Work Values: A Facet of Organizational Culture

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Abstract

Organizational culture plays a pivotal role in shaping employee identity and fostering a sense of belonging, aligning workplace behaviours with shared values (Smircich, 1983). Conversely, individual values, including beliefs, expectations, and behavioural patterns, actively contribute to shaping and adapting organizational culture (Daft, 1986). Work values significantly impact organizational dynamics, particularly at the managerial level, where leaders' personal values influence decision-making, behaviour, and overall cultural ideology (Chusmir & Parker, 1992). Ambiguities in managerial values can shape organizational culture by driving leadership approaches and strategic direction (Russell, 2001). Given its critical significance, this theoretical and conceptual review paper aims to holistically examine the relationship between organizational culture, leadership, and work values. It explores (i) the impact of organizational culture on decision-making and behaviour, (ii) key factors shaping organizational culture, (iii) the role of personal values in management, (iv) the interconnection between leadership and culture, and (v) the influence of leaders' personal values on organizational culture. This research contributes to a deeper understanding of how work values influence organizational culture in contemporary workplaces, offering insights into leadership effectiveness and value-driven decision-making.

Keywords: Organizational culture, Employee identity, Work values, Leadership, Managerial values

1. Introduction

We must investigate the idea of culture to comprehend organisational life. Social culture either intentionally or unconsciously establishes what behaviors are acceptable and unacceptable. By offering direction and establishing norms of behaviour, culture also makes sure that the demands of the individual and the community are compatible (Hofstede 1980; Smircich 1983). There are two ways in which the idea of organisational culture can be explained. According to the first, culture is seen as a component of the organisation that enables people to adapt to their surroundings. This approach assumes that every organisation has a culture, and it is typically sufficient to construct a list of a few traits that define the organisation. The second strategy views the organisational culture as a framework for self-interpretation by each member. The idea of corporate identity is then introduced because of this strategy, which enables the social system to have a dynamic structure despite its complexity. they themselves interpret. The idea of corporate identity is then introduced because of this strategy, which enables the social system to have a dynamic structure despite its complexity (Komiski and Obój 1989, p. 202).

Organizational culture controls how individuals behave inside the organisation and is crucial in ensuring that, in extreme circumstances, the organisation behaves. The members of the organisation develop specific behavioral styles and accept some successfully accepted standards if the organisation runs in a consistent and comparable manner throughout time, achieving goals and achievements. For this reason, "idealisation of a common experience" is sometimes referred to as organisational culture (Daft 1986). Therefore, organisational culture can either efficiently encourage or hinder teamwork, information sharing, experience sharing, and idea sharing. For instance, a workplace culture that encourages innovation and teamwork creates an atmosphere where people can take initiative and be successful (Schein 1983).

The same is true for how values shape organisational culture and influence employee behaviour and judgement. Numerous researches in the literature discusses how values, attitudes, beliefs, and behaviors interact. A value system can be thought of as a largely permanent frame of perception that moulds and has an impact on how people behave in general. Values are comparable to attitudes, but values are more deeply ingrained, long-lasting, and stable. A value also seems to be more abstract and unrelated to any specific thing. Values are more closely associated with ideology or philosophy than attitude. The values are principles that guide a person's wants, emotions, and actions on a more practical level (Bernthal 1962; Shah 1985).

Additionally, values at a certain level predict most behaviors. However, if the values are not built on prior cultural learning, they may just be endorsed values that have no bearing on how employees behave. If the accepted values are logically compatible with the fundamental presumptions, they can be turned into a philosophy that can unite the community, forge an identity, and establish fundamental tasks (Ouchi 1981). Since values begin at the individual level, a small number of people's values make up a group's values, and a group's values make up an organization's values (Harrison 1975).

2. Literature review

Concept of values: According to Carlopio, Andrewartha, and Armstrong (2001), values are a person's fundamental norms and ideas about what is right and wrong, appropriate, and inappropriate, moral, and immoral. According to Rokeach (1973), values are guidelines that help people who hold them make decisions about their own behaviour as well as the behaviour of others.

Concept of work values: SUPER'S (1973) DEFINITION OF WORK VALUES: Super emphasizes the different motivations that drive an individual to work in his or her explanation

of work values. Work values can be understood as the byproducts or outcomes of the job as well as those that men and women seek in their work activity. Work values can be seen as values intrinsic to as well as extrinsic to work satisfaction.

