Exploring the Socio-Economic Aspects of Personal and Organizational Values in Pakistan

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Abstract

Values are to the organization what personality is to the individual. These are patterns of beliefs, symbols, rituals, myths and practices that have evolved over time in every organization. Therefore, this study mainly focused on identifying employees' personal and organizations' social and professional values. Further the study also evaluated differences in personal values based on gender and socio-economic status of the individuals. Moreover, the differences were also analyzed in organizational values by comparing public and private sector and with reference to hierarchal levels present in an organization. To conduct this study primary data was collected from 180 participants working in Rawalpindi and Islamabad using scale developed by Vveinhardt and Gulbovaite (2016, 2017 & 2018). Results show that female are on a higher level than male on many personal values and private sector is leading public sector on many fronts regarding organizational values. With respect to socio economic status there is some association between personal values and education level of the individuals as with more education the personal value of hard work tends to reduce significantly. With respect to income, it is observed that with more income the value of extending support also increases significantly.

Key words: Personal Values, Socio-Economic Status, Organizational Values

JEL Classification: J16; D31; J54

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1. Introduction

Values are unwritten standards and fundamental beliefs that guide people's behavior and judgments across different situations. In general, values are found to be socially oriented, multidimensional conceptions of desirable end-states that uniquely influence behavior and attitudes. These desirable end states are affectively positive conditions such as honesty, fairness, integrity, openness, etc. (Williams, 2002). Literature shows that broadly organizational values could be divided into four categories: one that are espoused by the top management, second type of values is which employees believe are the representative of their organization as the organizational history may support the same, third type of values is which are shared values and come into existence by the interaction of workers' personal values which have been molded by their cultural practices and the influence their societies have, and finally fourth type of values are those which represent aspirations of the employees, that how employees want their organization to be like ,thus these could be called aspirational values (Bourne & Jenkins, 2013).

Organizational values are to the organization what personality is to the individual. These lay down the basis of behavior for people as an individual and also as a collective entity. These are the collective beliefs about what the entire enterprise stands for, takes pride in and holds intrinsic worth. If the adopted values are reasonably congruent with the underlying assumptions, then the articulation of those values into an operating philosophy can be helpful in bringing the group together, serving as a source of identity and core mission. If organizations do not clarify their values first and use those value sets as foundations for their strategic business plans, they risk the loss of the knowledge, commitment, and creativity inherent in an intrinsically engaged workforce. Organizations performing in a chaotic style signal that the value system of the individuals and organization conflicts with each other. Organizations sometimes become too obsessed with adopting new technologies and processes that they forget to connect and embed these new systems   with their value system. Values are not to be treated as a superficial addendum to company policies but a framework from which all other patterns and processes are to be constructed (Parsons, 1997). Organizational values are in fact an amalgamation of interpersonal behaviors standards and organizational standards. Their effect lies not in values themselves but in the coordinated actions and behaviors that follow as a result of these values. (Williams, 1979).

A few aforementioned studies have done a good work in Pakistan by highlighting the prevalent cultures in some organizations however none of the studies has specifically focused

on the values which are in practice by both personnel and organizations. Further to the best of our knowledge none of the studies has evaluated the congruence between personal and organizational values so our study is an attempt to fill this gap regarding Pakistan. Further studies also show that there are differences in personal values across region, religion, society, gender and socio economic status of individual (Finkelstein, 2009).Similarly, number of studies have established that personal values between males and females do differ as female are more valued in world at peace, self-respect, forgiving and loving than male (Eaton and Giacomino, 2001; Giacomino and Eaton, 2003). Therefore, one of the objectives of this study is to analyze the values difference across gender and with respect to socio economic status of individual. While a few studies have touched on this issue (Mottaz, 1986; Morris & Sherman, 1981), to date there has been no detailed or comprehensive analysis of the education and personal values especially for Pakistan's organizations.

Similarly, a few studies done in international context show that organizational values also differ with respect to organization type like public sector, private sector and para public sector (Lyons, 2006; Van der Wal, 2008). These studies show that there are differences in values between public and private sectors like values such as lawfulness, impartiality and incorruptibility were considered most important public sector values but were rated low in private sector. Whereas profitability and innovativeness were present at the top of private sector's preferred list while were rated low in the public sector. However, in case of Pakistan So, keeping in consideration the importance and difference in organizational values across public and private sector our second objective is to analyze the difference in organizational values by organization type.

The remainder of this study is organized as follow. Section 2 discusses the literature review regrding the organization values and congruence with personal values. While section 3 explains the methodology in detail. Data and construction of variables are explained in section 4, while the descriptive statistics and results are presented in section 5 and the study is concluded in section 6.

2. Literature Review

Hassan (2007) conducted a study on organizational values by taking feedback from about 239 employees from eight different organizations in Malaysia. These organizations represented a diverse portfolio of industries available in Malaysia, as some were local and some international organizations working in Malaysia. Along with measuring other

parameters of interest related to HR he also measured employees' perception of organizational values, which were trust, teamwork and collaboration, creativity, quality, delegation, and humane treatment. Results of his study revealed that factors like potential appraisal and promotion, learning and training system, and performance guidance contributed positively towards these values however conventional practices of performance appraisal, career planning, and contextual analysis factors had a negative influence on these values. This was a surprising result which meant that if the organization has a well-defined performance appraisal system it weakened the degree of trust, autonomy and freedom and creativity of the employees. Further extensive career planning lead to the weakening of collaboration and delegation. Hassan (2007) maintains that a good charter of values should incorporate feedback from both employees and management and should also take into consideration regular employees' development otherwise such values will remain on paper and will not be manifested in employee's day to day matters.

