

### **The Demographic Effect of Work Values and their Management Implication**

**Rasheed Ahmed**

rasheedbonery2000@gmail.com

Research Scholar

Iqra University, Main Campus Karachi

#### **ABSTRACT**

The objective of this study to analyze the demographic variables (age, gender, education and position) and their effect on work values (core values, work environment, work interaction and work activities) of the employees. The observable fact of demographic variables are key for any organization on the basis of previous literature but know they are changing and contemporary researchers also found that it did not effect. The data collect through questionnaire 280 respondent participated in this study. To test the hypothesis ANOVA and Independent sample t-test were applied to examine the data collected. The results found that demographic variables not effect the work values of the employees. It is helpful for the organizations in their hiring decision of new employees. The other demographic variables are also need to be study in the future for the organizations policy making for their long term goals.

**Keywords:** Work Values, Management Implications, Demographic

#### **INTRODUCTION**

The world is changing rapidly and same the values of people also change according to their requirements. There were many research conducted in the work values but in Pakistan I found very few in this topic. In the dynamic businesses put emphasis on the understanding of societies their norm and values around the world. The organizational and demographical variables significantly influence on managerial orientations (Ali & Al-Kazmi, 2005). The demographic effects (age, gender, education and position) play important role in the work values. The tenure and higher education supposed to be high work values. The gender difference remove women have higher work values than men (Li, Liu, & Wan, 2008). In today world organizations need to focus on the work values because the diverse work force.

The reason of this study was to know the effect of demographic variables in the recruitment and selection process of the organization. Organizations focused on the age, gender, education and positions factors have effect their performance and commitment of the employees. The requirements of each organizations has to change they manage the team of multi-tasking people from different regions, culture, religions, and beliefs. So the need of their work values identifications become necessary for the organizations. According to Cherrington, Conde and England (as cited by Abraham 1996) there in relationship among education, age and seniority with the different work values

superiority in one expertise, money importance and moral significance of work.

Qualities related to employment were recorded at two levels of possibility: one was role of work and another individuality of specific job. Association with masters' gender, age, business status, and preparing level were immense. Work values moreover stood out between countries from another social legacy – evidently catholic, really friend, or genuinely protestant. Proposals of this study into work substance and response and for evaluative judgments in the operation of qualities, points of view, and perspectives were considered (Warr, 2008). The age relates to the core values its build citizenship behavior in the employee towards the organization. The men are more interacted in organization than women in eastern culture. The higher education helpful to perform more work activities in the organization with compare to those who are less educated. The position in the organizations tends to lead positive and helpful environment to the subordinates and other staff member to participate in the attainment of goals and objectives. The work values positively impact the overall organization and its culture values to build healthy, supportive and learning environment to all the staff. The demographical effects are now not bothering for the organizations because they manage diverse workforce and the people from different culture, religion, education, socio economic background, gender, age, etc. Research said that the organizations where the diversity give importance or focus on the diverse workforce are more successful than the others.

The purpose of this study was the organizational performance and commitment not base upon the work values of employees in recruitment and selection process in demographic mechanism. Is the demographic variables effect the work values of the employees? Is the demographic variables impact the organization performance and commitment? Are the demographic variables important in the recruitment and selection process? Demographic variables (age, gender, education and position) history is long as the history of human life. The human history was full of struggle and improvement day by day and they set certain norms values for their societies for living and working condition in every century. They progress and tried to make their life easy and comfortable in all the aspect of life. Values are always changes in the world after some passages of time. There is large number of research in the demographic variables in the

world. The history of modernization tell us about the new emergent world where the new standard and values ware set by people for their personal identity. The age, gender, education and position effect the employees' values or not when it grow in the organizations.

To analyze the effect of demographic variables on work values of employees. work importance than female, in 2006 no conventional sexual orientation contrasts were found in work importance; notwithstanding, family importance, as previously, was more in female than male. The change occur with respect to "employer stability", was most significant among male and female and this objective has turned out to be increasingly imperative all through the 25 years of the study (Sharabi & Harpaz, 2013). The demographic variables not affect the core values of the hospice (Longenecker, 2013). Sex does not have any effect on various leveled obligation, Characteristics of affiliations and most demographic qualities have little effect on progressive duty Job qualities have strong impact on progressive obligation (Kónya, 2016).