The person maintains an evaluative attitude or tendency toward employment in general. According to Van Plesten (1986), the orientation a person has toward work in general is referred to as work valued. According to Zytowski (1970), a person's affective orientation and classes of external items providing comparable satisfaction are mediated by their job values. According to Wollack (1971), work values serve as a better indicator of a person's attitude toward work in general than his feelings regarding a particular employment.

The usefulness or general value that a person attaches to a certain behaviour or perception ofwork (such as physical exertion and amount of time on task/job) and non-work activities is referred to as work values by Wayne (1989). (e.g. leisure, benefits, and rewards). In conclusion, it can be claimed that values associated with the workplace are indicative of a person's (a worker's) inner attitude or way of thinking about his work, if it applies to work in general and not only to his particular post or a specific task.

Dimensions of work values: There are many different viewpoints on how to categories work values, ranging from one-dimensional to multi-dimensional perspectives. Morse and Weiss (1995) used only one item to quantify the value people place on their work in a one-dimensional approach of work values (e.g., Monetary gains). Many authors adopted a two-dimensional perspective when looking at work values. The greater the degree to which a worker concurrently prefers activity, takes pride in his work, etc., according to Wollack et al. (1971) and Stone (1975). Contrary to earlier theories, Ginzberg, Ginzberg, Axelrad, and Herrna (1951) introduce the idea of concurrent work values as a third dimension to work values (Salary, prestige, and interpersonal relationship).

Core values and Dominant culture: According to Robbins (1998), the organization's core values are its major or dominant values. Management wants new hires to embrace the fundamental cultural values of the company, but they also want to respect the unique perspectives that these workers bring to the workplace. The fundamental principles that the majority of an organization's members adhere to are represented by its dominant culture.

Work values and psychological contract: Everybody has a different idea of what work is worth or means to them. Many authors in the career literature believe that each person has a distinctive set of personal values applicable to various facets of life, with some being especially suitable for the workplace (e.g. Roe & Ester, 1999; Sagie & Kozlowski, 1998;

Schein, 1978; 1993; Schwartz, 1999; Super, 1990). It is precomputed that values organise an individual's wants, aspirations, and objectives into a hierarchy based on the relevance of those goals to that person (Dawis, 1991).

According to the Meaning of Work (MOW) International Research Team (Super & Sverko, 1995), work values are the universal and largely constant objectives that people want to achieve through their employment. Numerous studies in this area show that individual outcomes including job involvement, work motivation, and turnover intentions depend on the fit between an individual's work values and the resources provided by the business (e.g. Taris & Feij, 2000; Vianen, 2000). Individuals will differ in the promissory beliefs that are a part of their psychological contract based on the type of work values they desire to achieve during their working lives, according to an integration of existing theories and studies on work values.

Studies related to values and work values: In his research, Rokeach (1973) distinguished between values and interests based on two factors: how values serve as standards, how many people have values, and how values compare to interests. Interests are preferences or likes, not benchmarks by which people assess both their own and other people's performance. Additionally, while people may develop a variety of interests, they tend to develop relatively few values. Needs can also act as a guide for action, although Rokeach (1973) argues that once met, they are ephemeral and may not continue to do so for a variety of durations. Values emerge for people to satisfy their wants in socially acceptable ways, but unlike needs, they transcend circumstances and have a consistent impact on conduct.

Research by Judge and Bretz (1992) and Ravlin and Maglino (1987) clearly suggests that options that are connected to the decision maker's deeply held values are frequently selected during the decision-making process. Additionally, Schulenberg, Vondracek, and Kim (1993) discovered a strong correlation between the individuals' degree of vocational confidence and the strength of their values. Although values predominate in the decision-making process, other considerations might also have an impact. Interests and self-efficacy will also affect how decisions are made (Bandura, 1986; Feather, 1988).

When respondents were asked to rank the values, they aspired to uphold within various roles, Flannelly (1995), who conducted the study using a modified version of the LVI, discovered that their scores varied dramatically from role to role. Success in a life role typically depends on four factors: (1) the alignment of the person's values with those of others in the role; (2) role-related skills that the person had honed before taking on the role; (3) the person's

capacity to adapt as the demands of the role change; and (4) the way the role interacts with other roles that the person plays.