Williams (2002) maintains that employees continuously evaluate the difference in values they practice, and their companies espouse. So, an effective set of values could only be evolved when input from all stakeholders is made part of the process. The processes should bring to light the real tenets of the company's philosophy and how employees perceive them. In fact, it should be a three-prong process: employees articulating their own set of values, company or top management laying down their vision statement or goals, and the development of a process which continually makes sure that these two sets of values is aligned to maximum possible extent.

Similarly, Edwards and Cable (2009) are of the view that trust plays a very important role in bringing congruence between personal and organizational values. Their study emphasizes that predictability, which is the employees' confidence in how the events will unfold and how people will act, has no significant influence on values congruence. However, communication among employees has a partial effect in increasing value congruence as communication leads to trust and indirectly affects the congruence between employees and organization values. These findings also suggest that trust and communication are fostered when individual and organizational values have a high matching level.

Values are a major factor in political, religious, educational, and family life visions, criticisms, and arguments, according to Sagiv and Schwartz (2022). They conclude with a discussion of the mechanisms that connect values to behaviour. Their review presents the evidence for the relationships between personal values and personality traits, subjective well-

being, and the implications of value differences for religiosity, prejudice, pro- and antisocial behaviour, political and environmental behaviour, and creativity.

When examining the elements or determinants of individual values although relatively distinct mechanisms are concealed behind these associations, income and education—two important measures of socioeconomic status—are expected to have rather similar effects on value prioritisation. Because it's unclear which way the causality lies, the relationship between financial income and value priorities is complicated. According to the social-structural argument, priority for values are influenced by one's money. Self-improvement values will be more important to people who are not financially secure. Conversely, those who are wealthier are more likely to prioritise the post-materialist ideals associated with the self-transcendence dimension and to take these materialist qualities for granted. Additionally, having money gives you the ability to take charge of your life, try new things, and chase excitement. On the other hand, people who are short on cash are forced to rely on their established relationships and networks. Due to these factors, it is predicted that a higher wealth will favourably correlate with values of openness to change and adversely with values of conservation (Meuleman et al., 2012 & Miles and Yeh, 2022).

Ehtesham et al. (2011) conducted a study in a private higher education institute in Pakistan to explore the relationship between organizational culture and the performance management practices, that is how organizational culture affects the performance management practices. Their construct of organizational culture included values such as involvement, consistency, adaptability and mission. Results of their study show that all these variables have a strong relationship and influence over the performance management practices.

Moreover, Shahzad et al. (2013) conducted a study in software industry of Pakistan to explore the relationship between organizational culture and its impact on employees' job performance. They measured organizational culture through values such employee participation, innovation and risk-taking, reward system, openness and customer service orientation. Results of their study show that these values have a great influence on the employees' job performance.

To analyze the organizational cultural profile across eight industries of Pakistan Rashidi et al (2015) concluded that social responsibility is an important factor for any organization. "Performance orientation" and "emphasis on reward" come next in importance. "Innovation" is the factor with the smallest mean. As a result, employees in Pakistani organisations view them as less creative and encouraging. The total correlation study indicates that "performance

orientation" and "emphasis on reward" have the largest association; still, all seven categories have statistically significant correlations. Consequently, companies that prioritise rewards also expect high performance from their staff members. The results of the investigation across the various sectors show that while "innovation" and "stability" have low scores, "emphasis on reward," "social responsibility," and "competitiveness" have high means.

3. Methodology

The study employed a convenience sampling approach as the employees working in different public and private sector organizations of the twin cities (Rawalpindi and Islamabad) were approached through Google forms. Feedback was taken through well-defined questionnaires like scale developed by Vveinhardt and Gulbovaite (2016, 2017 & 2018) to measure personal and organizational values. This scale contains 17 sub-scales and total 115 items. For the purpose of brevity, we used only three sub-scales of this large scale which were of our utmost interest. These subscales measure an employee's moral values, organization's social and professional values and the congruence between employee's personal and organizational values. Therefore, the scale covers a comprehensive range of topics related to personal and organizational values. Further these were complimented with few more questions which were included by authors themselves through expert opinion and literature review keeping in consideration the Pakistan's job market context. These items relate to the concepts such as self-image management, loyalty to the organization, workplace security etc. In total our scale contained 40 items which are listed in Table 1. Respondents rated their responses against each item on a Likert scale ranging from strongly disagree (1) to strongly agree (5).

To test the difference in personal values based on gender t-test was performed. However, in order to test whether there was difference in mean between personal values by socio economic status (education level and income group), we applied ANOVA F-test. To analyze the mean differences of organizational values by industry type we again performed the independent sample t-test.

