

VALUE RESEARCH: PREDICTORS AND OUTCOMES

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Abstract—Researchers have broad understanding of value but they differ on what it constitutes within itself. There is an ongoing debate on various aspects related to value. An attempt has been made to understand the present state of value research with specific focus on [i] types of values [ii] scales used to measure values [iii] correlates of values. ‘Value’ was searched in the article title of publications from 2000-2013 by using advanced search of scholar.google.com and around 34000 publications were found. Restriction of 32 journals, related to the field of Ethics, Management, Organizational Behavior (OB), and Psychology was levied that resulted in 435 publications. Applying minimum citation as a selection criterion, 50 publications were finally studied. Analysis shows that issues related to value conceptualization and measurement are still concern for researchers. Value has been treated in academic research as an independent as well as dependent variable. Personal values have been most widely studied type of value. A model placing value at the center to predict attitude, behavior and performance has been put forward for empirical examination with directions.

Keywords - Values, Behavior, Performance

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I. INTRODUCTION

Study of value has been very significant for understanding, explaining, and predicting human behavior. Scholars of humanities, psychological sciences, management, and other disciplines examined value extensively and conceptualized, classified, measured, and related it with measures of human behavior. Researchers have a broad understanding of value but they differ on what it constitutes within itself. Consequently, they operationalize it differently depending on their research objectives and framework (Rohan 2000). One also witnesses that a universally acceptable specific classification of values still demands more research (Hitlin & Piliavin 2004). Studies measured the values depending upon the research objectives and convenience of the researchers and all kinds of methods such as qualitative, quantitative, ranking and rating have been applied (Maio et al. 1996; Ovadia 2004). Literature on value research is rich and requires re-analyses of different explanations. Against this background, this paper aims to perform an integrative study of publications (2000-2013) on values in the fields of psychology, organizational behavior (OB), management and other disciplines. To achieve the objective, the study was divided two stages. Figure1 gives the flow chart of the study, along with their findings in both stages. In stage 1 we found that in period from 2000-2013, empirical studies in values were dominant in number than conceptual studies. Hence in stage 2 we studied empirical papers only and made an attempt to understand [i] classification of values [ii] scales used to measure different types of values [iii] predictors and outcomes of values. Finally a model for further empirical examination with directions is proposed.

B. Values Definition

Researchers have studied values from two perspectives (Meglino & Ravlin 1998; Rohan 2000). One is, value that an individual puts on an entity “inherent in an object” (Rokeach 1973) which is analogous to valence (Vroom 1994) used in motivation theories. Second is values as “possessed by person” (Rokeach 1973) used to evaluate his surroundings (people and environment) and outcomes. Meglino & Ravlin (1998) suggested that these values are linked, such that “values placed/ held by a person will influence the value he/she places on outcomes and objects”. In this paper we decide to focus on values as “possessed by person” as compared values “as inherent in an object”.

Value has been defined as an “explicit or implicit characteristic that influences the selection from available modes, means, and ends of action”. Kluckhohn (1951) says values influence behavior but they do not have a force-field or goal (Lewin 1997), which means that value has the same psychological dimension as power-field. Value has been popularly accepted as an “enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence” (Rokeach 1973). Schwartz (1994) operationalized value as a “belief pertaining to desirable end states or modes of conduct that transcends specific situations and guides selection or evaluation of behavior, people, and events and is ordered by the importance relative to other values to form a system of value priorities” (p. 20). Friedman & Kahn Jr (2002) referred values as “what a person or group of people consider important in life as value.” (p. 349). In a series of studies, (Schwartz 1999) gave a framework that had six features and has been extensively studied. Hofstede’s work (Hofstede & Bond 1984) has been examined across cultures. Still value, as a concept, reflects manifestation of needs at cognitive level (Locke 1976) underlies constructs such as attitudes, preferences (Rokeach 1973), but not desires or wants themselves (Kluckhohn 1951). In this paper, value refers to the enduring belief that directs the selection of mode of conduct towards attaining end states of existence.

