The Role of Work Values in Relationship between Human Values and Motivation

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Abstract: In this study, it is aimed to clarify the relationship between human values, work values and motivation. Research question of the study is to investigate specifically the interaction between human values, work values and motivation with direct and indirect effects. Firstly, the hypotheses in the basic literature were tested. Secondly, post-hoc analyses were conducted to clarify the mediator and moderator roles of work values. As a result of post-hoc analyses, partial mediator roles of work values have been proved for each variable but moderator effect of work values haven't been proved. This result, particularly, supported the literature that work values are part of human values in business life.

1. Introduction

Value concept is seen in all human life and serves as a guide of our life. It is a concept that begins with the family, the smallest social structure that the individual belongs, and exists in all social structures until the end of people life. It will be inevitable that the concept of value starting from the family and manifesting itself in every phase of life will affect the lives of the individuals and also businesses they belong to either as an entrepreneur or as an employee of the enterprise. Everyone has values but degree of the values depends on person to person. Behavior of ours may be associated with more than a value (Schwartz, 1992).

Work values are reflection of human values in business life. Work values are also a tool to improve adjustment of the employee in organization (Davis and Lofquist 1984) and also positive reinforces of job satisfaction (Zytowski, 1984, Hansen, 2012). In this paper, it is aimed to clarify relationship and the level of the relationship between the work values with human values and motivation in organizations. Aim of the research questions of this article is to find out the role of the work values in relationship human

values and motivation. Contribution of this study to the literature is testing moderator and mediator effect of the work values in human values and work values in the same study.

2. Conceptual Background

2.1. Human Values

Values are defined most of the researchers (Morris, 1956; Allport, Vernon, & Lindzey, 1960; Kluckhohn & Strodtbeck,1961; Rokeach, 1973) but Schwartz modified the definitions "values as desirable trans situational goals, varying in importance, that serve as guiding principles in the life of a person or other social entity" and also implicit this definition "values as goals is that (1) they serve the interests of some social entity, (2) they can motivate action-giving it direction and emotional intensity, (3) they function as standards for judging and justifying action, and (4) they are acquired both through socialization to dominant group values and through the unique learning experiences of individuals" (Schwartz, 1994). All researches in these area try to investigate how values relate and effect to attitudes, behavior and roles (Ros, 1999).

A Classification of values may emerge with Eduard Spranger "Types of Men" his book but most of the researchers cited Rokeach (1973) "Nature Of Human Values" study (Rokeach, 1973). Schwartz ve Bilsky (1987) adopted and evaluated Rokeach study named "the model of human values". According to Schwartz, Values are cognitive representations of these three universal requirements. These are biological needs, societal demands for group welfare and interactional requirements for interpersonal coordination. (Schwartz, 1987) From concept, they have presented conceptual definitions for eight motivational domains of values as "enjoyment, security, social power, achievement, self direction, prosocial, restrictive conformity, and maturity. After improved the definations and domains, he refined the the values as stated in Table 1 (Schwartz, 2012).

Table 1. The 19 Values in Human Values Theory, Each Defined in Terms of Its Motivational Goal

Value	Conceptual definitions in terms of motivational goals
Self-direction-thought	Freedom to cultivate one's own ideas and abilities
Self-direction-action	Freedom to determine one's own actions
Stimulation	Excitement, novelty, and change

Hedonism	Pleasure and sensuous gratification
Achievement	Success according to social standards
Power-dominance	Power through exercising control over people
Power-resources	Power through control of material and social resources
Face	Security and power through maintaining one's public image and avoiding humilation
Security-personal	Safety in one's immediate environment
Security-societal	Safety and stability in the wider society
Tradition	Maintaining and preserving cultural, family, or religious traditions
Conformity-rules	Compliance with rules, laws, and formal obligations
Conformity-interpersonal	Avoidance of upsetting or harming other people
Humility	Recognizing one's insignificance in the larger scheme of things
Benevolence-dependability	Being a reliable and trustworthy member of the ingroup
Benevolence-caring	Devotion to the welfare of ingroup members
Universalism-concern	Commitment to equality, justice, and protection for all people
Universalism-nature	Preservation of the natural environment
Universalism-tolerance	Acceptance and understanding of those who are different from oneself

As seen with evolution and refinement in the table of values made by Schwartz, it reinforces values as an important individual motivational factor.