4. Data

The Google forms were sent to 300 individuals through email, WhatsApp and through other social media platforms. However, despite our respondents limited to twin cities of Pakistan, we ensured that there was substantial diversity in the organizational level, industry and size of the organizations to which the respondents belonged. We received a total of 200 responses of which 20 were discarded due to incomplete or monotonous response. An informed consent

was also obtained from all participants followed by a demographic sheet which contained data about person's sex, age, experience, education etc.

Table 1. Extracted Factors and their Interpretation.

Personal Value	
Honesty	
Item 1	It is important to me to be honest at work.
Item 3	It is important to me to take responsibility for the work that is performed.
Item 6	I feel coming late to office is a professional dishonest
Item 9	I feel leaving office before due time without any genuine reason is a professional dishonesty
Punctuality	
Item 2	It is important to me to be dutiful at work.
Item 7	In my organization people usually come and leave office on time.
Loyalty to Organization	
Item 8	I don't mind sitting working extra hours in order to finish the assigned task
Item 18	I believe people work hard and put extra efforts to finish task assigned to them.
Mutual Respect	
Item 5	Tolerance at work is important to me (for example, individual and departmental differences are respected).
Item 10	I respect others' opinions at job regardless of their age, gender and position.
Item 11	I treat my seniors and juniors with same respect in office.
	Extending support
Item 4	It is important to me to openly share knowledge and information at the workplace

Ethics and Morality

Item 12	I feel leg pulling is a bad culture in many organizations.
Item 13	I feel doing gossip about others is a bad practice prevailing many organizations.

Impression and Image Management

Item 14	I believe that it is necessary to take care of your image in the office and the impression you make on others
Item 15	I believe performance appraisal systems in my organization is fair and based on merit.

	Hardworking
Item 21	I believe in putting extra effort to accomplish the assigned task.
Item 23	I believe only hard work and nothing else is the key to success.

Organizational Values

Fairness

Item 16	I believe performance appraisal systems in my organization is fair and based on merit.
Item 33	At the organization I work in, only employees who are productive and work effectively are valued.

Openness

Item 17	I believe that every person is listened to in my organization especially in meetings.
Item 26	The organization I work in people freely have a difference of opinion with the management.
Item 31	At the organization I work in encourages open knowledge and information sharing.

Honesty

Item 24	I believe people in my organization don't try to take credit for work of others.
Item 35	At the organization I work in, verbal agreements are upheld.
Item 30	At the organization I work in, verbal agreements are upheld.

Conducive Environment	
Item 27	At the organization I work in tries to make the employees feel like part of the organization.
Item 34	At the organization I work in, the environment for career improvement is provided.
	Work place Security
Item 19	I feel safe while working at my organization.
Item 20	It is important to me have a secure workplace
Item 22	I feel safe while interacting with my colleagues and seniors.
Constructive Feedback	
Item 28	Timely and constructive feedback to the employees on performance is provided at the organization I work in. Creativity
Item 32	At the organizations I work in, initiatives and new ideas provided by the employees are valued.
	Extending Support
Item 29	The employees receive timely help from their superiors at the organization I work in.
Item 30	At the organization I work in, the colleagues provide help when a problem occurs.
Congruence between personal and organizational values	
Item 36	Things that I value in life are very similar to the things that my organization values.
Item 37	I agree with the values of my organization
Item 38	My personal values match values of my organization.
Item 39	The values predominant in the organization I work for, do not correspond with those that are declared; therefore, I do not agree with the current values.
Item 40	I find that sometimes I have to compromise personal principles to conform to my organization's expectations.

5. Results and Discussion

The sample of this study consisted of individuals who were doing job in a public or private organization in Rawalpindi or Islamabad. The survey contained questions regarding organizational values and characteristics of individuals and organizations as well. The demographic characteristics presented in table1 show that 56.1% (n=101) of the participants were male and 43.9% (n=79) were female. Participants' age statistics show that most of the participants in our sample lie in the middle age group from 30 to 39 (about 40.6%) and about 26.1% participants had age above 40 years. Further, sample consisted of mostly educated individuals as 43.9% of the participants had Master level of education (16 years), 40.6 % of the participants had above master level education (18 years) and 15.6% of the participants had PhDs degree.

Table 1: Demographic Information of the Participants, Frequencies and Percentages (N= 180)

Variable		Frequency	Percent
Gender	Male	101	56.1
	Female	79	43.9
Age	20-29	58	32.2
	30-39	73	40.6
	40-49	47	26.1
	50-above	2	1.1
Education	Masters	79	43.9
	M.Phil.	73	40.6
	PhD	28	15.6
Organization Type	Private	116	64.4
	Public	64	35.6
Income Group	Below 100000	89	49.4
	Between 100000 to 150000	61	33.9
	Above 150000	30	16.7
Size of Firm	below 50 Employee	53	29.4
	Above 51 and less than 200	107	59.4
	Above 200	20	11.1
Hierarchy	Low Hierarchy	80	44.4
	Medium Hierarchy	72	40
	High level Hierarchy	28	15.6

Moreover, 64.4% of the people worked in private sector and 49.4% workers earn less than PKR 100,000. Regarding size of the organizations, 59.4% of organizations lie in small category consisting of less than 50 employees, 59.4% in medium range (employees 51 to 200) and only 11% organization are large that consist of more than 200 employees. The other important dimension to analyze regarding organizational values is hierarchy i.e., the number of management levels between an employee and the CEO/head of the organization. To measure the hierarchy, we asked the question from the respondents about the number of management level between an ordinary employee and CEO/head of organization. For this we divide the hierarchy into three levels: low hierarchy (less than 4), medium hierarchy (between 4 and 7) and high level (more than 7). The results show that 44.4% organizations consist of low level of hierarchy, 40% are medium level and 15.6 % organization consist of high-level hierarchy.

