THE CONCEPTUAL RELATIONSHIP BETWEEN WORK VALUES AND LEADERSHIP BEHAVIOUR

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Abstract:

Values at work refer to the traits, beliefs, and standards you hold yourself to in your professional life. Identifying your work values may assist you in a variety of ways, including career planning, job search, and even a change of profession. Find out what your work's core values are. After going through the research, the reader would be able to identify how variousresearchers have demarcated the notion of work values and will also recognise the affinity of work values with leadership. To fulfil this, research on how various researchers and authors have defined work values in different domains has been made. Eventually, its associationwith leadership is examined after developing explicit perspicuity into the connotation of the notion of work values. As a result of this evaluation, it is recommended that future research into work values and leadership from the perspective of career development emphasise valuesmore heavily. It is possible that our results may lead to the introduction of programmes that nurture individuals to lead in accordance with the values of their workplace.

Keywords*: Work Values, Leadership, Extrinsic Values, Intrinsic Values*

Introduction:

The values that a person holds might have a significant impact on his or her professional choice (Judge & Bretz, 1992; Shaver, 2020). According to researches, choosinga job is influenced by an individual's values (Alexandra Beauregard, 2007; Meglino &Ravlin, 1998). For example, individuals are more likely to work in occupations that align with their values. Evidence suggests that how values are ranked significantly impacts a person's vocational choice (Gorgievski et al., 2011). People use a hierarchy of values to structure their decision-making processes when deciding on a career path. Professional counsellors typically utilise values to help clients decide on a career path (Gati & Asher, 2005). Values play a substantial role in determining a person's job preferences and choices (Chen & Zhang, 2021; Hamzah et al., 2021; Lamanauskas & Augienė, 2017; Siu, 2003), and career counsellors should consider this (Brown, 2002). There have been several research on the meaning of values and work values (Lu et al., 2022). Unfortunately, the debates are shallow or restricted to discussing some connotational elements or empirical research using specific ideas of significant job value. They do not go far enough. As a result, there are no debates on employees work values that have a systematic sense (Burchell et al., 2014). This study will examine the literal definition of labour values methodically. After that, it goes through the structural underpinnings of work values in more detail. Before going into the concept of work values, it is essential first to understand what values are.

In psychology, values relate primarily to the ideas from which a person acts by reference, although the topic of values has been researched across a wide range of fields. There are two types of workplace values: extrinsic and

intrinsic (Gesthuizen et al., 2019). Theextrinsic kind refers to concrete benefits, while the intrinsic type refers to intangible rewards. According to the literature, workers' well-being and overall contentment may be influenced by their perceptions of worth toward their work (Hirschi, 2010). Work values have a vital role in the choosing of jobs, the well-being of workers, and ultimately the level of job satisfaction. Work values may be described as essential and significant components of humanlife satisfaction because of their central position in workers' lives (Hegney et al., 2006). Individual career planning choices are influenced by various personal characteristics, including differing views on what constitutes "good" work. Choosing a career, staying in a position for a long time, and being happy at work all depend on these variables. Behaviour (i.e., doing and perceiving) or results (i.e.) might be defined in this way: (the feeling of accomplishing) (Parboteeah et al., 2013). A different definition of job satisfaction relates toan individual's emotional response to their work environment. It is in line with how an individual feels about their job and the different components of it that come under the multidimensional ideas of the nature of work, promotions, benefits, salary, working physical environment, supervision, and social interactions with other employees in the same company (Twenge et al., 2010). Theory and prior research have proposed and proved the importance ofwork values in several work-related outcomes, including job satisfaction and workplace well-being among workers. People's views and sentiments about their jobs are called "worksatisfaction." We hypothesised that workers' job values would have altered during the pandemic as a result of the pandemic's effect on the educational environment (e.g., distance learning, the use of ICT, physical distancing, and psychological tension). The shift in work ideals may have impacted employees' job contentment during the epidemic. By studying how the pandemic affected workers' work values and job satisfaction levels, this research contributes to the body of knowledge already available (Dagenais, 1998; POST-KAMMER, 1987).