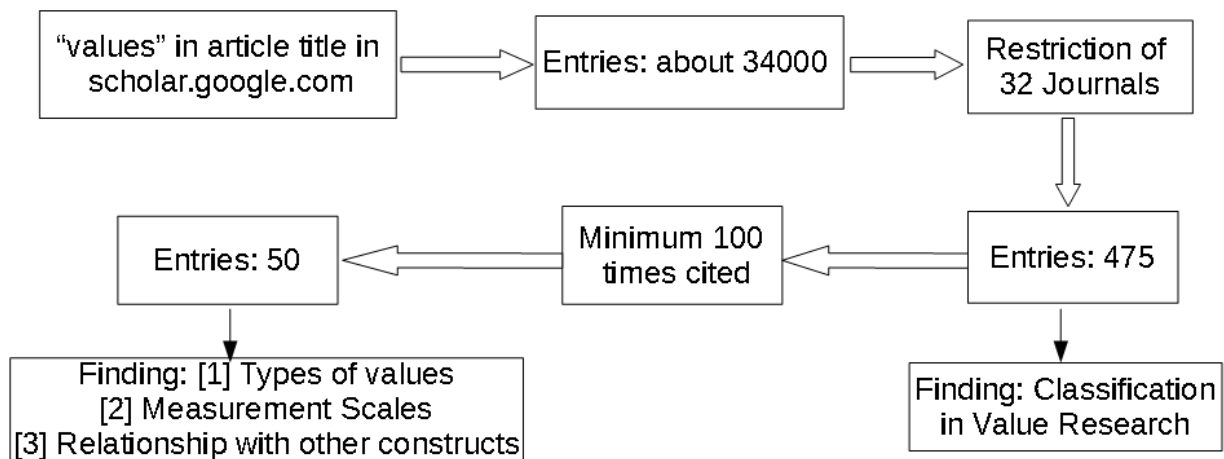


Figure 1: Flowchart for the Study

II. STAGE I

A. Method

Values as a word was searched in the title of publications in all journals from 2000 to 2013 using advanced search of scholar.google.com. This resulted in around 34000 entries, which were difficult to analyze and integrate at a time. Based on our understanding, 32 journals (Table 1) from the fields of Psychology, OB, Management, Ethics, and some Asian Journals were identified for further analysis on the basis of ARC (Australian Research Council Ranking) and ABDC (Australian Business Deans Council) ranking of 2010. Applying this restriction to the previously obtained 33000 entries resulted in 475 entries. A cross verification was applied to avoid overlapping of entries. It was decided to keep only those entries that have complete details as per standard referencing format, resulted in 435 entries. Titles and abstracts of 435 publications were scrutinized and publications were classified in six broad categories (Table 2).

| Field s | Name of the Journal | Ranking | | Number of Publications | | Publications % |
|--|---|---------|-------|------------------------|---------------------|----------------|
| | | ARC## | ABDC# | Having Value in Title | In Selected Journal | |
| Ethics & Values (3) | Business Ethics Quarterly | A | A | 9 | 992 | 0.91 |
| | Journal of Business Ethics | A | A | 133 | 4464 | 2.98 |
| | Journal of Business Ethics Education | B | B | 14 | 236 | 5.93 |
| Management (7) | Academy of Management Journal | A* | A* | 7 | 1500 | 0.47 |
| | Academy of Management Review | A* | A* | 1 | 1090 | 0.09 |
| | Business and Society Review | C | C | 3 | 374 | 0.8 |
| | Human Resource Management Journal | A | - | 2 | 462 | 0.43 |
| | Journal of Management Studies | A* | A* | 2 | 1600 | 0.13 |
| | Management International Review | A | A | 5 | 387 | 1.29 |
| | Personnel Review | B | B | 7 | 702 | 1 |
| Organization Behavior (4) | Journal of Organizational Behavior | A* | A* | 10 | 1330 | 0.75 |
| | Organizational Behavior and Human Decision Processes | A | A* | 6 | 836 | 0.72 |
| | Organizational Dynamics | B | A | 5 | 704 | 0.71 |
| | The Leadership Quarterly | A* | A* | 14 | 823 | 1.7 |
| Psychology (13) | Annual Review of Psychology | A* | A* | 2 | 312 | 0.64 |
| | British Journal of Social Psychology | B | A | 6 | 671 | 0.89 |
| | Journal of Applied Psychology | A* | A* | 15 | 1947 | 0.77 |
| | Journal of Cross-Cultural Psychology | A | A | 51 | 939 | 5.43 |
| | Journal of Economic Psychology | A | A | 18 | 1090 | 1.65 |
| | Journal of Experimental Psychology | A* | A* | 6 | 8320 | 0.07 |
| | Journal of Managerial Psychology | C | C | 8 | 687 | 1.16 |
| | Journal of Occupational and Organizational Psychology | B | A | 14 | 603 | 2.32 |
| | Journal of Personality and Social Psychology | A* | A* | 17 | 2310 | 0.74 |
| | Personality and Social Psychology Bulletin | A* | A | 29 | 2060 | 1.46 |
| | Personality and Social Psychology Review | A* | A* | 3 | 349 | 0.86 |
| | Psychological Review | A* | A* | 0 | 846 | 0 |
| | Journal Of Social Psychology | C | B | 7 | 767 | 0.91 |
| Journals from Asia (5) | Chinese Journal of Applied Psychology | - | - | 3 | 353 | 0.85 |
| | Indian Journal of Industrial Relations | C | C | 5 | 447 | 1.12 |
| | Indian Psychological Review | - | - | 6 | 284 | 2.11 |
| | Journal of Human Values | C | - | 26 | 214 | 12.15 |
| | Vikalpa | - | - | 1 | 418 | 0.24 |
| Total Number of Journals Identified: 32 | | | | | | |
| Publication Status: All Fields | | | | 435 | 38117 | 1.14 |
| Publication Status: Ethics and Values | | | | 156 | 5692 | 2.74 |
| Publication Status: Management | | | | 27 | 6115 | 0.44 |
| Publication Status : Organization Behavior | | | | 35 | 3693 | .95 |
| Publication Status: Psychology | | | | 176 | 20901 | .84 |
| Publication Status :Journals from Asia | | | | 41 | 1716 | 2.39 |