2.2. Work Values

Work values are important in business life because they have influence on our decision making process and also they are important part of organizational culture. Work values also identified as critical variables in the career development process and reinforces of job satisfaction (Super, 1952, 1980).

Work values may be defined as beliefs about the of certain attributes of work like pay, autonomy, working conditions and work-related outcomes such as a accomplishment, prestige, fulfillment. Work values act selecting appropriate work-related behaviors and goals. Recent searches shows that work values are part and related with general values (Lyons, 2006; George and Jones 1997; Roe and Ester 1999).

Schwartz (1999) insists on that values influence on attribute to work are not individual-level. He has holistic approach the relations between work and human values. According to Schwartz, culture affects individual values and individual values affect work values (Schwartz, 1999). Abesseleo and Rossier (2017) explain significant relationship with work values (intrinsic, extrinsic, social and prestige) and human values (Abesselo, 2017). In this study, it is aimed to understand how work values effect relationship between Human Values and Motivation.

3. Research Model and Hypothesis Development

3.1. The Relationship between Human Values and Work Values

As stated before, work values are derived from human values and human values has positive effect on work values. (Lyons, 2006; George and Jones 1997; Roe and Ester 1999). In the light of the existing literature, we hypothesize that:

H1: Human Values has a positive effect on Work Values

3.2. The Relationship between Work Values and Motivation

Motivation process is highly complex process. Locke (1997) developed a structural model named work motivation process. It consist of needs, work values, work characteristics, organizational policies, job involvement etc. (Locke, 2004). Thus, in the light of the existing literature, we hypothesize that:

H2: Work Values has a positive effect on Motivation

3.3. The Relationship between Human Values and Motivation

Schwartz (1994) specifies his theory a set of dynamic relations among the motivational types of values which allows to relate values to other variables in an integrated manner. (Schwartz, 1994) Defining the values derived from the motivation type. In research, we try to understand effect of human values in motivation process so we hypothesize that:

H3: Human Values has a positive effect on Motivation

3.4. Work Values mediator role in the relation between Human Values and Motivation

In research, we try to understand effect of work Values that plays mediator role in the relation between Human Values and Motivation so we hypothesize that:

H4: Work Values plays mediator role in the relation between Human Values and Motivation.

3.5. Work Values moderator role in the relation between Human Values and Motivation

In research, we try to understand effect of work values that plays moderator role in the relation between Human Values and Motivation so we hypothesize that:

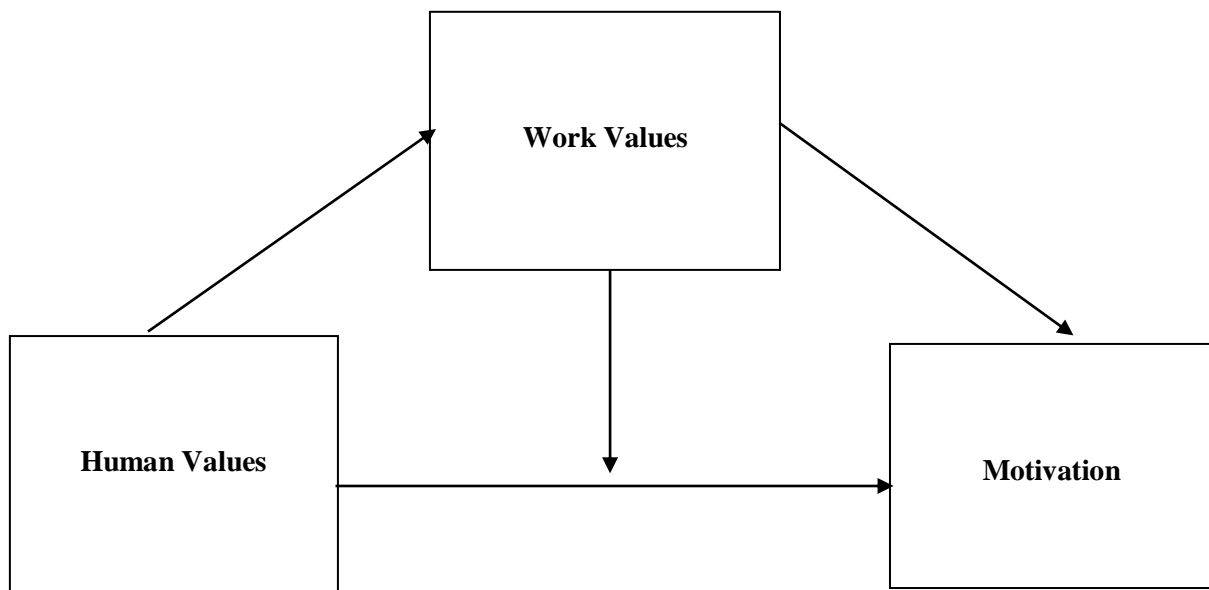**H5:** Work Values plays moderator role in the relation between Human Values and Motivation.