The study was helpful in the process of recruitment and selection process for the organiziations, that these variables not effect the performance of the organizations. The new trends, the male and female removed that men having more work values then women but the concept is change now and many research proved that the gender difference has no longer in demographic effect.

The work values of the employees affect significantly the overall performance of the organization. The demographic variables help us to define the importance of these values in the mind of the employers in the time of hiring. The previous researchers believe that it was the important aspect for the organization to measure or know the individual's values and link towards the organization values. Individuals and demographic traits of employees shown relation towards the organization loyalty. The age showed the relationship towards the organization because the number of years served in the organizations developed the psychological contract between them but gender was insignificant and not persuade to organization commitment, at the same time as age, education level and tenure have significantly persuade the commitment (Kónya, Matic and Pavlović 2016). According to Salami (2016) the study result show that gender was insignificant relation to organization commitment among industrial employees and all other demographic factors were significant.

According to the literature review those organizations where the workforce is more diverse in term of demographic variables are more successful from the other who are less diverse or not adopt the philosophy of diverse workforce. The need is to know that what are the diverse work estimations of the distinctive individuals around the globe. The senior employees were less value to position and independence of work than young workforce. The baby boomer reported better individual affiliation values fit with outward values and position values than time X and Y. The point where various leveled and solitary qualities demonstrate poor fit

there were diminishment work satisfaction and definitive duty and addition plans to turnover over each of the three generational get-togethers as mentioned by Cennamo & Gardner (2008). Developed measures of work values were much of the time made without considered age-related complexities, and thusly won't not be tricky for values that are relevant for specific subgroups (i.e. older workers). Thusly, the explanation behind this paper is to exhibit another measure that mirrors a far reaching extent of different work values including those of phenomenal energy for more prepared expert's generativity values (Krumm, Grube and Hertel, 2013).

## LITERATURE REVIEW

According to Kónya et al. (2016) Sex does not have any effect on various leveled obligation, Characteristics of affiliations and most demographic qualities have little effect on progressive duty Job qualities have strong impact on progressive obligation in Central European Organizations. It was found that male educators share a greater amount of their insight than female instructors. Also, first degree holders were found to share their insight more than Higher National Diploma holders (Boateng, Dzandu, & Agyemang, 2015). According to Frost (2014), qualities based authority and contextual investigation cases of where the model is by and large effectively utilized as a part of associations. It was found that the associations referred to in the article who are utilizing a qualities based approach, for example, Apple and Unilever make an association with their associations that significantly affects authoritative execution.

The study was led to assess the center estimations of hospital experts. Another key driver of the examination was the communicated contrast recognized by pioneers inside the hospital business that estimations of people new to hospital were not quite the same as the individuals who have worked in the business longer. An online review was used to assemble center qualities and demographic information from hospice experts. Information were gathered over a one-year time span and included 531 hospice experts from 33 states. The demographic data gathered was like similar information from past hospice ponders. The main three center qualities recognized in the review were family, confidence, and adore, and spoke to 76 % of all reactions. No factually critical identifiable contrasts, in light of statistic factors were found (Longenecker, 2013).

The progressions of life region fundamental (job, relations, free time, society and faith) and first choices of job goals (interest, high wages, interpersonal relations, work protection, etc.) in Israel, according to gender, between 1981 and 2006. Although in the previous studied, male demonstrate a superior job importance than female, in 2006 no usual sex distinction were found in work importance; on the other hand, relations, as in the past, relations was more important for female then male. In the 25 years of studied showed that job security was significant important for the female and male both all over these time. The change of male and female work values reveal the financial and collective

transform and individual's alteration are enforced mostly by governmental decisions, for good or for bad (Sharabi & Harpaz, 2013).