Values are significant because they direct our attitudes, beliefs, and actions. It isobvious that your personal morale would suffer if you consistently make decisions that violate your ideals. Therefore, one of the most significant actions a person can do is to recognise, comprehend, and adhere to their beliefs. This is also true in the workplace.Considering the significance of work values this research will attempt to develop a clear insight into meaning and concept of work values. An attempt to identify how various researchers have demarcated the concept of work values will be made in the upcoming sections of research. This research will also throw light on the various components of work values and will also recognise the affinity of work values with leadership.

To fulfil the above mentioned criteria, research on how various researchers and authors have defined work values in different domains has been made. This explicative process of work values has been conducted from the outlook of the orientation of opinions or mindsets, from the stance of estimation and from the standpoint of synthesis. After defining workvalues in three sets of bifurcation, its components are identified by conducting a review of the literature concerning work values. Finally, its association with leadership is examined after developing explicit perspicuity into the connotation of the notion of work values.

The Definitions of Work Values:

➢ *From the outlook of the orientation of opinions or mindsets*

As a person's career progresses, their work values, or what they want to achieve via their job, have a significant impact (Parry & Urwin, 2011). They influence one's educational and employment choices, as well as one's

devotion to study and work (Morrow, 1983). People generally choose jobs that align with their work values; if they do not, they tend to adapt their work values to the overall values of their chosen sectors of work (Moore, 2016). It has been suggested by the author Sofia (2005) that work values may be seen as views about the desirability of particular job characteristics and that these ideas are most often applied in light of the possible benefits associated with working (Norlund et al., 2010). As defined by Brown (2002), a person's work values are the values he or she believes should be met by theirjob (Brown, 2002). It is possible to characterise work-value systems as a collection ofattitudes (George & Jones, 2016)and viewpoints that people use to assess their work situations and work surroundings, according to Pennings (Pennings et al., 1970). Workvalues, according to Herzberg et al. (1959), are seen as motivators and hygiene (Stello, 2011).

➢ *From the stance of estimation*

Using Levy and Guttman's (1976) definition of values, an item is subject to the universe of work values when its domain demands an appraisal of the significance of a goal or action in the work environment, and the range is ordered from very important to highly insignificant (Elizur, 1984). People's emphasis on the results that arise in the workplace may be summed up as work value (Vansteenkiste et al., 2007). The aims and rewards individuals seek via theiremployees represent more general human values in the work environment and are referred to as work-related values (van der Klink et al., 2016). Work values are a way of assessing a person's suitability for a specific position in society. Individuals' self-assessment and career exploration are guided by their sense of what they value in their work (Harrington, 2007). *Work values* are defined by John and Jeffery (2003) as an individual's assessment and opinion on the significance and relevance of an objective item (Milliman et al., 2003). There is an information system that Pierce describe as a stable, generalizable system with dynamic functions, which is based on the requirements of people for working, their behaviour and their job achievements, and the evaluation of their social and vocational demands by individuals (Pierce & Gardner, 2004).

➢ *From the standpoint of synthesis*

A person's professional values exemplify their work values, which are the ideas and attitudes that guide their job choices (Milliman et al., 2003). The idea of vocational values is demonstrated to be a reasonably stable, widely and dynamically functioning system of values (RM Williams Jr, 1979), reflecting general values on job selection and influencing future career choices and professional growth (Watt & Richardson, 2007). Choosing a career path isan expression of a person's ideals. This information system is based on people's needs for work, work behaviour and results, and it has stability, generalisation and dynamic functions.It reflects general values in career life; it determines not only career choice tendency but also work attitudes; it is the crystallisation that derives from long-term social change regarding work experience and feeling by individuals and is subject to the category of perceptual (Wendy Patton & Mary McMahon, 2014). According to Pierce the portion of an individual's values that employment may fulfil is what is meant by "work values (Pierce & Gardner, 2004). A person's work values are the objectives they strive to achieve to meet a need, and according to J.Dose, needs-derived values are more universal than interest-derived values.The values of conflict, communication, organisational success, and management activities, such as emphasising objectives and styles of control, have been advocated by Dose, as have other theories (Dose, 1997).

Components of Work Values:

High Standards of Professionalism and Integrity:

Employees who are willing to put in the effort are highly sought after by employers (Vallas & Christin, 2017). Working hard is essential, but so is working intelligently. This entails understanding how to do work most effectively and discovering strategies to save timewhile completing everyday obligations. Maintaining a good outlook and putting out your besteffort at work are also critical (Noelliste, 2013).

