

Professional Value System

A Field Study On a Sample of Employees of SEOR Company in Oran.

Abderrahmen BOUDEHRI

El Cherif Bouchoucha University Center - Aflou - Algeria

Laboratory of Ergonomics and Prevention of Risk

Abstract:

This research aims to study the professional value system of workers, through 15 professional values: (creativity, management, achievement, environment, relationship with the supervisor, quality of life, security, relationship with colleagues, aesthetics, status, independence, diversity, economic gains, altruism, and intellectual stimulation).

The descriptive quantitative method was adopted, and a simple random sample of 73 workers was selected from a total of 143 managers, supervisors, and employees at the "SEOR" company in Oran-Algeria. Data was collected using Super's Professional Values Scale, and after analyzing the data using SPSS version 20, the following results were obtained:

- 1. There is a high level of professional values among the workers of the "SEOR" company in Oran.*
- 2. The professional value system takes a hierarchical form in the "SEOR" company in Oran.*
- 3. There are no statistically significant differences in the professional value system among the workers of the "SEOR" company in Oran in terms of (gender, age, marital status, and seniority).*

Keywords: Professional value system, level of values, hierarchy of values, Donald Edwin Super (1910-1994)

I. Introduction:

Each organization begins from an idea or a realization of a set of ideas, or ultimately a desire to achieve a set of objectives that will be realized after its establishment. An organization, therefore, is made up of raw materials, or primary resources, means of production or machinery and other inputs, in addition to human resources. An organization takes various measures and considerations to assure the functioning of and/or the conduct of its activities, and to guarantee the stated goals and objectives are met.

Additionally, the very same organization yearns or desires, or has strong desire, to direct its human resources into a high level of performance, by taking into account such considerations as keeping to time, discipline, avoiding negligence or absence, or the strict adherence and application of the regulations, which are themselves values adopted by the organization, and along the lines of its expected objectives.

Commitment to work in human resources, and how they approach the completion of their work, is realized through the professional value system

capacity some individuals possess, such as, autonomy in work, making task rich, encouraging creativity and initiative, economic gain, completing the task, achieving status, helping coworkers, quality of life, etc. These are professional values some humans possess more than others in the same organization that drives them to achieve the tasks and assignments directed at them.

Based on the above, the research problem focused on studying the professional value system among employees by addressing the following questions:

1. What is the level of the professional value system among the employees of the "SEOR" company's directorate in Oran?
2. Does the professional value system take a hierarchical form in the "SEOR" company's directorate in Oran?
3. Are there differences between males and females in terms of the professional value system in the "SEOR" company's directorate in Oran?
4. Are there differences based on age in terms of professional value systems at the SEOR company's directorate in Oran?
5. Are there differences between married and unmarried individuals in terms of professional value systems at the SEOR company's directorate in Oran?
6. Are there differences based on seniority in terms of professional value systems at the SEOR company's directorate in Oran?

II. Research Hypotheses:

1. There is a high level of professional value system among the employees of the "SEOR" company in Oran.
2. The professional value system takes a hierarchical form in the "SEOR" company in Oran.
3. There are differences between males and females in terms of the professional value system in the "SEOR" company in Oran.
4. There are differences based on age in terms of the professional value system in the "SEOR" company in Oran.
5. There is a difference between married and unmarried individuals in terms of the professional value system in the "SEOR" company in Oran.
6. There are differences based on seniority in terms of the professional value system in the "SEOR" company in Oran.

3- Study Objectives:

Based on the hypotheses adopted by the researcher in this study, the objectives of this study are to determine the level of the professional value system among the employees and to confirm the hierarchical nature of the prevailing professional value system in the organization, in addition to verifying the existence of differences in the professional value system according to gender, age, marital status, and seniority.

4- Study Methodology:

The researcher followed the descriptive method, which relies on quantitative data to explain the studied phenomenon. This method is appropriate for the purpose of this study by relying on quantitative data obtained from the study sample to verify the study hypotheses adopted by the researcher.

5- Operational Definitions:

- Values: This is a comprehensive term encompassing all types of beliefs held by a person or employee.

- Profession: This refers to a set of tasks within an organization, performed by an individual, including the standards and values that constitute a frame of reference defining their beliefs and behaviors.