The significance of a region's cultural standards in influential its level of capitalist resources, and believe how this may influence the distinctiveness of the personnel. Outcome explains that the region's culture not directly persuade the capitalist resources of its associates (Jaen & Linan, 2013). According to Urošević and Milijić, (2012) human asset administration and advancement is ending up plainly more critical because of the way that a man has picked up another place and another part in every single social process and in their management. The vertical representatives' attributes, i.e., demographic elements, other than the hierarchical components, have a specific impact around there. The effect of social principles on oppressive management, or work environment tormenting, and laborer work demeanors, for example, work fulfillment, work contribution, negative prosperity and saw hierarchical support (Kernan, Watson, Chen & Kim, 2011). It recognized complexities between the west and east of their business related qualities and manners, which have useful implications for making capable organization philosophies and practices when working with Chinese SOEs (Li & Madsen, 2010).

According to Thompson and Aspinwall, (2009) the levels of four positive conditions (childcare, working from home, senior care, vital booking benefits) changed across over occupation takes note. Examinations reviewed how much these four self-governing components impacted the willingness to recognize work offer. The outcomes demonstrated that characteristic work qualities are vital for cubicle representatives and extraneous work qualities are critical for hands on ones (Kubat & Kuruuzm, 2009). The older employees have more work values than the younger employees. The female showed more work values than men. The higher education is demonstrate more work values that the lower education. The manager have more work values that the workers. The consequences of the paper propose that the worker's age, education, position and sexual orientation are fundamental forerunners of work qualities, and these statistic effects can be extraordinary revelation to huge business organization in both supposition and practice (Li, 2008).

Job related qualities are examined in the two stages: the role of a job is recognized and of specific work uniqueness. Associations with employees' gender, age, service position, and education level were important (Warr, 2008). Impacts of the demographic move will impact fabricating organizations in each economy (Thun, Größler & Miczka, 2007). According to Reynolds, (2007) Industry and organizational position had a solid relationship with saw work context, work values, and work beliefs.

Private organization demonstrated more prominent in different leveled commitment than the specialists in the other two sections (Lyons, Duxbury & Higgins, 2006). Demographic and progressive components have basic effect

on managerial presentations. Specifically, elaborate the female boss show high duty to work qualities and stability (Ali & Al-Kazmi, 2005). Inborn work qualities were theorized to restrict extraneous work values in light of the fact that these sorts probably express the contradicting higher-arrange openness to change versus protection essential esteem sorts, separately (Ros, 1999). It were quantified work values in two specimens of late college graduates before authoritative section, and got measures of comparable work encounters and three types of responsibility (full of feeling, duration, and regularizing: Allen & Meyer, 1990) on various events taking after passage. Relapse investigations uncovered that qualities and encounters interacted in the expectation of emotional duty and regulating responsibility, yet that the way of the collaboration was diverse for various work esteem/encounter mixes. (Meyer, Irving & Allen, 1998). Esteem compatibility of individuals diminished both relationship and assignment struggle, and the particular substance of the qualities held by individuals affected execution. In particular, both detail and result aggregate esteem introductions expanded target execution (Jehn, Chadwick & Thatcher, 1997). The present structure recommends that architects who work underway offices would have work qualities and states of mind which would be more like those of directors. (Shapira & Griffith, 1990). The correlational investigation demonstrated that the Protestant Work Ethic was emphatically decidedly related with Conservative convictions however adversely identified with the Leisure ethic and Marxist-related convictions. Of the demographic factors inspected training and vote most unequivocally separated the subjects' work convictions and values in unsurprising headings (Furnham, 1984).