Prior to testing the hypotheses, it was imperative to evaluate the psychometric properties of the scales employed for this sample. A reliability analysis was computed using Cronbach's Coefficient Alpha to determine the internal consistency of the scales. Table 2 depicts a summary of psychometric properties of each scale.

Table 2: Descriptive Statistics and Reliability Analysis of Personal and Organizational values (N= 180)

Personal and Organizational values	α	Mean	SD	Min	Max
Personal Values					
Honesty	0.77	4.21	0.64	2	5
Punctuality	0.82	4.04	0.74	2	5
Loyalty to Organization	0.86	3.80	0.83	2	5
Mutual Respect	0.82	4.35	0.59	2	5
Extending Support		4.20	0.91	1	5
Ethics and Morality	0.89	4.39	0.72	1	5
Impression and Image Management	0.85	4.42	0.61	1.5	5
Hard Working	0.82	4.15	0.75	2	5
Organizational Values					
Fairness		3.61	1.05	1	5
Openness	0.83	3.72	0.84	1	5
Honesty	0.87	3.41	0.87	1	5

Constructive Feedback		3.60	1.07	1	5
Conducive Environment	0.78	3.71	0.81	1	5
Extending support	0.89	3.94	0.73	2	5
Workplace Security	0.78	4.36	0.64	2.33	5
Creativity		3.86	0.93	1	5
Congruence between self and organization value	0.74	3.47	0.64	1.6	5

α = Cronbach's Alpha Reliability

Reliability analysis shows that all our scales have a Cronbach's Alpha value of more than 0.8. Nunnally (1978) and Tavakol and Dennick (2011) maintain that the value of Cronbach's Alpha greater than 0.7 indicates items that are used to construct the scales are reliable and shows the specifically internal consistency of the scale. The mean of honesty was 4.2 with a standard deviation of 0.64. To analyze the mutual respect at individual level three items have been used and value of Cronbach's Alpha is 0.8. The mean is 4.35 with a standard deviation of 0.59.

Figure 1 shows the ranking of personal values as preferred by the participants, irrespective of their gender. Figure shows that all participants ranked self-image and impression management as a personal value of highest regard. The value having second order in ranking is ethics and morality which is an encouraging sign since as per Transparency International latest report Pakistan's ranks at 140 out of 180 countries in corruption perception index. Value having the lowest ranking is loyalty to the organization. Possible reasons behind this low loyalty which is also sometimes referred to as organizational commitment. People, especially intelligent are always on a look for new opportunities which along with paying them handsome remuneration provide ample opportunities for career growth. Further people staying for long time in any organization, especially in private sector, are considered the ones who are unable to find any suitable opportunities to move on hence both smart and weak employees may not find any incentive in being loyal to their organizations. Moreover, sayings such as "Love your job but don't love your company, because you may not know when your company stops loving you" of some famous personalities like Dr. Adul Kalam Indian President may also play role in peoples' low preference for this value.
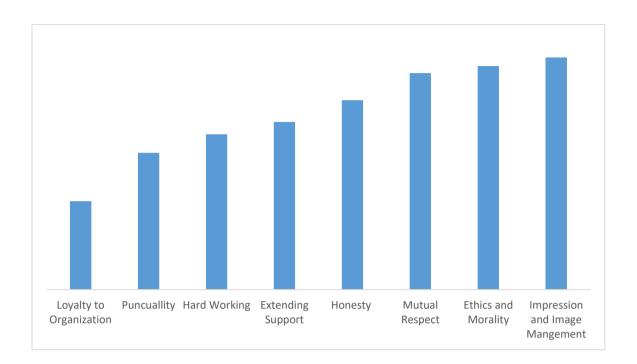
Figure 1: Participants' ranking of the Personal Values

The descriptive statistics with respect to gender (male and female) and by organization type (public and private) are given in Appendix 1. Table 2.1 presents the descriptive statistics of personal values with respect to gender. It has been observed that females are high on values like mutual respect, extending support and also look more hardworking than their male counterpart. Women are usually seen to be less competitive and more cooperative and possess higher levels of concern than men for the welfare of others (Beutel & Marini, 1995). Moreover, to analyze that whether there are statistically significant differences among male and female on personal values it has been discussed later and presented in table 5.

Though studies like Lyons (2006) show some differences among personal values between individuals working in public and private sectors. However, results of our analysis shown in appendix table 2.2 highlight no visible mean differences between public and private sector[2]. As almost all of our participants are with high levels of education and secondly scales outcome are totally dependent over person's subjective ratings so these could be the reasons that people belonging to both sectors have almost identical scores on their personal values.

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[2] When we applied t-test to evaluate the statistically significant difference among mean of personal values across public and private sector, we didn't get any significant results, so t-test has not been reported.