- Professional values: These are the values or principles that an individual worker believes in and adheres to, and these are the values measured by the Super's Professional Values Scale.

6- Theoretical Introduction to the Professional Value System:

The professional value system adopted in this study includes fifteen (15) professional values, as follows:

1- Creativity: Creativity is the capacity to originate new and unique ideas or solutions that aid in the advancement of work and enhancing professional capacity (Amabile, 1996).

2- Management: Management relates to the efficient use of human and material resources to accomplish organizational objectives and promote the efficiency of work continuity (Drucker, 1999).

3- Achievement: The value of achievement is reflected in the commitment to completing tasks to the fullest extent and producing a result that indicates competence and commitment to the profession (McClelland, 1985).

4- Environment: This value refers to a supportive and comfortable professional environment that provides security and respect in a manner that promotes productive employee behavior (Herzberg, 1966).

5- Relationship with Supervisor: This value is represented by the quality of positive interaction between employee and supervisor, which is premised on mutual trust and respect (Katz & Kahn, 1978).

6- Quality of Life: This value refers to the balance between work and personal life, which results in overall employee satisfaction and mental well-being (Sirgy et al., 2001).

7- Security: The value of security means job continuity and protection from risks or job loss, which is a basic need in the work environment (Maslow, 1954).

8- Relationship with Colleagues: This indicates shared collaboration and positive social interactions occurring among employees within the organization (Hackman & Oldham, 1980). 9. Aesthetic Pleasure: Aesthetic pleasure concerns the enjoyment of the beauty in the workplace, regardless of whether it is beauty in the

physical environment or beauty in the quality of work and craftsmanship (Csikszentmihalyi, 1997).

10. Status: This reflects the urge to gain social recognition in the work context and the legitimacy of being professionally appreciated by others (Super, 1970).

11. Autonomy: This refers to the freedom of employees to make decisions about the work they perform without being micromanaged, which increases motivation and sense of responsibility (Deci & Ryan, 2000).

12. Variety: This is the desire to perform numerous and non-routine work tasks, which helps prevent boredom and stimulates creativity (Hackman & Oldham, 1980).

13. Economic Rewards: This refers to the financial incentives and rewards that are based on the amount of effort one exerts and informs the levels of job satisfaction (Herzberg, 1966).

14. Altruism: Altruism is the concern for doing good for others and providing assistance and support with no expectation of personal gain, and recognized as an important value for living a fulfilling life and especially as a value in social care and medical professions (Batson, 2011).

15. Intellectual Stimulation: This refers to the continuous pursuit of learning and knowledge and further developing intellectual capacities within the workplace (Bass & Riggio, 2006).

III. Methodology and Procedures

1- Definition of the sample community:

The total number of employees in the General Directorate is 143. It should be noted that some employees work under fixed-term contracts (CDD) and others under permanent contracts (CDI). The following table shows the distribution of employees by gender:

Table 01: shows the distribution of employees by gender

Gender	Frequency	Percentage
Male	52	36,364%
Female	91	63,636%
Total	143	100%

Table No. 01 shows that the percentage of females is higher than that of males, with a difference of 39 individuals in favor of females.

2. Geographical Scope of the Study:

This study was conducted at the General Directorate of the Seor Company in Oran, located in the USTO administrative district of Oran.

3. Study Tools:

3-1- Interview: The researcher used open-ended interviews in this research to collect data related to the institution in terms of its activities, services, and characteristics of its human resources. The topic was presented to a representative of the institution to allow the researcher to determine the feasibility of conducting the study. Two interviews were conducted:

- The first interview was with the Head of the Training Department.
- The second interview was with the Head of the Evaluation Department.

3-2- Questionnaire:

- Definition of Donald Super's Professional Values Scale:

This scale consists of (45) statements, which indicate the importance of these values to individuals in their work. These values elicit the satisfaction that workers usually seek in their professional activities, or as a result of their professional activities.

They are not all equal in importance, as the importance of one value may be significantly greater than another, and this varies from one individual to another.