##2010 Australian Research Council Ranking; # 2010 Australian Business Deans Council Ranking; - Ranking Not Available

Table 1: Publication Status of Value as a Title in the Selected Journals (2000-2013)

B. Value Research Classification

Considering that research on values has grown exponentially, it will be helpful to identify dominant research categories, by classifying 435 publications. Similar attempt of classifying a research field has been done by (Ribaud & Takahashi 2008) in the field of spirituality. They used six categories (Conceptual analysis, Measurement, Review Articles, Spiritual education among health professionals, Spiritual intervention and Discussion of community projects dealing with spirituality) in an attempt to categorize research on spirituality. From six categories two categories were included in this research [a] conceptualization of value and [b] measurement of value (other categories were relevant to spiritual research), review articles were included in the former category. Four other categories have been proposed by us [c] value and its relationship with other variables, [d] value as independent variable, [e] value as dependent variable, and [f] others. These categories along with their percentage of publications are given in (Table 2).

| Approach | Category | # of Publications | % |
|------------|---|-------------------|-------|
| Conceptual | Conceptualization of Value | 86 | 19.77 |
| | Measurement of Value | 51 | 11.72 |
| Pragmatic | Value and Its Relationship with other Variables | 167 | 38.39 |
| | Value as Independent Variable | 77 | 17.7 |
| | Value as Dependent Variable | 40 | 9.2 |
| | Others | 14 | 3.22 |
| | Total | 435 | 100 |

Table 2: Classification of Title of Selected 435 Publications

Publications with value title addressing its relationship with other variables had 38% share. Under the category of conceptualization of value, all publications that had exploration, description, and conceptualization have been grouped with 20% coverage. Treatment of value as an independent variable has 18% share of publications while dependent variable had representation of 9%. Around 12% publications address issues related to measurement.

From the above table, it can be concluded that, in literature, researchers have focused on more on pragmatic approach than conceptual approach for studying values. Value has been treated both as a dependent and an independent variable. The following inferences can be drawn from this distribution.

1. Its treatment as the dependent variable allows us to believe that values can be shaped and changed.
2. Value has been treated more as an independent variable than the dependent variable, highlighting its effect on attitude and behavior and consequently their effect on performance.
3. Its relationship with other constructs has also been studied widely.

III. STAGE II

A. Method

In stage 1 a broad understanding of values was gained through the study of 435 publications. However a need was felt to conduct a further in-depth analysis of values. For this purpose based on number times of publication has been cited (Citation), the key publications were selected for further analysis. In this process, 18 and 32 publications were cited minimum 200 and 150 times respectively. Finally 50 publications were finally selected as listed in Table 3 by choosing publications which have been cited at least 100 times.

B. Value at the center

Among 50 publication we found three conceptual publications (Eccles & Wigfield 2002; Rohan 2000; Schwartz 2007; Schwartz et al. 2001) which talked values as a construct and did not contain empirical analysis. They have been cited (1847, 504, 106 and 766 times) which is much more than the citation of empirical/ applied

publications. It signifies the importance of these publications in understanding of value research in this decade. Two other publications were excluded as they did not agree with our definition of values. Hence we present summary analysis of only 44 publications (Table 3) showing the citation, type of values, scales used and findings of publications.

C. Types of Values

Agle & Caldwell (1999) have studied values at multiple levels (e.g. individual, institutional). In this study we are not making an attempt to classify values according to the levels as defined by (Agle & Caldwell 1999). We have identified different types of values (number of publications) such as personal (27), work (5), organizational (4), cultural (5), and others (team (1) and spiritual (2)) have been found to be used by scholars. Both personal and work values are at individual level and scholars have used them interchangeably. In this research they have been taken separately as the construct validity of work values has been established in (Leuty & Hansen 2011, 2012). In articles where 'work values' were not verbatim mentioned, were taken as personal values. Spiritual and team values have been considered as personal and work values respectively in this analysis.