Figure 1. Conceptual Research Model

4. Research Methodology

This study was a quantitative cross-sectional research. Six-point Likert scale; ranging from strongly disagree to strongly agree was used in the survey. Firstly, the reliability and validity of the scales were determined. Regression modeling method was used to test the hypotheses. Additionally, as post-hoc analysis, mediator and moderator analyses were conducted according to Baron and Kenny method (Baron&Kenny, 1986).

4.1. Measures and Sampling

The scales adopted from prior studies were used to measure the dimensions. The scales adopted by Schwartz (2012) from prior studies were used to measure human values (57 items). Work Values scales adopted Lyons (2010) were used to measure work values (31 items). And finally scales adopted from Tan Teck-Hong and Amna

Waheed, (2011) were used to measure motivation purchase intention (30 items). More than 1200 distributed, 253 valid questionnaires were gathered from prominent cities (Ankara, İstanbul) throughout Turkey by using convenience sampling method and voluntary response and by using face to face method. 168 of the respondents are male and 85 are female.

4.2. Construct Validity and Reliability

The exploratory factor analysis was conducted for remaining items after the data purification process. As shown in Table 1, confirmatory factor analysis resulted as the standardized factor loads of each item are larger than 0.5 and significant. These results determined the convergent validity of the scales.

Table 2. Exploratory factor analysis

Variables	Items	Standardized Factor Loads
Human Values		
Self-Enhancement	KDPR0220	0,790
	KDPD0229	0,765
	KDPR0344	0,724
	KDPR0112	0,723
	KDPD0341	0,687
	KDAC0348	0,638
Openess to Change		
Self-Direction Thought and Action	KDSA0230	0,784
	KDSA0116	0,724
	KDSA0356	0,706
	KDST0101	0,617
Self-Transendence		
Universalism-Nature	KDUN0221	0,784
	KDUN0108	0,755
	KDUN0345	0,599
Universalism-Tolerance	KDUT0357	0,808
	KDUT0234	0,702
	KDUT0114	0,672
Conservation		
Tradition	KDTR0340	0,870
	KDTR0233	0,844
	KDTR0118	0,800
Conformity-Rules	KDCR0231	0,842
	KDCR0342	0,761
	KDCR0115	0,711
Security-Societal	KDSS0350	0,655
	KDSS0235	0,622
	KDSS0102	0,532

Work Values		
İnstrumental	IDIN0619	0,791
	IDIN0720	0,777
	IDIN0821	0,766
	IDIN1027	0,740
	IDIN0209	0,564
Cognitive	IDCO0408	0,815
	IDCO0306	0,802
	IDCO0617	0,611
	IDCO1230	0,598
Motivation		
Recognition	MORE0109	0,883
	MORE0211	0,881
	MORE0310	0,861
Growth	MOGR0213	0,900
	MOGR0112	0,818
	MOGR0314	0,766
Relationship with peers	MORP0219	0,881
	MORP0118	0,842
	MORP0320	0,787

$P < 0,005$ for all items

In Table 2, Reliability of each construct individually calculated. Composite reliability and Cronbach α values are beyond the threshold level (i.e. 0.65) (Vaske, 2008).