It should be noted that each value consists of three items, as shown in the following table:

Table No 02: shows the professional values and their constituent items

Nº	Professional Value	Constituent Paragraphs
1	Creativity	45-16 -15
2	Management	37-24-14
3	Completion	44-17-13
4	Environment	36-25-12
5	Relationship with supervisor	43-18-11
6	Quality of life	35-26-10
7	Security	42-19-9
8	Relationships with colleagues	34-27-8
9	Aesthetics	41-20-7
10	Status	33-28-6
11	Autonomy	40-21-5
12	Diversity	32-29-4
13	Economic gains	39-22-3
14	Altruism	31-30-2
15	Intellectual stimulation	38-23-1

Super adopted the five-point Likert scale for answering the scale items, and all items are positively worded. The respondent's answer is represented by a single option according to the degree of importance, using the following weights:

Table No 03: shows the professional values and the items that comprise them

Very important	Important	Medium importance	Slightly important	Not important
1	2	3	4	5

4- Exploratory Study:

The exploratory study is considered one of the important steps in preparation for the main study. Therefore, the researcher conducted an exploratory study for several reasons:

- To become familiar with the institution where the research will be conducted.
- To determine the feasibility of conducting the research within the institution.
- To identify the target sample for the research.
- To verify the psychometric properties of the measurement instruments.

4-1- Characteristics of the Exploratory Study Sample:

The exploratory study sample consisted of 30 individuals, including managers, supervisors, and employees. They were selected using a convenience sampling method from various departments of the institution, as the researcher was unable to use random sampling. The following tables show the characteristics and attributes of the exploratory study sample:

Table No 04: shows the characteristics of the exploratory study sample.

Characteristics of the study sample	Categories	Frequency	Percentage	Note
Gender	male	16	%53.3	The ratio of males to females was very close, with a difference of only two individuals
	female	14	%46.7	
Age	20 to 30	6	%20	The 31-40 age group ranked first with 60%
	31 to 40	18	%60	
	41 and +	6	%20	
Marital Status	individual	8	%26.7	The majority belonged to the married group
	married	22	%73.3	
Seniority	5 to 10	22	%73.3	The ratio of males to females was very close, with a difference of only two individuals
	11 to 20	8	%26.7	

5- Validity and Reliability of the Measurement Instruments:

After the researcher applied the study instrument to an exploratory study sample of 30 individuals to determine the validity and reliability of the instrument.

5-1 Internal Consistency Validity of the Professional Values Scale:

The researcher extracted the internal consistency or construct validity using Pearson's correlation coefficient between each value of the scale and its relationship to the scale as a whole. This was calculated using the Statistical Package for the Social Sciences (SPSS) version (20), and the results are shown in the following table:

Table No 05: shows the correlation coefficients between each value and the values of the scale as a whole

Nº	Professional Value	Correlation coefficient
1	Creativity	0,764**
2	Management	0,733 **
3	Completion	0,829**
4	Environment	0,682**
5	Relationship with supervisor	0,594**
6	Quality of life	0,570**
7	Security	0,497**
8	Relationships with colleagues	0,461*
9	Aesthetics	0,767**
10	Status	0,745**
11	Autonomy	0,481**
12	Diversity	0,740**
13	Economic gains	0,769**
14	Altruism	0,621**
15	Intellectual stimulation	0,673**

The table shows that the correlation coefficients ranged from (0.461) to (0.829), noting that two asterisks (**) indicate a significance level of 0.01 and one asterisk (*) indicates a significance level of 0.05. Therefore, each value of the scale has a strong correlation with the overall scale values.

5-2 Reliability of the Professional Values Scale: The researcher calculated the reliability coefficient using two methods:

5-2-1- Split-half method:

The Spearman-Brown correlation coefficient was calculated between the average of the items divided into two halves, the first half from item 1 to item 23, and the second half from item 23 to item 45. The reliability result was (0.907), which indicates high reliability.

5-2-2 - Cronbach's Alpha method:

The researcher calculated the reliability coefficient of the scale items using Cronbach's Alpha method, and the result was (0.927), which indicates that the scale items have high reliability.

From the above, we conclude that the professional values scale is valid for what it was designed to measure, and it also has high reliability, which qualifies it to be a suitable measurement tool for measuring the professional value system.

6- The Main Study:

In this section, we will address the main study, its procedures and sample with its characteristics, in addition to the statistical methods used.