Table 3: Pearson Correlation among personal values (N=180)

Values	HON	MR	ES	PUN	LO	EM	IIM	HW
MR	0.450***							
ES	0.473***	0.554***						
PUN	0.559***	0.390***	0.439***					
OC	0.313***	0.397***	0.329***	0.299***				
EM	0.295***	0.234***	0.226***	0.231***	0.190**			
IIM	0.453***	0.423***	0.352***	0.342***	0.255***	0.342***		
HW	0.486***	0.386***	0.428***	0.346***	0.279***	0.324***	0.302***	
CON	0.350***	0.393***	0.237***	0.259***	0.388***	0.164**	0.175**	0.412***

Note: The parameters significant at 10%, 5% and 1% levels of significance are indicated by *, ** and *** respectively.

Where, HON=Honesty, MR= Mutual Respect, ES =Extending Support, PUN= Punctuality, OC=Loyalty to Organization, EM = Ethics and Morality, IIM= Impression and Image Management, HW= Hardworking, CON= Congruence between personal values and organization values.

Table 3 shows the Pearson Correlation among personal values. Results of two tailed Pearson Product Moment Correlation show that there is significant positive relationship among different attributes of personal values at 1 percent level of significance. Punctuality and honesty have the highest level of correlation coefficient, 0.56, which shows persons that are high in honesty may also be more punctual on their jobs. Research shows that honesty leads a person to develop a strong moral character, to learn good behavior, and maintain discipline, and ultimately such an attitude may manifest in a person being punctual on his/her job. Similarly extending support and mutual respect have also high correlation as estimated value is 0.55.   This may show that support is usually extended to peers and subordinates/supervisors in organizations where mutual respect is high. Mutual respect is extremely important both in professional life and personal relationships. With mutual respect, we celebrate the unique perspectives, opinions, and experiences that the other people bring. It also encourages an open dialogue where everyone can share their thoughts and feelings, and respond to each person with politeness, kindness, and understanding.

One of the interesting findings is that the personal value of ethics and morality have positive but weak relationship with all other values. Further "congruence between personal and organizational values" also has a weak or moderate relationship with all personal values with highest value of 0.41 only with value of hard work. This may show that mostly

hardworking people have the feeling that their personal values are aligned with their organization or congruence with the organizational values may provide impetus to people to put in extra efforts to accomplish the assigned tasks. Study by Leung (2013) also supports the same findings that employees who have a high degree of congruence with organizational values show positive attitude towards work related behaviors like hard work, loyalty to organization.

Table 4 shows the Pearson Correlation among organizational values. Results of two tailed Pearson Product Moment Correlation show that there is significantly positive relationship between different aspects of organizational values at 1 percent level of significance. The correlation between openness and honesty has the highest score 0.73.

Table 4: Pearson Correlation among organizational values (N=180)

	FAIR	OPEN	HON	CE	CF	ES
OPEN	0.606***					
HON	0.510***	0.735***				
CE	0.621***	0.724***	0.683***			
CF	0.398***	0.640***	0.616***	0.665***		
ES	0.526***	0.719***	0.572***	0.583***	0.603***	
CREAT	0.455***	0.638***	0.585***	0.692***	0.587***	0.538***

Note: The parameters significant at 10%, 5% and 1% levels of significance one indicated by *, ** and *** respectively.

Where, FAIR= Fairness in Organization, OPEN= Openness in Organization, HON= Honesty in organization, EM= Conducive Environment in organization, CF= Constructive Feedback in Organization, ES Extending Support in Organization.

This may indicate that organizations that nurture openness may also help to inculcate values of honesty among their employees. We all know that openness at home especially letting children open up about everything helps them to become good citizen and prevents them from keeping secrets so same phenomena may be at play in organizations as culture of openness and acceptability may also prevent employees to hide things and to indulge in dishonest practices. Effective and open communication can encourage employees to trust and connect with each other and with their organization. Shockley-Zalabak and Morreale (2011), while highlighting the importance of trust for the organizations, ascertain that honesty and openness go hand by hand in good organizations. Employees consider an organization open

and honest when the job-related issues and company visions are communicated in an open manner to all stakeholders, and this subsequently leads to trust building.

Further creativity and conducive environment have also a strong positive relationship as estimated value is .69. This shows that if ideal work environment is set up by making easy for team members to collaborate, providing ample communal space for people to talk and swap ideas then such workplace encourages creative thinking exercises, such as regular 'brainstorms or scrums (Burbiel, 2009). Similarly, constructive feedback can be helpful in nurturing creativity by providing new perspectives and insights that can spark imagination or challenge assumptions. It can also encourage experimentation, recognize strengths and achievements, help identify areas of improvement, and build trust among peers. Our results shows that there is significant positive correlation between constructive feedback and creativity as estimated correlation value is .58.

The organizational fairness, namely, the extent to which employees perceive that their efforts are properly rewarded by the organization, has been observed as a critical contextual factor that is positively related to the implementation of novel ideas (Janssen, 2001). Our result also supports it as correlation between fairness and creativity is 0.45.