D. Scales Used To Measure Values

Selection of measurement scale varied depending on interest of the researchers and type of value. From our study we found scales in following publication used for measuring corresponding values (mentions number of scales found). Measurement of personal values have been heavily linked with context/circumstances (nation, occupation, etc.), giving rise to multiple (twelve in our study) scales.

i. For cultural values (6) : (Hofstede & Bond 1984; Hofstede 1980; Maznevski et al. 1997; O'Reilly, Chatman & Caldwell 1991; Singelis et al. 1995; Trompenaars & Hampden-Turner 1998)

ii. For organizational values(2) : (McDonald & Gandz 1991; Somers 2001)

iii. For personal values (12) :(Becker & Eveleth 1995; Chao 1994; Cohen, Aronson & Steele 2000; Dorfman & Howell 1988; Gillespie & Mann 2004; Hui 1988; Joyner & Payne 2002; Mosquera, Manstead & Fischer 2000; Rudy & Grusec 2001; Schwartz 1992; Stern, Dietz & Guagnano 1998; Triandis, Chen & Chan 1998; Yango, Yu & Yeh 1989)

iv. For work values (8) : (Cherrington 1980; Elizur 1984; Erez & Earley 1987; Feather & Rauter 2004; Loscocco 1989; Lyons 2004; Oliver 1990; de Vaus & McAllister 1991)

E. Values Are Formed

Antecedents of cultural and organizational values have not been studied, as they are generally derived from personal and work values of members. All the predictors we found are for values at individual level. Effect of generation (Cennamo & Gardner 2008; Smola & Sutton 2002) leadership (Grojean et al. 2004; Michie & Gooty 2005), climate (Somers 2001), country (Mosquera, Manstead & Fischer 2000; Nelson & Shavitt 2002), family (Barling & Loughlin 2001; Jose et al. 2000), and gender (Struch, Schwartz & van der Kloot 2002) on values has been established. This means values are formed and can be reshaped.

F. Values Can Help Predicting Attitude and Behavior

It has been found that values have effect on performance (Cha & Edmondson 2006; Kirkman & Shapiro 2001b; Miron, E., Erez, M., Naveh 2004), leadership effectiveness, behavior and styles (Reave 2005; Sosik 2005), individual behavior, patterns, and choice (Ehrhart & Klein 2001; Mosquera, Manstead & Fischer 2000; Thøgersen & Ölander 2002; Verplanken & Holland 2002), corporate social responses (Hemingway & MacLagan 2004; Hemingway 2005; Joyner & Payne 2002; Schultz 2005), trust and conflict within team (Devos, Spini & Schwartz 2002; Gillespie & Mann 2004; Wade-Benzoni et al. 2002), team potency (Schaubroeck, Lam & Cha 2007), parenting (Rudy & Grusec 2001), job satisfaction (Kirkman & Shapiro 2001a), commitment (Abbott, White & Charles 2005; Finegan 2000; Wasti 2003), ego depletion (Schmeichel & Vohs 2009), organizational climate (Dickson et al. 2001), and spiritual climate (Jurkiewicz & Giacalone 2004). Thus, values have

significant effect on attitude, behavior and of an individual and climate of an organization, which in turn affects the performance of individual and organization.

Understanding and prediction of values require systematic examination of its relationship with other significant correlates of attitude, behavior, and performance. Values of an individual depend on many factors and have impact on behavior and performance. Value occupied a central place between individual and performance.

Value research has passed through with increasing trend of research outcome in the last decade incorporating all theoretical and applied aspects. Values are dependent on many factors and have impact on judgment and decisions of individuals. Figure 2 presents analysis at various classifications/types of values and how they are interrelated.