6-1- Duration of the Main Study:

This study was conducted over a period of one month, from March 30, 2014 to April 29, 2014.

6-2- Geographical Scope of the Study:

This study was conducted at the General Directorate of the SEOR company in Oran, located in the USTO administrative district of Oran-Algeria.

6-3- The Original Population of the Main Study Sample:

The original population of the main study sample is the same as the one from which the exploratory study sample was taken.

6-4- The Main Study Sample:

The main study sample was selected using simple random sampling. 110 questionnaires were distributed, but only 73 were completed and returned, representing 51.04% of the total number of employees in the directorate, as shown in the following table:

Table No 06: shows the response rate for the distributed questionnaires

Questionnaires distributed	Questionnaires Completed	Response rate
110	73	%80,3
Number of Employees in the Directorate	143	
Sample Percentage	%51,049	

6-5- Characteristics of the main study sample:

After distributing the questionnaires to the research sample and collecting them, the characteristics of the main study sample were compiled and are shown in the table below:

Table No 07: shows the characteristics of the main study sample

Characteristics of the study sample	Categories	Frequency	Percentage	Note
Gender	male	37	%50.7	The ratio of males to females was almost equal, with a difference of only one person
	female	36	%49.3	
Age	20 to 30	21	%28.8	The 31-40 age group ranked first, representing 49.3%
	31 to 40	36	%49.3	
	41 and +	16	%21.9	
Marital Status	individual	26	%35.6	The majority belonged to the married group
	married	47	%64.4	
Seniority	5 to 10	52	%73	The ratio of males to females was almost equal, with a difference of only one person
	11 to 20	21	%27	

6-6- Main Study Instruments:

The main instrument used in the exploratory study was the professional values scale, after ensuring its validity and reliability.

6-7- Statistical Methods Used in the Research:

After distributing and collecting the questionnaires as a first stage, the data from the 73 completed questionnaires were entered into the Statistical Package for the Social Sciences (SPSS) software, version 20, for analysis and processing. The following statistical analyses were performed:

- Frequencies and percentages to describe the characteristics of the study sample.
- Pearson correlation coefficient to calculate validity.
- Spearman-Brown correlation coefficient to calculate reliability.
- Cronbach's alpha coefficient to calculate reliability.
- Independent samples t-test to test hypotheses regarding the existence of differences between two independent samples.
- One-way ANOVA test to test hypotheses regarding the existence of differences among three or more groups.

III Presentation and Discussion of Study Results:

- 1- The first hypothesis:** There is a high level of professional values among the employees of the "SEOR" company in Oran.

Table N° 08: shows the results of the first hypothesis

Variable	Arithmetic Mean	Standard Deviation	Hypothesized Mean
professional value system	169.40	22.13	135

Table (08) shows that the professional value system had an arithmetic mean of 169.40 and a standard deviation of 22.13. Comparing the arithmetic mean of the professional value system with the hypothetical mean of 135, it was found that the calculated mean of the professional value system is greater than the hypothetical mean. This indicates that the professional value system among the employees of the "SEOR" company in Oran is at a high level, thus confirming the hypothesis that there is a high level in the professional value system among the employees of the "SEOR" company in Oran.

The result of this hypothesis is consistent with the findings of Pakkanen et al. (2024), which showed that employees in the healthcare and social services sector have a high level of professional values. It also aligns with the study by Busque-Carrier et al. (2022), entitled "Integrative Work Values Scale (IWVS)," which found that their research sample exhibited a high level of professional values, as well as the study by Consiglio et al. (2017), entitled "A New Measure of Work Values," which also confirmed the existence of a high value system among workers.

This agreement can be logically explained by the fact that values in general, and professional values in particular, are significant components of the psychological makeup of workers.

- 2- Second Hypothesis:** The professional value system takes a hierarchical form in the management of the "SEOR" company in Oran.