#### **Hypotheses**

**H1:** *There is a significant relationship between age and core values*

**H2:** *There is a significant relationship between age and work interactions*

**H3:** *There is a significant relationship between age and work activities*

**H4:** *There is a significant relationship between age and work environment*

**H5:** *Gender is significantly relates to the core values*

**H6:** *Gender is significantly relates to the work environment*

**H7:** *Gender is significantly relates to the work interaction*

**H8:** *Gender is significantly relates to the work activities*

**H9:** *There is a significant relationship between education and core values*

**H10:** *There is a significant relationship between education and work environment*

**H11:** *There is a significant relationship between education and work interactions*

**H12:** *There is a significant relationship between education and work activities.*

**H13:** *There is a significant relationship between position and core values*

**H14:** *There is a significant relationship between position and work environment*

**H15:** *There is a significant relationship between position and work interaction*

**H16:** There is significant relationship between position and work activities.

### RESEARCH METHODOLOGY

Instrument which is worn to gather essential information is Questionnaire. A questionnaire was filled by the employees working in the different organizations. The questionnaire is taken from the Work Values Inventory (WVI) developed by Super (1970), which consists of 39 items under four main headings nine items under core values and ten items each of the remaining three headings work environment, work interaction and work activities. The original scale in the work value inventory was 3-scale but according to the need in this study used 5-scale points. Respondent were asked to indicate to which extent he or she give importance to the given work values (1 = not important at all to 5 = always important).

Convenience sampling method is used to collect data for this thesis. The sample size is 280 for this research to get the best possible outcomes. The primary data is collected by the Questionnaire which was filled randomly by the employees of Government, Semi-Government, private, financial institutions, manufacturing, services and other different organizations.

**Table 1**  
*Case Processing Summary*

		N	%
Cases	Valid	279	99.6
	Excluded <sup>a</sup>	1	.4
	Total	280	100.0

a. Listwise deletion based on all variables in the procedure.

**Table 2**  
*Reliability Statistics*

Cronbach's Alpha	No of Items
0.94	20

The above table is of validity and reliability statistics. Cronbach's Alpha value shows the consistency of the data & its value must be greater than 0.7. Cronbach's Alpha values 0.904 shows that internal consistency of data is very good.

The statistical technique which is used in this research is ANOVA and independent sample t-test to observe the demographic effect of work values of the employees in different organizations. ANOVA used When three or more categories of quantitative data for the comparison of their mean. So, in this study ANOVA test were applied on Age, education and position of the employees where (age have four categories 1= 20-30 years and 4= 51-60 years), education (1=Matric/ O level and 6= Doctorate) and position/job title (1=entry level and 5=executive/owner). For the gender independent sample t-test was used to compare the two populations on the basis of means of a common numeric characteristic. The same tests run by the different researcher in their studies (Kónya et al., 2016). In the year 2005 the study conducted in Kuwait to measure the work values of Kuwaiti managers they also run the ANOVA to test the hypothesis (Ali & Al-Kazmi, 2005). The study conducted in United Kingdom to measure the work values and belief in Britian also run ANOVA test to test the hypothesis (Furnham, 1984).

## RESULTS AND DISCUSSIONS

**Table 3**  
*ANOVA- Age*

		Sum of Squares	Df	Mean Square	F	Sig.
Core Value	Between Groups	2.643	3	.881	1.769	.153
	Within Groups	137.4	276	.498		
	Total	140.1	279			
Work Environment	Between Groups	1.562	3	.521	.983	.401
	Within Groups	146.1	276	.530		
	Total	147.7	279			
Work Interaction	Between Groups	.447	3	.149	.269	.848
	Within Groups	153.2	276	.555		
	Total	153.7	279			
Work Activities	Between Groups	.896	3	.299	.481	.696
	Within Groups	171.5	276	.622		
	Total	172.4	279			

To analyze the H1, H2, H3 and H4 ANOVA was applied. For H1 the F is 1.769 and sig values is 0.153 which is greater than 0.05. So, reject the hypothesis that there is a significant relationship between age and core values. For H2 the F is 0.983 and sig values is 0.401 which is greater than 0.05. So, reject the hypothesis that there is a significant relationship between age and work environment. For H3 the F is 0.269 and sig values is 0.848 which is greater than 0.05. So, reject the hypothesis that there is a significant relationship between age and work interaction. For H4 the F is 0.481 and sig values is 0.696 which is greater than 0.05. So, reject the hypothesis that there is a significant relationship between age and work activities.