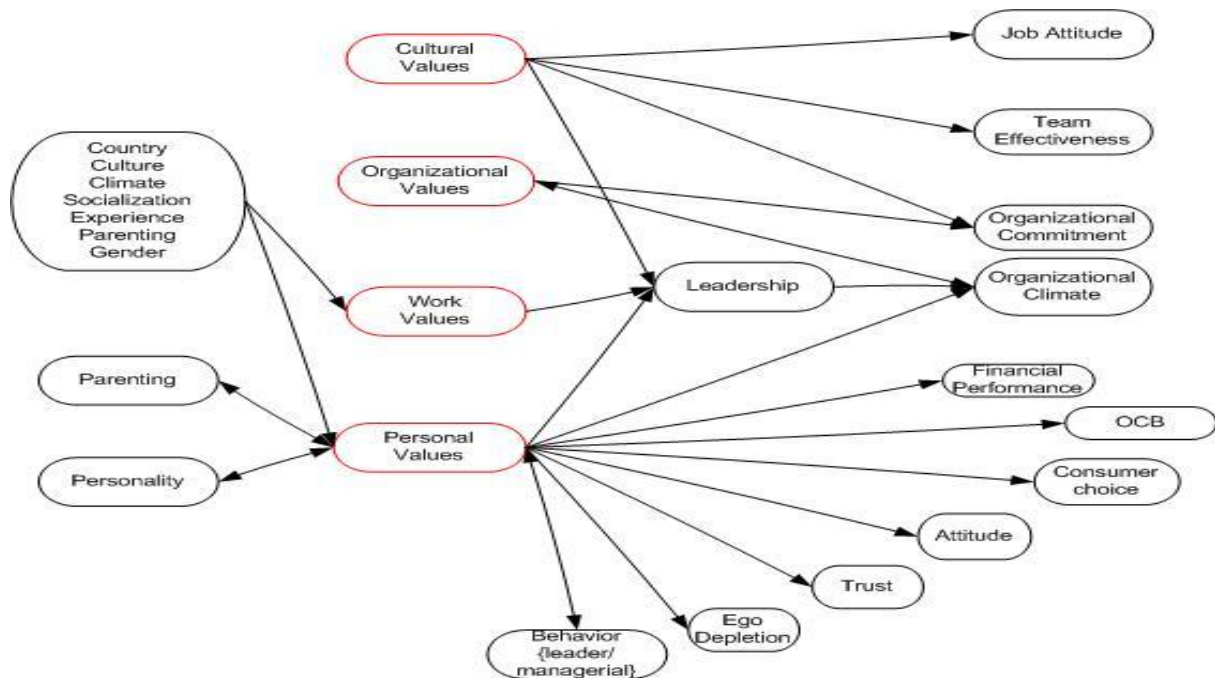


Figure 2: Types of values with antecedents and consequents (Source: 50 Publications)

A summary analysis of selected literature irrespective of classification of values has also been illustrated in figure 3. It tells that value has the potential to influence attitude, behavior and performance, as explained above.

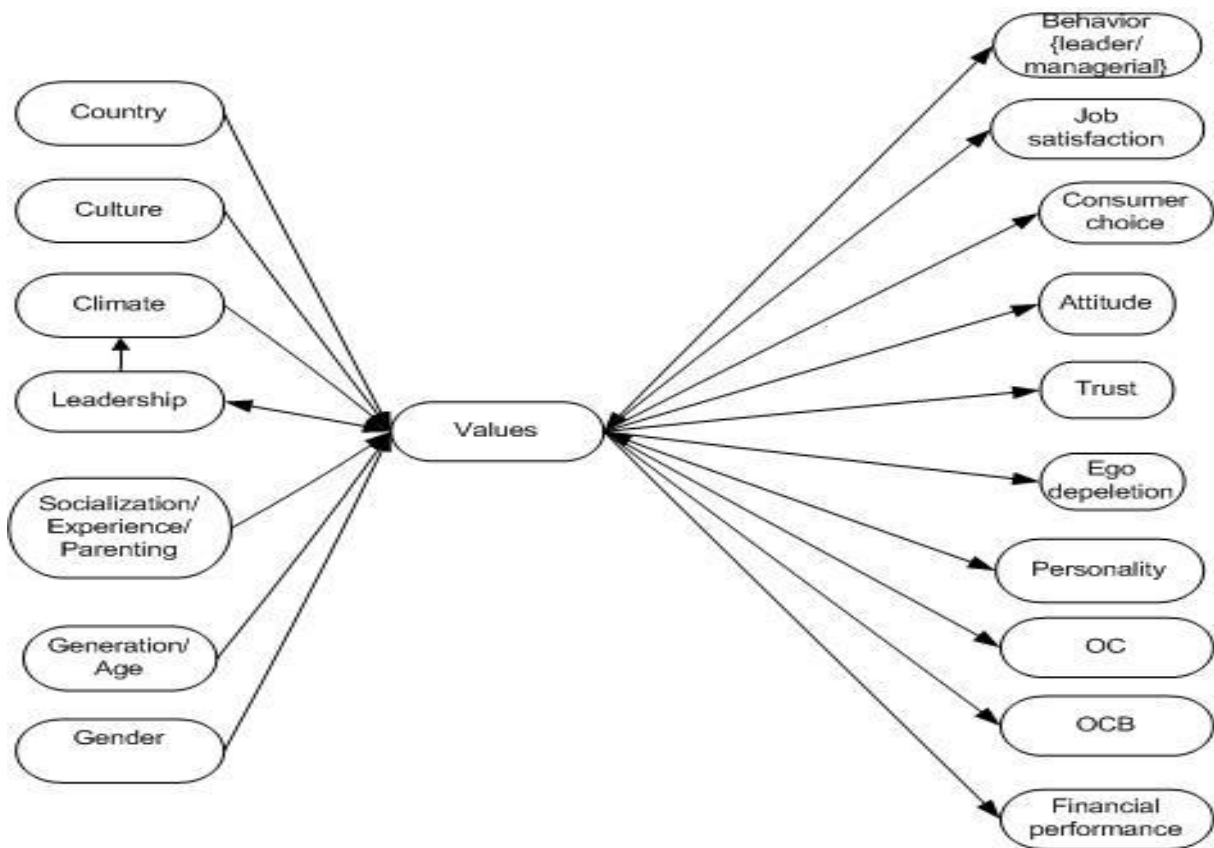


Figure 3: Integrative Summary Analysis

IV. CONCLUSION

It is argued that education and gender of youngsters have impacted transmission of values from parents that form the personal values. Values emerged as the predictor of human attitude, managerial processes and organization output.