5.1 Relationship between Gender, Socio Economic Status and Personal Values

To test the difference in personal values based on gender t-test was performed and the results are reported in table 5. The honesty seems to be more valued by female as compared to male as mean value is 4.27 whereas fore male is it is 4.16. Since $p > .05$ was greater than our chosen significance level $\alpha = .05$, hence the average or mean of honesty was not statistically different for males and females.

Table 5: t-test of Differences in Personal Values based on Gender

Personal values	Mean Female	Mean Male	Difference	St Err	t-value	p- value
Honesty	4.27	4.16	.11	.096	1.2	.24
Punctuality	4.15	3.94	.21	.111	2.02**	.031
Loyalty to Organization	3.86	3.75	.11	.125	.9	.359
Mutual Respect	4.46	4.26	.20	.088	2.25**	.025
Extending Support	4.36	4.07	.29	.136	2.2**	.03
Ethics and Morality	4.51	4.29	.22	.107	2.05**	.041
Impression and Image Management	4.55	4.33	.21	.091	2.4**	.018

Hard working	4.32	4.02	.30	.111	2.75***	.007
Congruence b/w personal and organizational values	3.49	3.45	0.47	0.09	0.50	0.61

Note: The parameters significant at 10%, 5% and 1% levels of significance one indicated by *, ** and *** respectively.

Turning to punctuality and mutual respect, the mean value of women is higher than men as estimated mean values are 4.15 and 4.46 respectively. Moreover, difference between mean is statistically significant for both punctuality and hard work at 5 % level of significance. Mutual respect is manifested throughout the workplace, from policies and processes to individuals' interactions. It plays a guiding role in face-to-face meetings, body language, written communications, and the diverse ways in which people behave.

Similarly, with respect to extending support again the mean value is higher for women than for men with a difference of 0.29. T-test also supports this difference as t-value is significant at 5 % level of significance. Anderson (2005) argues that compared to males, females prefer smaller and lower-level professional networks and maintain high levels of interpersonal trust with their colleagues when participating in knowledge sharing and organizational innovation. For example, female scholars are more likely to cooperate with others to publish academic papers and males are more likely to publish alone, indicating that females may be more dependent on social capital to develop their innovations.

Turning to hardworking, the mean value of female (4.32) is higher than mean value of male (4.02) with difference of 0.30. When independent sample t-test was performed to test the mean differences of mutual respect the t-value is statistically significant at 1% level of significance, which supports the findings that female value mutual respect more than male Berman (2018) has reported similar findings that women are more productive than men. According to research of Hive (2020), women work 10 percent harder than men in today's offices and have a slightly equal or more completion rate than men.

Regarding loyalty to organization and congruence between personal and organizational values, although the mean value is slightly higher for women than men, however t-test didn't show the significant difference.

Table 6: Mean Statistics of Personal Values with Respect to Education

Personal Values	Master (n=79)	MPhil (n=73)	PhD (n=28)
Honesty	4.12	4.28	4.25
Punctuality	3.95	4.16	3.96
Loyalty to Organization	3.94	3.74	3.59
Mutual Respect	4.24	4.43	4.45
Extending Support	4.14	4.21	4.36
Ethics and Mortality	4.35	4.35	4.61
Impression and Image Management	4.36	4.46	4.50
Hard Working	4.28	3.96	4.29

Above table 6 shows the mean statistics of personal values by education level. It has been observed that mean value of mutual respect is high for educated individuals with values 4.24, 4.43 and 4.45 for Master, MPhil and PhD respectively. Similar result has been observed for extending support, ethics and morality and impression and image management that by updating the education from one level to other improve the personal values of individual. These results indicate that education has a substantial impact on work-related values. Although few studies have touched on this issue, where some studies indicate that organizational commitment varies directly with educational level (Lee, 1971; Steers & Spencer, 1977), however Mottaz (1986) indicated that education has an indirect positive effect on organizational commitment by increasing work rewards, but a direct negative effect when work rewards are held constant.

For the personal value of honesty, the mean value is observed to be 4.12 and 4.28 and 4.25 for Master, MPhil and PhD individuals. Similar result has been observed for punctuality, loyalty to organization and hard work. This may show that more educated individuals are low on these personal values. Angle & Perry (1981) explains is that more highly educated workers have greater opportunities for alternative employment than their less educated counterparts and as a result are less committed to the organization.

In order to test that there is difference in mean between personal values by education level, we performed ANOVA F-test. The mean of personal value like hard work is statistically significant different across the education levels, whereas all other personal values are not difference in their mean by education level. So, we report only ANOVA F-statistics

for value hard work by education level. To analyze the differences in mean of hard work by education level we divide education into low level of education (Masters), medium level of education (MPhil) and high level of education (PhD) individuals. Below table shows the F-test for differences in hard work values by education level. We can see that the significance level is 0.01, which is below 0.05. This shows that there is a statistically significant difference in the mean against value hard work between the three different groups of the independent levels of education.