Table No 09: shows the hierarchical order of the professional value system

Rank	Value	Arithmetic Mean	Standard Deviation
1	Relationship with Colleagues	12.78	1.66
2	Altruism	12.70	2.06
3	Status	12.22	1.64
4	Achievement	12.07	1.73
5	Quality of Life	11.90	2.06
6	Creativity	11.66	2.54
7	Aesthetics	11.66	1.78
8	Variety	11.63	2.09
9	Security	11.40	2.61
10	Autonomy	10.55	2.66
11	Relationship with Supervisor	10.53	3.16
12	Intellectual Stimulation	10.51	2.12
13	Environment	10.22	2.70
14	Economic Rewards	10.05	2.61
15	Management	9.52	2.38

Based on the results shown in Table (09), a hierarchy of professional values was evident, with (relationships with colleagues, altruism, status, and achievement) occupying the top of the hierarchy, while (quality of life, creativity, aesthetics, diversity, and security) were in the middle, and (autonomy, relationship with the supervisor, intellectual stimulation, environment, economic gain, and management) were at the bottom.

This result is consistent with the study by Skimina, E et al. (2018) entitled "Testing the circular structure and importance hierarchy of value states in real-time behaviors," in which they tested the hierarchy of values and found that values, in general, are hierarchically ordered according to the situations individuals face. It is also consistent with the study by Busque-Carrier, M et al. (2021) on the relationship between values and the profiles they possess, as professional values take an order that corresponds to the patterns of these workers. Furthermore, Stiglbauer, B et al. (2022) developed a scale for professional values and applied it to large samples, finding a clear differentiation in the ranking of professional values among workers.

Therefore, from the above, we understand that the system of professional values takes a hierarchical order among workers, but this hierarchical order may differ from one sample to another according to a set of considerations, such as organizational climate, personal profile, leadership, communication, and others.

3- Hypothesis third: There are differences between males and females in terms of professional value systems at the "SEOR" institution in Oran.

Table N° 10: shows the results of the third hypothesis

Variable	Gender	Sample Size	Mean Arithmetic	Standard Deviation	T-test Value	Significance Level	Decision
----------	--------	-------------	-----------------	--------------------	--------------	--------------------	----------

professional value system	male	37	166.89	22.52	0.98	0.33	Not significant
	female	36	171.97	21.73			

Table (10) shows that the calculated "t" value, which equals 0.98 at a significance level of 0.33, indicates that it was not statistically significant. This means that the null hypothesis, stating that there are no statistically significant differences in the professional value system in the SEOR institution in Oran between males and females, is accepted.

The results of the current study are consistent with those of Elizur (1994), who examined professional values and gender and concluded that there were no differences between the sexes. However, Llenares, I et al. (2019), who studied gender differences in professional values in the Philippines, found the opposite, recording statistically significant differences between males and females in work values. Similarly, Dajani, M. A. Z (2018), in his study entitled "Differences in work values by gender and generation: Evidence from Egypt," found differences in some professional values between males and females, such as cognitive, social, altruistic, and prestige values. This result was also confirmed by Ueda, Y., & Ohzono, Y (2013) in their study entitled "Differences in work values by gender, marital status, and generation," where they also found a statistically significant difference between males and females in professional values, except for some values that showed agreement between the sexes.

4- Hypothesis Four: There are differences based on age in terms of professional value systems within the "SEOR" institution in Oran.

Table N°11: shows the results of the fourth hypothesis

Variable	Variance	Sum of Squares	Mean Squares	F-value	Degrees of Freedom	Significance Level	Decision
professional value system	Between groups	27.69	0.58	0.80	62	0.74	Not significant
	Within groups	18.25	0.73		37 99		

Table (11) shows that the calculated "F" value of 0.80, with degrees of freedom 62, 37, and 99, was not statistically significant. Therefore, the null hypothesis, which states that there are no statistically significant differences in the professional value system within the "SEOR" company in Oran according to age, is accepted.

This result contradicts the findings of Leszczynska et al. (2016), who studied the values of work relationships and organizational commitment and found statistically significant differences in professional values based on age. Brouwer and Veldkamp (2018) also found statistically significant differences between age groups of workers, and Hofmann, S., et al. (2018) reached the same conclusion in their study on Age, Period, and Cohort Differences in Work Centrality and Work Values, confirming that the level of professional values increases with the age of the workers.

The result of the current study can be attributed to the specific characteristics of the study sample. Although the individuals in the sample differed in terms of seniority, there was almost complete agreement in the professional value system they held.