Organizational values are the outcome of the kinds of recognition and other rewards one gets in the organization. Corporate code of ethics differed across organizations and had effect on organizational values.

Culture had significant effect on the structure and value priority. Collectivism versus individualism classification has been the basis of understanding cultural values. It is important to note that cultural values have effect on job attitude and team effectiveness.

It is concluded that value has been studied extensively and occupied a respectable place in the literature of psychological sciences, management and other interdisciplinary fields. Theoretical and conceptual publications have been cited more than the publications related to applied issues of human and social behavior. Wings of value research have expanded beyond social sciences to other disciplines. Studies on personal values had dominance over cultural, organizational, work and other values. Value emerged as a central variable to explain and predict attitude, behavior, and performance at workplace and debate is still on to further understand various aspects of value such as theoretical, conceptual measurement, classification, applied aspects.

Our work is not of narrative or conceptual review however it is an empirical review, which aims to understand how value as construct has been treated. Some other review works (Adler 1956; Cheng & Fleischmann 2010; Connor & Becker 1975; Fallding 1965; Herbst & Houmanfar 2009; Hills 2002; Hutcheon 1972; Spates 1983) which can be used for understanding value as a concept.

B. Proposed Model

On the basis of the relationship found out from 44 publications, a model for testing is put forward (Figure 4) for further empirical examination. A similar model has been proposed by (Meglino & Ravlin 1998) however it comprises of values at individual level. In our study we have studied values at all levels (Agle & Caldwell 1999). We proposed to test the framework in organizational settings only (whereas in our study we had found papers in all settings organizational, national and personal). Our framework assumes that values depend on demographic factors like age, experience, gender, nationality (which generally are beyond the control of individual). Values are also effected by many factors (under his control) the mechanism of which is explained identity theory (Hitlin 2003; Horley 2012) . Values as an independent factor effect job attitudes, work outcomes and organizational performance (Maierhofer, Griffin & Sheehan 2000).

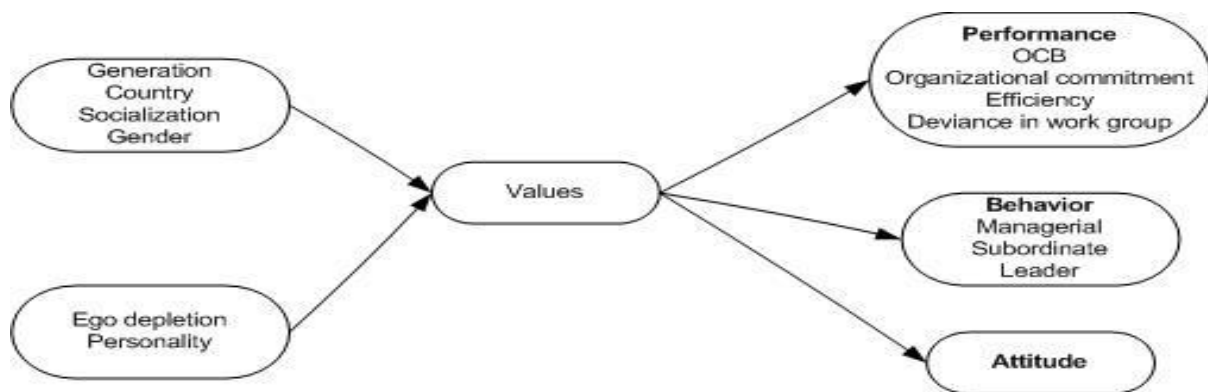


Figure 4: Proposed Model

C. Limitations

Present review analysis must be seen within its methodological limitations. In the process of scrutiny, some highly cited conceptual publications were not analyzed. For examples, work of (Meglino & Ravlin 1998) and (Hitlin & Piliavin 2004) have been cited 623 and 416 times respectively, were not part of present analysis. For this one may consider applying relatively a more objective criterion of identifying journals/publications.

Further work will incorporate inter-rater coding of publication categories in Table 2. It will be advisable if one can analyze publications studying values at a particular level (individual or group) and also in particular setting (professional, religious). Better techniques to undergo empirical review analysis (e.g. (Ford & Richardson 1994; Loe, Ferrell & Mansfield 2000; O’Fallon & Butterfield 2005)) should be employed.