Table 7: F-test for differences in Hardworking values by Education Level

Source	SS	df	MS	F	Prob > F
Between groups	4.61	2	2.23	4.24	0.0160
Within groups	96.4	177	0.54		
Total	101.01	179	0.56		

Bartlett's test for equal variances: chi2(2) = 1.0170 Prob>chi2 = 0.601

To test which of the specific groups are statistically significantly different we find out the **Pairwise comparisons of means with equal variances** output that contains the results of our post hoc tests (Table 7.1). Looking at the t-test or *p*-value, we can see that there is statistically significant difference in hard work value mean between the medium and low level of education. Where the difference in mean value of hard work for medium to low level of education is -0.33 which shows that with more education the value of hard work has been reduced significantly. However, from high level to low level of education and high to medium level of education the mean difference is positive but not statistically significant. Steers (1977) and Mowday et al., (1982) argue that the more educated workers have higher expectations which the organizations are usually unable to meet so they are always on look for new opportunities and have low level of organizational commitment.

Table 7.1: Pairwise Comparisons Result for the Tukey post hoc test

Hardworking by Education Level	Differences	Std. Err.	t-value	p-value	[95%Conf.Interval]	
			Tukey			
Medium vs Low	-0.33	0.12	-2.72	0.02	-0.61	-0.04
High vs Low	0.00	0.16	0.01	1.00	-0.38	0.38
High Vs Medium	0.33	0.16	1.99	0.12	-0.06	0.71

Below table 8 shows the mean statistics by income group. It has been observed that the mean value of honesty is highest for medium income group, with values 4.18, 4.27 and 4.16 for low income, medium income, and high-income group respectively. Similar results have been observed for punctuality, loyalty to organization, ethics and morality and hardworking. However, one of the interesting results is that with an increase in income personal values like mutual respect, extending support and impression and image management also increase.

Table 8: Mean Statistics of Personal Values with Respect to Income Group

Personal Values	Low-income (n=89)	Medium income (n=61)	High income (n=30)
Honesty	4.18	4.27	4.16
Punctuality	4.03	4.09	3.97
Loyalty to Organization	3.76	3.86	3.82
Mutual Respect	4.25	4.44	4.47
Extending Support	3.97	4.41	4.47
Ethics and Morality	4.35	4.43	4.40
Impression and Image Management	4.34	4.50	4.52
Hard Working	4.19	4.16	4.03

To test that there is difference in mean between personal values by income group, we performed ANOVA F-test. The means of personal values like extending support is statistically significant across different income groups, whereas all other personal values have no difference in their mean by education level. So, we report only ANOVA F-statistics for personal value extending support by income group. Below table shows the F-test for differences in loyalty to organization values by income group. We can see that the significance level is 0.01, which is below 0.05. This shows that there is statistically significant difference in the mean among three incomes groups for personal value of extending support.

Table 9: F-test for differences in Loyalty to Organization by Income Group

Source	SS	df	MS	F	Prob > F
Between groups	9.68	2	4.84	6.16	0.0026
Within groups	139.11	177	0.78		
Total	148.8	179	0.83		

Bartlett's test for equal variances: chi2(2) =   11.06   Prob>chi2 = 0.004

To test which of the specific groups have statistically significant difference we found out the **Pairwise comparisons of means with equal variances** output that contains the results of our post hoc tests (Table 9.1). Looking at *p*-value, we can see that there is statistically significant difference in extending support mean value between the medium and low-level income groups. Where the difference in mean value between high- and low-level income groups is 0.5 which shows that with more income the value of extending support also increase significantly.

Table 9.1: Pairwise Comparisons Result for the Tukey post hoc test

Extending Support by Income Group	Differences	Std. Err.	Tukey t-value	p-value	[95%Conf.Interval]	
Medium vs Low	0.443	0.14	3.01	0.00	0.95	0.79
High vs Low	0.500	0.18	2.67	0.02	0.05	0.94
High Vs Medium	0.056	0.19	0.29	0.95	-0.41	0.52

However, from high income level to medium level the mean difference is positive but not statistically significant. This may show that high income levels tend to inculcate more tendency of helping others in the employees. Higher income levels have been seen to be associated with higher satisfaction levels at job and this could be a plausible reason for the presence of high levels of extending support in our sample.

5.2 Relationship between Organization Type, Hierarchy Level, and Organizational Values

To analyze the mean differences of organizational values by industry type we again performed the independent sample t-test. Descriptive statistics in table 10 show that mean of fairness is slightly higher for private sector than public sector as mean values are 3.72 for private sector and 3.41 for public sector. Findings of the independent sample t-test show that this difference of fairness between public and private sector is statistically significant. Naeem et al (2017) for Pakistan's economy and Shrivastava and Purang (2011) for Indian economy highlighted that private sector workers feel more satisfied than public sector workers regarding fairness in their organizations since they believe their organizations to be fair which transform their performance into rewards. Turning to organizational value of openness and honesty the mean value is significantly high for private sector as compared to

public sector with mean value of openness 3.84 for private sector and 3.51 for public sector and mean value of honesty is 3.56 and 3.13 for private and public sector respectively.

Table 10: Mean Differences in Organizational Values by Organization Type

Organizational Values	Mean Private	Mean Public	Difference	St Err	t value	p value
Fairness	3.72	3.41	.31	.162	1.9*	.02
Openness	3.84	3.51	.33	.052	2.52**	.00
Honesty	3.56	3.13	.42	.132	3.2***	.00
Constructive Feedback	3.67	3.47	.20	.166	1.25	.22
Conducive Environment	3.87	3.41	.45	.122	3.75***	.00
Extending support	3.97	3.89	.07	.115	.7	.48
Workplace security	4.49	4.13	.36	.096	3.8***	0
Creativity	3.97	3.64	.33	.144	2.3**	.02

Note: The parameters significant at 10%, 5% and 1% levels of significance one indicated by *, ** and *** respectively.