Showing management that you have solid time management skills and don't spend precious business time on personal concerns unrelated to your work is an excellent method to go above and beyond in your job duties. As layoffs are all too typical in today's work market, it's critical to understand employers' personal values and traits to increase your chances of jobstability (Allen, 2009).

Confidence in one's abilities:

Workers must show up on time when they say they will and take responsibility for theiracts and conduct. As soon as you know you'll be late, notify your superiors so they can plan accordingly. Keep your supervisor up to date on the status of every project you've been given.Employees that are reliable and accountable demonstrate to their employers that they appreciate their work and are responsible for staying on top of tasks and keeping them updated on important information (Ng & Sears, 2010).

Believing in one's abilities:

Employers are looking for workers who are self-starters and driven to complete their tasks on time. A cheerful attitude gets the job done and inspires others to do the same withoutfocusing on the inevitable difficulties in every employment. The ebullient employee fosters a positive work environment and serves as a role model for their coworkers. One of the best ways to make work more enjoyable for yourself and your coworkers is to have a positive attitude (Van Ness et al., 2010).

Adaptability:

Employers are looking for versatile and flexible workers in a constantly changing work environment. Embracing new ideas and methods allows employees to operate more effectively while bringing extra advantages to the company, its customers, and even the individual employees (Garsten, 2016).

In many cases, employee dissatisfaction stems from a lack of willingness to be flexible in the face of workplace changes that don't make sense to them or make their jobs more difficult (Kelliher & Anderson, 2010).

Adaptability also includes adapting to the personalities and work habits of one's coworkers and boss. To function well in a group, each member must modify their behaviour to meet the group's needs as a whole (Crumpacker & Crumpacker, 2007).

Adapting to change can be a rewarding experience if you look at it as an opportunity to get more done in less time. Workplace morale may be improved if employees see that management and employees are working together to make the workplace a better place to work (Demuth et al., 2014).

Integrity and Honesty:

Employers highly prize employees with a strong sense of moral character. The foundation of every healthy relationship is trust. An employer wants to know they can rely onwhat you say and do when you work for them (Huang et al., 2012).

Customers' faith in a company and the belief that "the customer is always right" are the hallmarks of a successful business (Moritz et al., 2017). In the workplace, each employee should utilise their sense of morality and ethics while working with or serving others within the limits of their employment (Carroll, 1970).

Self-Motivated:

Employers are looking for workers who can get the job done without much guidance or monitoring. Supervisors who recruit self-motivated staff are doing themselves an excellent service. Self-motivated employees need little in the way of recommendations from their superiors (Hassan et al., 2011).

Self-motivated employees will take care of their responsibilities as soon as they are made aware of them and no longer depend on others to remind them (Asif et al., 2019).

Employers may help by providing a work environment where workers can develop and learn in a safe and supportive atmosphere. Employees' self-esteem will rise if they can operate in a supportive atmosphere that encourages autonomy (Deci et al., 2017).

Aspiring to Advance and Learn:

When it comes to the workplace, companies are looking for people interested in stayingup to date on the latest trends and advancements. One of the most common reasons for individuals to quit their jobs is a lack of workplace improvement opportunities. Professional development helps a business stay on top of its game while also making the work of its employees more fascinating. Success and enhanced job stability can only be achieved if one keeps up with the latest developments in the area (Liu & Lei, 2012).

High Self-Esteem:

The difference between those who are successful and those who aren't can often be traced back to their level of self-assurance. As a self-confident person, you can inspire people. They are not scared to ask inquiries when they believe they need additional information on a particular subject (Liu & Lei, 2012).

Because they are confident in their abilities and don't need to prove themselves to others, they have no motivation to learn new things. Confident people are prepared to take chances to achieve their goals. Self-assured people are more likely to be able to accept their flaws and learn from them. They are aware of their talents and faults and are ready to improve on both. People confident in themselves and their abilities have a favourable view of life and a cheerful disposition (MARSHALL, 1983).

Professionalism:

Professionalism is highly regarded by employers that are looking for personnel who cancarry themselves appropriately at all times. The most significant way to conduct oneself professionally is to become well-versed in all facets of one's work and to give one's all in every situation. To preserve a professional image, professionals dress, talk, and act in a manner consistent with that image. Professionals finish their work and avoid accumulating unfinished jobs as quickly as possible (Cougblan, 1969).