In their research, Ravlin and Meglino (1987) discovered a direct link between job happiness and the alignment of supervisors' and employees' ideals. This claim has also been supported by research on the Theory of Work Adjustment (Dawis & Lofquist, 1984). Various value-based issues occasionally call for therapeutic interventions. These include: (1) values that are not clearly defined and/or prioritised; (2) conflicts between one's own values; (3) conflicts within one's own role; (4) conflicts between roles that may or may not be based on values; and (5) the feeling that one's ability to fulfil one's values is being hindered, which can lead to depression. Currently, there is no direct evidence to support this claim.

To change the attitudes and behaviors of those who work for the organisation is one of the key reasons for developing a value statement, according to LeMon's study from 2000. Additionally, it makes apparent to prospective employees what is regarded as vital within the company. To accomplish organisational goals, a clear and specific value statement helps direct and drive employees' work behaviour. It can also help employers find candidates who are compatible with the organization's stated values and can relate to them.

In recent years, the ability of value statements to channel an organization's activities and inspire its staff has grown in significance. Numerous studies highlight the significance of common corporate values and the function of the value statement (Sullivan & Sullivan & Buffton, 2002; Dearlove and Coomber, 1999; LeMon, 2000; Kouzes, 2003).

Empty value statements, according to Lencioni (200%), make employees skeptical and demoralized, alienate clients, and erode managerial credibility. It is also well recognized that younger generations are considerably more in touch with their own values than older generations are, and that when considering job alternatives and potential employers, the younger generations consider how their personal beliefs may be fulfilled (Sullivan, Sullivan & Buffton, 2002). It is crucial to remember that defining the values of the firm and the employees can contribute to a situation where everyone benefits. People can find fulfilment in their work, and businesses can build loyal workforces that can successfully navigate times of transition (Sullivan & Sullivan & Buffton, 2002).

According to Bryce (2002), creating a compelling organisational value statement, when combined with a few long-term recruiting strategies, can lower both recruitment expenses and employee attrition. It is suggested that if the organization's value statement is confusing,

job applicants may not be individuals who hold the right personal values, and the organisation may not hire the right people.

Significant research by Kar and Thivari (1999) revealed that employees who were appropriately informed of the organisational values and ethics have promoted improved civic behaviour. Additionally, it may be inferred from the current findings that some of the most delicate aspects of company culture, such as risk tolerance and support, have a significant influence on employees' civic activity. The religious, commercial, spiritual, and governmental domains of social conduct within a culture all depend on values. Values should become an inherent part of a particular culture by being anchored in the religious, spiritual, and governmental spheres of social life. This will allow for cultural diversity (Sheth, 1995).It is presumed that values organise an individual's wants, aspirations, and objectives into a hierarchy based on the relevance of those goals to that person (Dawis, 1991).

The claim that cultures have a magical impact on conduct at work (New Storm and Davis) is supported by the social construction of work behaviour and individual group expression that symbolise culture (Hofstede, 1990). (1995). Romero (2000) According to research by Adler (1991), managerial values and personal values both influence corporate strategy and all aspects of organisational behaviour, such as the selection and reward processes, superior-subordinate relationships, group dynamics, communication styles, leadership styles, and levels of conflict.

According to work character ethics, the recognition and responsible growth of admirable reflective practitioner traits at work, such as proficiency, originality, honesty, fairness, trustworthiness, coworker appreciation, task competition, honour, loyalty, shared work pride, diligence, resourcefulness, level-headedness, tolerance, dependability, civility, empathy, conscientiousness, discretion, patient urgency, cooperativeness, and supportiveness, determine both the instrument and the outcome of the work environment (Patric and Quinn, 1999). Power orientation, accomplishment orientation, hedonism, stimulation conformance, and compassion are a few of the factors that have an impact on how people behave at work. Understandably, personality formation, which occurs in a certain cultural milieu, plays a big role in how people behave (Schwartz et. a1 1997).

Organ (1988, among others) and other authors have demonstrated the importance of these values for organisations' survival and success, as well as the fact that altruistic ideals underlie all helping behaviours in organisations (Podsakoff, Mackenzie, Paine & Bachrach, 2000). Studies on work values have demonstrated that these values are important for influencing

people's career decisions as well as work-related attitudes and behaviours like job satisfaction and turnover (Butler, 1983; Judge & Bretz, 1992; Meglino, Ravlin & Adkins, 1991; Roe & Ester, 1999).