5. Hypothesis five: There is a statistically significant difference between married and unmarried individuals in terms of professional value systems in the "SEOR" institution in Oran.

Table N° 12: shows the results of the fifth hypothesis

Variable	Gender	Sample Size	Mean Arithmetic	Standard Deviation	T-test Value	Significance Level	Decision
professional value system	Single	26	166.73	26.62	0.69	0.48	Not significant
	Married	47	170.87	19.37			

Table (12) shows that the calculated "t" value, which equals 0.69 at a significance level of 0.48, was not statistically significant. Therefore, the null hypothesis, which states that there are no statistically significant differences in professional values between single and married employees at the "SEOR" institution in Oran, is accepted.

This finding contradicts the study by Ueda, Y., & Ohzono, Y (2013), which confirmed the existence of a statistically significant difference between married and unmarried employees. Their study, titled "Differences in work values by gender, marital status, and generation," showed that married individuals have a greater interest in values related to rewards, achievement, and contribution to work. Similarly, the study by Leszczynska, A., & Sklodowska, M (2016), titled "Work related values and organisational commitment," also confirmed a statistically significant difference in favor of married individuals, who tend to value stability and security. In the same context, Panisoara, G., et al (2013), in their study titled "Marital status and work–life balance," also confirmed that married individuals tend to prioritize stability and financial security, while unmarried individuals showed a greater inclination towards career advancement and flexibility.

The results of the current study can be interpreted as indicating that both married and unmarried employees agree that relationships with colleagues, altruism, status, and accomplishment are among the highest-ranked values for both groups.

6. Hypothesis Six: There are differences based on seniority in terms of the professional value system within the "SEOR" company in Oran.

Table N° 13: shows the results of the sixth hypothesis

Variable	seniority	Sample Size	Mean Arithmetic	Standard Deviation	T-test Value	Significance Level	Decision
----------	-----------	-------------	-----------------	--------------------	--------------	--------------------	----------

professional value system	10-1	53	169.47	24.89	0.046	0.96	Not significant
	20-11	20	169.20	12.64			

Table (13) shows that the calculated "t" value, which equals 0.046 at a significance level of 0.96, was not statistically significant. Therefore, the null hypothesis, which states that there are no statistically significant differences in the professional value system at the SEOR institution in Oran based on seniority, is accepted.

This result contradicts the findings of the study by Leszczynska, A., & Sklodowska, M. (2016), entitled "Work-related values and organizational commitment relative to gender and age," which found that employees with greater seniority placed more importance on stability values, while those with less seniority were more interested in development and advancement values. This was also confirmed by the study of Ueda, Y., & Ohzono, Y. (2013), which showed that employees with greater seniority scored higher in responsibility and discipline values, unlike those with less seniority. The same result was reached in the study by Okpara, J. O., & Wynn, P. (2008), entitled "The impact of work values on job satisfaction: A study of Nigerian managers," which confirmed the existence of a statistically significant difference based on seniority. They found that those with longer seniority placed greater importance on job security and achievement values, while newer employees focused more on achievement.

Therefore, there is a general agreement on the existence of a statistically significant difference between employees with longer and shorter seniority, contrary to what was found in the current study, which showed no such difference. The sample of the current study showed no difference in the professional value system in terms of seniority.

IV. Conclusion:

The professional value system is seen as one of the most vital topics in organizational behavior in institutions and organizations in Algeria, and even more specifically, it guides, or directs the behavior of folk to a particular professional path. Professional values, along with those regarding connection with colleagues, altruism, status, quality of life, etc., enjoy a considerable place in the psychological make-up of individuals and, consequently, are considered one of the variables that stimulate and direct the motivation of individuals to achieve goals through the tasks assigned to them.

Taking into consideration the results of this study, they can be summarized as follows:

- There is a high level of professional value system among the employee of the SEOR company's Directorate in Oran.

- The professional value system takes a hierarchical form in the Directorate of the SEOR company in Oran.

- There is no statistically significant difference in the professional value system among the employees of the Directorate of the SEOR company in Oran regarding (gender, age, marital status, seniority).

This research paper recommends the necessity of conducting similar studies in light of the global trend in the management of institutions in general and human resources management in particular toward digitalization, as well as the use of artificial intelligence, which may affect the professional value system of employees.