| Publication | Citations | Types of Values | Treatment of Value as a Variable | Other Variables Studied | Inventory/Scales used for Measurement of Values | Findings/Comments |
|-----------------------------------|-----------|-----------------|----------------------------------|--|--|---|
| (Eccles & Wigfield 2002) | 1847 | | Conceptual | None | None | Conceptual publication |
| (Schwartz et al. 2001) | 766 | | Conceptual | None | None | Conceptual publication |
| (Bardi & Schwartz 2003) | 512 | Personal | Related | Behavior | (Schwartz 1992) | Not all values relate strongly to behaviors that express them |
| (Rohan 2000) | 504 | | Conceptual | None | None | Conceptual publication |
| (Smola & Sutton 2002) | 488 | Work | Dependent | Generation/Age | (Cherrington 1980) | Changes in work values occur due to generation one is born in and changing age. |
| (Roccas et al. 2002) | 398 | Personal | Related | Personality factors | (Schwartz 1992) | Values and personality traits exhibited correlations. They affect cognitively and emotionally driven behavior respectively. |
| (Verplanken & Holland 2002) | 394 | Personal | Independent | Choice and behavior | (Schwartz 1992) | Values affect behavior if they are central to self and cognitively active. |
| (Egri & Herman 2000) | 361 | Personal | Dependent | Context of organization | (Schwartz 1992) | Context of organization effects leadership values, behaviors and styles |
| (Hemingway & MacLagan 2004) | 352 | Personal | Independent | Corporate social responsibility (CSR) implementation | Theoretical publication (scale not used) | CSR policies affected by manager's values |
| (Kirkman & Shapiro 2001a) | 351 | Cultural | Independent | Team effectiveness | (Hofstede 1980; Maznevski et al. 1997) | Employee resistance to self-managing work teams & self-management mediates relationship |
| (Finegan 2000) | 348 | Organizational | Independent | Organizational commitment (OC) | (McDonald & Gandz 1991) | Commitment was predicted by perceived organizational values |
| (Smith, Peterson & Schwartz 2002) | 324 | Cultural | Independent | Managerial behavior | (Hofstede & Bond 1984; Schwartz 1992; Trompenaars & Hampden-Turner 1998) | Cultural Values acts as strong source of guidance for vertical relationships in the organizations as compared to horizontal relationships |
| (Joyner & Payne 2002) | 305 | Personal | Independent | Financial performance | Open Ended Questionnaire by (Joyner & Payne 2002) | There appears to be link between socially responsible value driven action and financial performance. |
| (Feather & Rauter 2004) | 269 | Work | Related | Organization citizenship behavior (OCB) | (Feather & Rauter 2004) | The direction of correlation between OCB and work values depends on whether the job is permanent or contractual. |
| (Schultz 2005) | 252 | Personal | Independent | Environment behaviors & attitude | (Schwartz 1992) | Values explain variance in environment behavior |
| (Barling & Loughlin 2001) | 245 | Work | Dependent | i) Family influence ii) Work experience | Theoretical publication (scale not used) | Work values of young workers (ages 15-24 years) are affected firstly by family's work experience and subsequently by personal work experience |
| (Lord & Brown 2001) | 227 | Personal | Independent | Subordinate behavior | Theoretical publication (scale not used) | A value stressed by the leader, affects the self-concept of subordinate. |
| (Miron, E., Erez, M., Naveh 2004) | 227 | Cultural | Independent | Organizational outcome & personality | (O'Reilly, Chatman & Caldwell 1991) | Cultural values and personality interacts to give organizational outcome. |
| (Grojean et al. 2004) | 199 | Organizational | Dependent | Mechanism used by leader to transmit values | Theoretical publication (scale not used) | Leader's mechanisms and position effect value transmission, thus affecting the organizational climate. |
| (Beurden & Gössling 2008) | 193 | | Not Included | | | Not included in review as it did not tally with our definition of values |