The literature frequently discusses a corporate culture as being strongly tied to its principles and leadership. Schein's (2004) culture and leadership theory, which emphasizes the role of leaders in developing, sustaining, and changing the substance of an organisational culture, is one of the most well-known theories. According to Schein's view, leaders' decisions set the tone for culture. In this situation, the leader has greater control over his or her followers' actions than the followers have over the leader.

Furthermore, as stated by Schein, cultural traits can be changed in accordance with necessities, such as behavioral patterns. The need for organisational renewal may occur in the event of strategic conflicts in values, norms, philosophy, organisational rules, and organisational culture (Schein 1984). By outlining the crucial connection between these factors and defining the conceptual framework, it is anticipated that this study will add to the body of literature.

3. Research gap

Despite extensive research on organizational culture and work values, existing studies often focus on traditional leadership frameworks and static cultural models, overlooking the dynamic shifts caused by digital transformation, generational diversity, and remote work environments. While past research (e.g., Smircich, 1983; Daft, 1986) emphasizes the role of values in shaping organizational culture, there is limited exploration of how evolving work values influence modern leadership, employee engagement, and ethical decision-making. This study aims to bridge this gap by examining the interplay between leadership, personal values, and organizational culture in contemporary workplaces, offering a holistic perspective that integrates both classical theories and recent empirical insights.

4. Objectives

The study aims to:

1. To Examine the role of work values in shaping organizational culture.
2. To Analyse how individual beliefs, expectations, and behaviours contribute to organizational culture.
3. To Investigate the impact of managerial values on decision-making and leadership within an organization.
4. To Explore the interplay between leadership, organizational culture, and work values.

5. To Develop a comprehensive framework for understanding work values as a facet of organizational culture.

5. Research Questions

1. How do work values influence organizational culture and employee identity?

2. In what ways do individual values, beliefs, and expectations shape the cultural dynamics of an organization?

3. How do managers' personal values affect leadership styles and organizational decision-making?

4. What factors contribute to the alignment (or misalignment) of leadership and organizational culture?

5. How can organizations integrate work values into their culture to enhance employee engagement and performance?

6. Research Methodology

This study aims to explore the theoretical foundations of work values as an integral aspect of organizational culture. A comprehensive review of the literature will provide a deeper understanding of the values, assumptions, and beliefs that shape organizational culture.

The study follows a descriptive approach, examining a wide range of literature to conceptualize work values and their role within the organizational culture framework. This analysis will aid in interpreting an organization's existing culture while also informing strategies for fostering a desired cultural environment. Additionally, the study explains other dimensions of organizational culture, contributing to the development of a holistic and well-structured framework.

7. Contemporary Research Evidence

To enhance the paper's relevance and scholarly rigor, it is essential to integrate contemporary research evidence that builds on or challenges the foundational works cited. Here are some updated sources and ideas that can be incorporated:

1. Evolving Nature of Organizational Culture in the Digital Age: While foundational works (e.g., Smircich, 1983; Daft, 1986) emphasize organizational culture's role in identity formation and employee alignment, recent studies highlight the impact of digital transformation, remote work, and AI-driven decision-making on organizational culture.

New Perspective: Organizational culture is now shaped not only by leadership and values but also by technological integration, hybrid work models, and knowledge-sharing platforms.

This challenges the traditional view that culture is primarily influenced by hierarchical structures and leadership norms.

2. Contemporary Work Values and Generational Differences: The concept of work values has evolved with the entrance of Millennials and Generation Z into the workforce, who prioritize work-life balance, diversity, inclusion, and sustainability over traditional loyalty-based models.

New Perspective: Unlike older studies that focus on organizational stability, contemporary research suggests that values now shift more rapidly due to generational differences and socio-political factors, requiring adaptive and inclusive culture-building strategies.

3. Ethical Leadership and Value-Driven Decision-Making: Recent studies emphasize ethical leadership and corporate social responsibility (CSR) as key components of organizational values and culture.

New Perspective: While earlier research focused on leadership styles shaping organizational culture, modern scholarship stresses that leaders' ethical decision-making, transparency, and sustainability initiatives play a crucial role in value alignment and long-term organizational success.

4. Impact of Remote Work on Work Values and Organizational Culture: The COVID-19 pandemic reshaped organizational dynamics, challenging traditional cultural frameworks and shifting work values toward flexibility, autonomy, and digital collaboration.