Professionals produce high-quality work and are meticulous in attention to minor details. All of the behaviours mentioned above, as well as serving as a great role model for others, are examples of professional conduct. Professionals are excited about their job and hopeful about the company's future. Professionalism requires a sense of self-confidence, and following these recommendations is an excellent place to start (Marimon, 2022).

Loyalty:

Employees who can be trusted and who show loyalty to the company are highly valued by employers (Ali & Al-Kazemi, 2005). The notion of loyalty in the workplace has changed. Employees no longer expect to begin their careers and end their careers with the same company. During their working lives, the majority of persons are believed to have between eight and twelve different occupations. What does this have to do with employee loyalty inthe modern workplace (Aboobaker et al., 2020)?

Employees given a chance to grow and develop will become more loyal to theiremployers in the long run. When employees believe that their company is fair and wants them to succeed, they are more likely to perform well. Staff may show commitment and contribute significantly to the firm even if they only remain in one role for five or ten years (Bal & Yilmaz, 2019; Bayar, 2015).

Employee input and the ability to lead in an area of competence are becoming more common in today's workplaces. As a result, workers feel more satisfied with their work and more in control of their schedule. A company's trust and expectation that its personnel can do an excellent job motivate employees to perform at the highest level (Boris, 2014; Cambra- Fierro et al., 2008).

Employees feel more empowered in the workplace if they have the opportunity to learn new things and acquire new talents at work. An employee's beliefs should be aligned with thefirm's aims to build a strong relationship between the two parties. Employees and employers benefit from fostering strong working relationships and providing constructive dispute resolution options (Conduit, 2001).

By establishing a company that values loyalty internally, the same approaches and strategies may also be used to build consumer loyalty. In the end, a successful firm relies on its clients' commitment (De Vos, 2014).

Work Values as Predictors of Leadership:

An individual's self-concept and conduct are guided by their values, which are higher- level aims. Work values (additionally known as work or career values) are a realm-specific collection of values. They relate to the emphasis people put on certain employment aspects and the benefits they attempt to get from their work (Lechner et al., 2018). Among the six dimensions of job satisfaction that we identify in this study are extrinsic rewards (e.g. pay, promotion), employment security, intrinsic incentives (like, exciting work, education prospects), autonomy (e.g. judgement-making abilities; independence), social/interpersonal relationships (e.g., working together with others; helping others), and stimulation (e.g., challenging work) (e.g., exciting and varied work) (Muenjohn & McMurray, 2017b). Although they may go by various names, these work values are found in multiple labour value categorizations and instruments (Muenjohn & McMurray, 2017a). What evidence do we have that one's work values influence the development of entrepreneurial and leadership ambitions? Work values have a critical responsibility in determining a person's career path, according to numerous renowned theories of vocational advancement. The gist of the argument is this: Choosing a career that allows you to express your unique work orientationis standard practice (Lin et al., 2013). Their hobbies, personality characteristics, abilities— and most importantly, their work values—are all factors that influence their employment choices. As a result, the degree to which an individual's work preferences and the qualities of an occupation—its rewards and demands—are in sync impacts the appeal and valence of pursuing this career path (Sabri, 2012). If an individual's work orientations don't match up with their job expectations, they'll be less likely to be satisfied with

their work, more likely to be dissatisfied with their work, and less likely to be engaged in it. This insight is critical to understanding the overall person-environment fit perspective. As a result of these factors, we anticipate increased entrepreneurial and leadership ambitions to be linked to work values that align with the demands and rewards of corporate leadership. On the other hand, a lack of alignment between personal beliefs and those of organisation leadership tends to deter people from pursuing their goals (Aguilar-Luzón et al., 2007).

Conclusion:

To some extent, the same motivations (i.e., a more significant value laid on extrinsic incentives and self-sufficiency; a lower value positioned on security) drove entrepreneurial and leadership ambitions, but to a lesser extent, distinct work values (a sophisticated value positioned on social/interpersonal components). Research on work values and leadership from a career advancement viewpoint should place greater emphasis on values as a proximal motivating element for people's professional goals and choices, according to the review conducted. As a consequence of our findings, we may be able to assist in the creation of initiatives to encourage people to lead according to employees' work values.

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