**Table 4**  
*Age*

		F	Sig.	t	df	Sig.
Core Value	Equal variances assumed	2.13	0.1	-0.43	278	0.66
	Equal variances not assumed			-0.48	96.4	0.63
Work Environment	Equal variances assumed	1.45	0.2	-1.25	278	0.21
	Equal variances not assumed			-1.38	97.1	0.16
Work Interaction	Equal variances assumed	0.69	0.4	0.113	278	0.91
	Equal variances not assumed			0.123	95.7	0.902
Work Activities	Equal variances assumed	0.12	0.7	-0.653	278	0.514
	Equal variances not assumed			-0.697	92.34	0.487

To test the H5, H6, H7 and H8 the Independent sample t-test was applied to analyze the gender effect on core values, work environment, work interaction and work activities. For H5, H6, H7 and H8 consider Equal variances assumed because Levene's Test for Equality sig value is greater than

0.05. For H5 t-value is -0.438 and sig values is 0.662 which is greater than 0.05. So, reject the hypothesis that there is a significant relationship between gender and core values. For H6 t-value is -1.258 and sig values is 0.210 which is greater than 0.05. So, reject the hypothesis that there is a significant relationship between gender and work environment. For H7 t-value is 0.113 and sig values is 0.910 which is greater than 0.05. So, reject the hypothesis that there is a significant relationship between gender and work interaction. For H8 t-value is -0.653 and sig values is 0.514 which is greater than 0.05. So, reject the hypothesis that there is a significant relationship between gender and work activities.

**Table 5**  
ANOVA –Education

		Sum of Squares	df	Mean Square	F	Sig.
Core Value	Between Groups	.813	5	.163	.320	.901
	Within Groups	139.306	274	.508		
	Total	140.119	279			
Work Environment	Between Groups	2.619	5	.524	.989	.425
	Within Groups	145.116	274	.530		
	Total	147.736	279			
Work Interaction	Between Groups	1.780	5	.356	.642	.668
	Within Groups	151.929	274	.554		
	Total	153.708	279			
Work Activities	Between Groups	3.197	5	.639	1.035	.397
	Within Groups	169.260	274	.618		
	Total	172.457	279			

To analyze the H9, H10, H11 and H12 ANOVA was applied. For H9 the F is 0.320 and sig values is 0.901 which is greater than 0.05. So, reject the hypothesis that there is a significant relationship between education and core values. For H10 the F is 0.989 and sig values is 0.425 which is greater than 0.05. So, reject the hypothesis that there is a significant relationship between education and work environment. For H11 the F is 0.642 and sig values is 0.668 which is greater than 0.05. So, reject the hypothesis that there is a significant relationship between education and work interaction. For H12 the F is 1.035 and sig values is 0.397 which is greater than 0.05. So, reject the hypothesis that there is a significant relationship between education and work activities.

**Table 6**  
ANOVA -Position

		Sum of Squares	df	Mean Square	F	Sig.
Core Value	Between Groups	1.070	4	.268	.529	.714
	Within Groups	139.049	275	.506		
	Total	140.119	279			
Work Environment	Between Groups	1.414	4	.353	.664	.617
	Within Groups	146.322	275	.532		
	Total	147.736	279			
Work Interaction	Between Groups	1.011	4	.253	.455	.769
	Within Groups	152.698	275	.555		
	Total	153.708	279			
Work Activities	Between Groups	2.811	4	.703	1.139	.338
	Within Groups	169.646	275	.617		
	Total	172.457	279			

To analyze the H13, H14, H15 and H16 ANOVA was applied. For H13 the F is 0.529 and sig values is 0.714 which is greater than 0.05. So, reject the hypothesis that there is a significant relationship between position and core values. For H14 the F is 0.664 and sig values is 0.617 which is greater than 0.05. So, reject the hypothesis that there is a significant relationship between position and work environment. For H15 the F is 0.455 and sig values is 0.769 which is greater than 0.05. So, reject the hypothesis that there is a significant relationship between education and work interaction. For H16 the F is 1.139 and sig values is 0.338 which is greater than 0.05. So, reject the hypothesis that there is a significant relationship between position and work activities.