New Perspective: Unlike earlier studies that emphasize physical workplace culture, recent findings indicate that virtual work environments create new challenges in fostering organizational culture and aligning values, necessitating digital-first leadership approaches.

Bridging Classic Theories with Contemporary Insights: By integrating recent research from the last five years, this paper will remain academically relevant while maintaining a strong foundation in classic theories. The inclusion of contemporary perspectives ensures that the study reflects current workplace realities, making it more applicable to modern organizations and leadership practices.

8.   Discussion

To strengthen the discussion in the paper "Work Values: A Facet of Organizational Culture," it is essential to incorporate refutation and argumentation by addressing counterarguments and providing critical analysis. Below are points that can be integrated into different sections of the paper to enhance its depth and critical perspective:

1. The Complexity of Work Values and Organizational Culture: While work values are widely regarded as integral to shaping organizational culture, some scholars argue that organizational culture is primarily shaped by structural and institutional factors rather than individual values (Martin, 2002). Critics suggest that rigid hierarchies, market forces, and regulatory frameworks exert a stronger influence on culture than employees' personal values. However, this argument overlooks how organizational culture evolves dynamically, influenced by both top-down leadership decisions and bottom-up employee contributions. A balanced perspective recognizes that while institutional factors set the foundation, work values serve as catalysts for cultural transformation.

2. The Universality vs. Contextual Nature of Work Values: A common counterargument against the universality of work values is that values differ significantly across cultures, industries, and organizational structures (Hofstede, 1984). For instance, collectivist cultures emphasize teamwork and loyalty, whereas individualistic cultures prioritize autonomy and innovation. Some critics argue that promoting a standardized set of work values might lead to cultural insensitivity and resistance within diverse workforces. However, organizations can bridge these differences by adopting a flexible values framework that aligns core organizational goals with culturally adaptive practices, ensuring inclusivity and cohesion.

3. Managerial Influence vs. Employee-Driven Culture: The paper posits that managers' personal values shape leadership styles and decision-making, thereby influencing organizational culture. However, some scholars argue that employees collectively create culture through informal interactions and shared experiences, rather than managers dictating cultural norms (Schein, 2010). While it is true that employees contribute to cultural development, managerial decisions regarding hiring, rewards, and communication practices create a structural environment that enables or restricts certain values from flourishing. Thus, an integrated approach that considers both managerial influence and grassroots cultural evolution is necessary for a holistic understanding of work values.

4. Work Values and Organizational Performance: A Direct or Indirect Relationship? Another key debate revolves around whether work values directly impact organizational performance or if they play a more indirect role. Critics argue that performance is largely driven by external market conditions, technological advancements, and financial strategies rather than cultural factors (Barney, 1986). While external factors are undeniably influential, research suggests that organizations with a strong cultural alignment

experience higher employee engagement, reduced turnover, and improved collaboration, all of which indirectly contribute to long-term performance gains. Thus, while work values may not be a sole determinant, their synergistic effect on employee motivation and retention enhances organizational success over time.

By addressing these counterarguments, the discussion on work values as a facet of organizational culture gains greater depth and analytical rigor. A nuanced approach that considers opposing viewpoints while reinforcing the significance of work values through empirical and theoretical insights will enhance the paper's academic credibility and practical relevance.

9. Conclusion

Managerial authority has an impact on how the organisation runs, but so do underlying cultural forces. Therefore, the cultural value basis serves as a key organising factor for how employees perceive their work, how they approach it, and how they expect to be treated. Values serve as a significant indicator of behavioural patterns since they reveal the mental state of the individuals who make up a society organisation in question. The analysis of the literature makes it clear that when management procedures and practices are at odds with these principles, employees are likely to experience unhappiness and discomfort. On the other side, employees display good performance outcomes when management methods are in line with their valued value system.

Therefore, work values are crucial in defining company culture. Furthermore, it has been found that organisational members' cherished ideas, upheld ideals, and held views are influenced by organisational culture and are influenced by situations in organisations. In other words, organisational factors, and variations in personality development within a certain cultural setting that governs human behaviour both influence work values and ethical convictions. Research on work values has revealed that these values have a big impact on people's career decisions as well as work-related attitudes and behaviours like job satisfaction and turnover.

There is a lot of research to suggest that people tend to be happier in professions where they can pursue their important work ideals. Such circumstances create a solid culture that results in long-term improved performance and high productivity for the organisations.

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