Table 3. Cronbach α values

Variables	Cronbach's Alfa
Human Values	0.794
Self-Enhancement	0.821
Openess to Change	0.755
Self-Direction Thought and Action	0.755
Self-Transendence	0,725
Universalism-Nature	0,677
Universalism-Tolerance	0,682
Conservation	0,828
Tradition	0,850

Conformity-Rules	0,797
Security-Societal	0,849
Work Values	0.775
Instrumental	0,803
Cognitive	0,696
Motivation	0,886
Recognition	0,917
Growth	0,852
Relationship with peers	0,848

4.3. Test of Hypotheses
The structural model has been analyzed by using regression modelling.

Table 4. Hypotheses Test Results

Relationship		Standardized Coefficients	Unstandardized Coefficients
Human Values	⟶ Work Values	0,409*	0,497*
Work Values	⟶ Motivation	0,654*	0,821*
Human Values	⟶ Motivation	0,450*	0,687*

*p<0,05

As shown in Table 4, H1, H2, H3 are supported and the results are similar with previous reearches and literature.

According to the results, post-hoc analyses were conducted for investigation mediator and moderator roles of work values. For the post-hoc analyses Baron and Kenny method was applied. For this reason two additional hypotheses were suggested. In the light of the path analysis results, we hypothesize that
H4: Work Values plays mediator role in the relation between Human Values and Motivation
H5: Work Values plays moderator role in the relation between Human Values and Motivation

The mediator analyses were conducted according to Baron and Kenny method (Baron & Kenny, 1986). According to this method, firstly, correlations among the variables should be verified (Baron & Kenny, 1986). To test H4 below, 3 models developed:

Model A1: $MO = \beta_0 + \beta_1.HV + €$

Model A2: $WV = \beta_0 + \beta_2.HV + €$

Model A3: $MO = \beta_0 + \beta_1.HV + \beta_2.WV + €$

Table 5. Work Value Mediator Hypothesis Test Results

Relationship		Model 1	Model 2	Model 3
Human Values →	Motivation	0,450*		0,219*
Human Values →	Work Values		0,654*	
Work Values →	Motivation			0,564*

Note: Path coefficients are standardized

*p<0,05

As shown in Table 5 H4 is partially supported. Because after WV was included into the model relationship between HV and MO considerable decreased but not turned to insignificant. As shown in Table 5, H4 is partially supported.

To test H5 below, the moderator analyses were conducted according to Baron and Kenny method (Baron & Kenny, 1986). According to this method, correlations among the variables need not be verified. 2 models developed:

Model B1: $MO = \beta_0 + \beta_1.HV + €$

Model B2: $MO = \beta_0 + \beta_1.HV + \beta_2.WV + + \beta_3 HV'.WV' + €$

Table 6. Work Value Medorator Hypothesis Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.450 [a]	.202	.199	.68457
2	.685 [b]	.469	.463	.56069
a.Predictors: Human Values				
b.Predictors: (Constant), carhuXwv, Human Values, Work Values				

*p<0,05

As shown in Table 6, R2 in model 1 is 202 and R2 in model 2 is 469. The difference between the square values is 0.267 and it is a significant increase.

Table 7. Coefficients of Variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	B Std. Error			
1	(Constant)	1.816	.412		4.408	.000
	Human Values	.687	.086	.450	7.983	.000
2	(Constant)	−.040	.396		−.101	.919
	Human Values	.330	.077	.216	4.258	.000
	Work Values	.695	.065	.554	10.694	.000
	carhuXwv	−.028	.030	−.045	−.928	.354

Although The difference between the square values is significant increase, but As shown in Table 7 H5 is not supported. After WV and carhuXwv was included into the model relationship between HV and MO, CarhuXwv is not significant.

5. Conclusion

In this research, study provides a small brief to the existing literature by explaining the mediator and moderator role of work values relationship between human values and motivation. After conducting post hoc analyses, partial mediator roles of work values have been proved. But another finding of this study is no moderator effect role of work values between human values and motivation.

The findings of this research is important and similar explanation with Schwartz model. As mentioned before, work values are reflection of human values in work or business life. In theory or in practice in life, work values are part of the human values and it cannot be separated human life and culture from the big perceptive.

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