Lifecycle Assessment
5	Excellence	PDCA (Plan do Check Act), RADAR
6	Sustainability	Reduce , Reuse , Recycle

7.The categorization in "Instrumental " , "Terminal " and " Instrumental and Terminal " values is done by the authors and in order to validate whether their understanding matches with others a survey was done where 43 people participated .The sampling was non random quota type sampling where sampling frame was the faculties and research scholars who registered for Faculty Development Program on Universal Human Values conducted by NIT Patna and the results clearly indicate the categorization of values as instrumental and terminal by Rokeach should be extended to 3 categories "Instrumental ", "Terminal"& "Instrumental & Terminal ". (Patna, 2020)The understanding of values vary in people and hence the categorization done by them also varies .
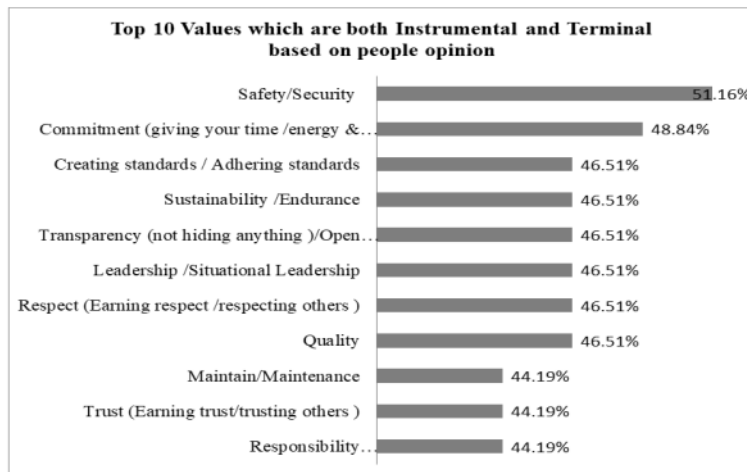

Figure 12: Top 10 Values which are both instrumental and terminal based on people perception (Joohi Chaturvedi)

Limitations

1.The study was limited to the chosen samples because of economic considerations and resource constraint .

Future Prospects

1.Research can be done in future on the mission and vision stated by different organizations and it's alignment with instrumental and terminal values .According to (L.Wheelen, Hunger, & Rangarajan) mission is the reason for an organization's existence stating what are it's offerings (products and services) to society .Vision describes the status that an organization aspires to achieve . The book (Mathur, 2009) states that vision statement of an organization is a futuristic aspiration of an organization which highlights it's high aims related to future .

2. Research can also be done on the instrumental values and their alignment with the code of conduct. The variation in the code of conduct for employees, customers, vendors can also be mapped .Only a few corporates have stated different code of conduct for different stakeholders.The major area for futuristic research can be how non-compliance to code of conduct is dealt with by different organizations and how non-compliance is measured and which internal mechanisms are available to discover non-compliance.

3. It will be interesting to know how universities are preparing students on the behavioral and knowledge oriented aspects and how students internalize these .

4.Research can be done to find whether students adjust easily in employing organizations if their university /institute values match with the values of employing organizations .

Acnowledgement

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