References:

Amabile, T. M. (1996). *Creativity in context*. Westview Press.

Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership* (2nd ed.). Lawrence Erlbaum Associates.

Batson, C. D. (2011). *Altruism in humans*. Oxford University Press.

Brouwer, A. J., & Veldkamp, B. P. (2018). Age Differences on the Association Between Personality Facets and Work Values in Business and Private Bankers. *Journal of Work and Organizational Psychology*, 34(3), 181-193.

Busque-Carrier, M., Fernet, C., Lafrenière, M.-A. K., & Vallerand, R. J. (2022). Integrative Work Values Scale (IWVS): Development and Validation of a New Comprehensive Measure of Work Values. *Frontiers in Psychology*, 13, 825993.

Busque-Carrier, M., Ratelle, C. F., & Le Corff, Y. (2021). Values and job satisfaction: The mediating role of basic psychological needs in the workplace. *Journal of Career Development*. Advance online publication.

Consiglio, C., Cenciotti, R., Borgogni, L., Alessandri, G., & Schwartz, S. H. (2017). The WVal: A new instrument for measuring work values. *Journal of Career Assessment*, 25(3), 405–422.

Csikszentmihalyi, M. (1997). *Creativity: Flow and the psychology of discovery and invention*. HarperCollins.

Dajani, M. A. Z. (2018). Work values differences by gender and generation: Evidence from Egypt. *International Journal of Business Administration*, 9(2), 1-12.

Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227–268.

Drucker, P. F. (1999). *Management challenges for the 21st century*. HarperBusiness.

- Elizur, D. (1994). Gender and work values: A comparative analysis. *Journal of Social Psychology*, 134(2), 201-212.
- Hackman, J. R., & Oldham, G. R. (1980). *Work redesign*. Addison-Wesley.
- Herzberg, F. (1966). *Work and the nature of man*. World Publishing Company.
- Hofmann, S., et al. (2018). Age, Period, and Cohort Differences in Work Centrality and Work Values. *Societies*, 8(1), Article 11.
- Katz, D., & Kahn, R. L. (1978). *The social psychology of organizations* (2nd ed). Wiley.
- Llenares, I., Dela Cruz, J., & Espanola, M. (2019, 31 December). Gender Differences in the Work Values of Filipino College Students. *PRISM*, 24(1).
- Leszczynska, A., & Sklodowska, M. (2016). Work Related Values and Organisational Commitment Relative to Gender and Age. *CBU International Conference Proceedings*, 6, Article 1172.
- Maslow, A. H. (1954). *Motivation and personality*. Harper & Row.
- McClelland, D. C. (1985). *Human motivation*. Cambridge University Press.
- Pakkanen, P., Stolt, M., & Suhonen, R. (2024). The professional values of health and social care workers: A cross-sectional survey study. *Nursing Ethics*, 31(4), 1050–1064.
- Skimina, E., Cieciuch, J., Schwartz, S. H., Davidov, E., & Algesheimer, R. (2018). Testing the circularity and importance structure of value states in real-time behavior. *Journal of Research in Personality*, 74, 42–49.
- Sirgy, M. J., Efraty, D., Siegel, P., & Lee, D. J. (2001). A new measure of quality of work life (QWL) based on need fulfillment and spillover theories. *Social Indicators Research*, 55(3), 241–302.
- Super, D. E. (1970). *Work values inventory*. Riverside Publishing.
- Stiglbauer, B., Penz, M., & Batinic, B. (2022). Work values across generations: Development of the New Work Values Scale (NWVS) and examination of generational differences. *Frontiers in Psychology*, 13, Article 1028072.
- Okpara, J. O., & Wynn, P. (2008). The impact of work values on job satisfaction: A study of Nigerian managers. *Journal of Business Systems, Governance and Ethics*, 3(2), 27–38.
- Panisoara, G., et al. (2013). Marital status and work–life balance. *Procedia - Social and Behavioral Sciences*, (Conference paper).

Ueda, Y., & Ohzono, Y. (2013). Differences in work values by gender, marital status, and generation: An analysis of data collected from “Working Persons Survey, 2010”. *International Journal of Human Resource Studies*, 3(2), 1-10.