| | | | | | | |
|---|-----|----------------------|--------------------------|--|---|--|
| (Gillespie & Mann 2004) | 191 | Personal | Independent | Trust in leader | (Gillespie & Mann 2004) | Trust in leader is positively associated with extent of shared values between leader and member. |
| (Reave 2005) | 190 | Personal (Spiritual) | Independent | Leadership effectiveness | Theoretical publication (scale not used) | Spiritual qualities and practices are seen as positive leader traits and behaviors. |
| (Farh, Hackett & Liang 2007) | 190 | Personal | Independent | Perceived organizational support and work outcomes relationships | Traditional (Yango, Yu & Yeh 1989), Power Distance (Dorfman & Howell 1988) | Compared to traditionality, power distance was a stronger and more consistent moderator |
| (Ehrhart & Klein 2001) | 187 | Work | Independent | Leadership preference | (Loscocco 1989; Oliver 1990; de Vaus & McAllister 1991) | Follower's values affects his preferences of leadership style |
| (Schaubroeck, Lam & Cha 2007) | 179 | Work (Team) | Independent | Effect of transformational leadership on team potency | (Erez & Earley 1987) | Power distance and collectivism moderates given relationship |
| (Somers 2001) | 175 | Organizational | Related | Ethical codes | (Somers 2001) | Organizations with and without corporate code of ethics differed on value statements. |
| (Dickson et al. 2001) | 175 | Personal | Independent | Organizational climate | Theoretical publication (scale not used) | Values of founders and early organizational leaders affect organizational climate regarding ethics, which in turn affects organizational outcomes |
| (Thøgersen & Ölander 2002) | 174 | Personal | Related | Behavior | (Schwartz 1992) | Relation between values and behavior is best considered reciprocal. |
| (Jurkiewicz & Giacalone 2004) | 172 | Personal (Spiritual) | Independent | OC | Theoretical publication (scale not used) | Values effect organizational performance |
| (Wasti 2003) | 169 | Cultural | Independent | OC & turnover intention | (Singelis et al. 1995) | Values moderate relationship between OC and turn over intention |
| (Hemingway 2005) | 165 | Personal | Independent | Behavior | Theoretical publication (scale not used) | The values of corporate social entrepreneur are studied and showed to effect behavior of manager. |
| (Cennamo & Gardner 2008) | 160 | Work | Dependent | Generation (baby boomers, Generation X, and Generation Y), | Work Values Questionnaire (Elizur 1984) and Work Values Scales (Lyons 2004) | Baby boomers reported better person-organization values(status and extrinsic) fit than Generation X and Generation Y |
| (Hui, Lam & Law 2000) | 149 | | Not Included In Analysis | | | Not included in review as it did not tally with our definition of values |
| (Phalet & Schonpflug 2001) | 140 | Personal | Dependent | Socialization | (Hui 1988; Phalet & Schonpflug 2001) | Collectivist values are easily transmitted as compared to individualistic and aspiration. Parental goals & acculturation context affected transmission of values |
| (Michie & Gooty 2005) | 131 | Personal | Independent | Leadership behavior | Theoretical publication (scale not used) | Self-transcendent values and positive other-directed emotions are important determinants of authentic leadership. |
| (Schonpflug 2001) | 131 | Personal | Dependent | Socialization | (Schwartz 1992) | Cultural values transmission between two generations is moderated by transmission belts. |
| (Sosik 2005) | 128 | Personal | Independent | Charismatic leadership | (Schwartz 1992; Stern, Dietz & Guagnano 1998) | Values predicted charismatic leadership |
| (Schmeichel & Vohs 2009) | 125 | Personal | Independent | Self-control | (Cohen, Aronson & Steele 2000) | Self-affirmation of values benefits self-control in ego depleted state |
| (Struch, Schwartz & van der Kloot 2002) | 124 | Personal | Dependent | Gender | (Schwartz 1992) | Both genders have same value structure across cultures. Value priority differs by gender and culture. |
| (Wade-Benzoni et al. 2002) | 124 | Personal | Independent | Negotiations | Theoretical publication (scale not used) | Values affect self-perception, which in turn affects negotiations |
| (Jose et al. 2000) | 124 | Personal | Dependent | Children's social development | (Chao 1994) | Difference in parenting style and practices does not affect children's social development |

| | | | | | | |
|-------------------------------------|-----|----------------|-------------|--|---|--|
| (Devos, Spini & Schwartz 2002) | 123 | Personal | Independent | Trust | (Schwartz 1992) | People seeking self-direction and openness to change put less trust in institutions. Religious individuals and right-wing supporters display stronger motivation to preserve the status quo. |
| (Rudy & Grusec 2001) | 118 | Personal | Independent | Authoritarian parenting | (Rudy & Grusec 2001) | Values predicting authoritarian parenting are dependent on the culture parents belong to. |
| (Cha & Edmondson 2006) | 117 | Personal | Independent | Employee enchantment | Qualitative Data | Values expansion in an organization may cause unintended negative outcomes |
| (Brown & Treviño 2006) | 110 | Personal | Independent | Charismatic leadership and deviance in group | (Becker & Eveleth 1995) | Values congruence was found to mediate this relationship for interpersonal deviance but not for organizational deviance |
| (Nelson & Shavitt 2002) | 106 | Personal | Dependent | Cultural orientations | (Schwartz 1992; Triandis, Chen & Chan 1998) | Americans were more achievement oriented, whereas Danes were more universalistic oriented. |
| (Schwartz 2007) | 106 | | None | None | None | Conceptual Publication |
| (Abbott, White & Charles 2005) | 105 | Organizational | Independent | OC | (McDonald & Gandz 1991) | Affective and normative commitment are related to values but not continuance commitment |
| (Mosquera, Manstead & Fischer 2000) | 102 | Personal | Dependent | Emotions (experience and expression of pride, shame and anger) | (Mosquera, Manstead & Fischer 2000) | Honor related and individualistic values are important in Spain and Netherlands respectively, in shaping of mentioned emotions |
| (Kirkman & Shapiro 2001b) | 100 | Cultural | Independent | Two job attitudes (job satisfaction and OC) | (Hofstede 1980; Maznevski et al. 1997) | Resistance (to team or self-management) mediated the cultural value-job attitude relationship |

Table 3: Summary of Selected 50 Publications in Order of Number of Citation

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