### CONCLUSIONS

The results of the study said that demographic variables not affect the work values of the employees. In the previous studies it was found the relationship between these variables and it was helpful for the management to implement their policies in the organizations. But last few years the researchers did not find the significant relation between these variables the study conducted in the Central Europe of two post-communist states Serbia and Hungary due to their transactional and post transactional economies two type of organizations were focus public and private. The result of the study show that gender was not significantly affect organization commitment and other demographic variables have little effect on organization commitment (Kónya et al., 2016). In the hospital industry professionals found insignificant relationship between values and demographic variables age, gender, experience in the industry, type of employer, service place and location in the U.S (Longenecker, 2013).

The survey on millennial in 2016 by Deloitte found that the next generation or future professionals are little loyal to their current organizations and their values regarding business and professionals changes now. They feel their organizations not develop them and not use their capabilities properly. 44 percent of these quit their current job in 2020. They give importance to their own values and goals on the organizations goals. This is the challenge for the organizations to face in the near future. Their thought about organizations to give them trust and integrity. Large numbers of millennial stand on their personal values when conflict arise in performing duties. They want flexible working hours, new advancement, recognition, respect, high earning and safety and security of family and work life balance. Those organizations who offer these kinds of opportunities to the employees is acquiring more talent in the market over competitors (Buckley, Viechnicki, & Baruahttp, 2016).

This paper has examined the effect of demographic variables on work values in Pakistan. The result of testing the proposed hypothesis statistically showed that demographic variables not affect the work values. Organizations need to change the criteria for recruitment and selection process to achieve their future needs. There is no gender difference in organizations presently. The age, gender, education, position

and type of employers not affect the core values of the employees in the hospital industry (Longenecker, 2013). The new generation is very focus and gives importance to the extrinsic rewards rather than intrinsic rewards. Age did not change the behavior and belief of the employees' job satisfaction and motivation when their level of specialized education were equal (Urošević and Milijić, 2012). Millennial keep on expressing positive perspectives of business, and their conclusions in regards to organizations' inspirations and morals indicated stark change in this overview. In any case, much distrust stays, driven by the greater part held conviction that organizations have no desire past benefit. Very nearly nine out of ten (87 percent) trust that "the achievement of a business ought to be measured as far as something other than its money related execution" (Buckley, Viechnicki, & Baruahttp, 2016).

The delayed consequences of the examination displayed here exhibit that the reasonable relationship among age and work qualities is not a result of the confounding effects of rank, guideline, compensation, sex, and word related status (Cherrington, Condie & England 1979). According to Vos, Buyens, and Schalk, (2005) that newly recruit participates in identifying with their mental bond and reports the effect of work qualities (independence, development, group orientation and financial compensations) and job Locus of Control (LOC). Someplace personality and definitive qualities demonstrates unhealthy there were diminished occupation satisfaction and progressive obligation, and extended objectives to turnover over each of the three generational social affairs. (Cennamo & Gardner, 2008).

#### **Policy Implications**

The study provides valuable information to the organizations for their future hiring prospective. It is helpful for them to make policies for hiring the new employees to keep in their mind that on the basis of demographic variables like age, gender, education, and position not matter at all. All these variables were not making any effect of the performance of any employees. The hiring of younger and older employees makes contribution according to their potential and efforts in the performing of task. The gender issues erase now a day, so organizations hiring on the basis of capabilities and demand of the offering job. Education is helpful in the future point of view for the organizations to polish their employees according to the future market competitions, economic and social needs.

#### **Future Research**

It was recommended for the future researchers that researchers should take into account the following suggestions to arrive at better understanding of the phenomenon under study. There are some limitations of this study like financial and time. The sample size should base on overall Pakistan. The study gives us the way that demographic variables not effect work values. There is also the need of the study in the future of overall sector of the country individually and comparison of the different sector to find out the best fit of the policy of the demographic

variables negligence. This research conducted in Pakistan which is developing country so the output of the research in the other developing economy is also important to analyze. There is the need of research in the broader prospective which covers the all demographic variables. In this study I concentrate on the four variables age, gender, education and position with the effect of work values such as core values, work environment, work interaction and work activities. The other variables race, ethnicity, geographic location, religions also important to be study.

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