Similarly, conducive environment, workplace security and creativity also have significantly high mean values in private sector as compared to public sector. One of the reasons for high creativity in private sector could be immediate rewards and incentives which are usually not offered in public sector due to process rigidity and budget limitation. Moreover, the higher and fire nature of the private sector may compel people to increase their creativity in order to survive and outshine their colleagues.

Moreover, openness in an organization is considered very important value in nurturing creativity and building trust among employees. The openness is affected by the number of hierarchy levels in many organizations. Therefore, to analyze the openness across hierarchy level ANOVA F-test is performed and result has been reported in table 11.

Table 11: F-test for Differences in Openness in Organization Values by Hierarchy level

Level of Hierarchy	Mean	SD	freq.
Low Hierarchy	3.5	0.88	80
Medium Hierarchy	3.95	0.75	72
High Hierarchy	3.78	0.84	28

Total	3.72	0.85	180		

Source	Analysis of Variance			F	Prob>F
	SS	df	MSS		
Between groups	3.76	2	3.89	5.66	0.0041
Within groups	121.44	177	0.68		
Total	129.21	179	0.72		

Bartlett's test for equal variances: chi2(2) = 1.6372 Prob>chi2 = 0.441

The output for the one-way ANOVA for openness in organization by hierarchy is shown in table 11, indicating whether there is statistically significant difference between our three group means. We can see that the p-value is 0.0041, which is below 0.05. therefore, there is statistically significant difference in the mean in openness in organization between the three different groups of the independent variable (i.e., "Low Hierarchy ", "Medium Hierarchy" and "High Hierarchy"). This is great to know that there is difference in mean exist between openness in organization by level of hierarchy, however we do not know which of the specific groups statistically significantly different. For this we find this out in the **Pairwise comparisons of means with equal variances** output that contains the results of our post hoc tests in table 11.1.

Table 11.1: Pairwise Comparison Result for the Tukey post hoc test

Openness in organization By Hierarchy level	Contrast	Std. Err.	Tukey t-value	p-value	[95%Conf.Interval]	
Medium vs Low	0.450	0.135	3.340	0.003	0.131	0.768
High vs Low	0.282	0.182	1.550	0.271	-0.148	0.711
High Vs Medium	-0.168	0.184	-0.910	0.634	-0.604	0.268

Looking at the t-test or *p*-value in table 11.1, we can see that there is a statistically significant difference in openness in organization between the medium vs low level hierarchy organization. However, there were no differences between the "High vs Low level hierarchy "as the (*p* = 0.27), or between the "highly level and medium level hierarchy" (*p* = 0.63). One of the interesting findings is that openness in organization has a low mean value for low and high level of hierarchy, however for medium level of hierarchy it has greatest value. This

may show that the low and high number of hierarchy levels discourage openness while a moderate number of hierarchy levels encourage openness. It is possible that in an organization with low level of hierarchy people may fear to open an interact with CEO/ head and similarly with huge level of hierarchy people may feel to have no say in organization matters and in thus don't feel any incentive to open up and communicate (Dansereau & Markham, 1987).

7. Conclusion

In this study we tried to identify the values that are in practice by individuals and organizations in Pakistan. A sample of 180 participants was recruited through convenience sampling and data was gathered using scales developed by Vveinhardt and Gulbovaite (2016, 2017 & 2018). Study targeted both male and female employees working in either public or private sector in twin cities of Rawalpindi and Islamabad.

The result shows that mean values of the constructs such as honesty, loyalty to organization etc. showed that almost all employees value these virtues however women seem to be leading men on some values such as extending support, mutual respect, punctuality, and hard work.

The relation between the socio-economic status like education and personal values shows mix trend. The mean of personal value like hard work is statistically significant different across the education levels, which shows with more education the personal value of hard work reduces significantly. This may show that workers with higher education have higher expectations which the organizations are usually unable to meet so they are always on the look for new opportunities and have low level of organizational commitment. With respect to the relationship between income and personal values it has been observed that with increasing income the personal value of extending support also increases.

Mean trends of organizational values also show encouraging figures for all attributes such as honesty, openness, conducive environment, etc. and here private sector seems to be leading some fronts such as fairness, openness and creativity. Public sector organizations in Pakistan are usually governed by set rules and regulations and with a high level of conformity which leaves little room for creativity and innovation while these values are the major driving force for many private organizations as these provide competitive edge over rivals, hence the high values of openness and creativity in private sector organizations. Further strict accountability practices and vulnerability of job in private sector may prevent people from indulging in unfair practices and therefore private sector is also leading on this front.

One of the interesting findings of this study is that openness in organization has a low mean value for low and high level of hierarchy, however the organization where hierarchy level is moderate has greatest value. It is possible that in an organization with low level of hierarchy people may fear to open an interact with CEO/ head and similarly with huge level of hierarchy people may feel to have no say in organization matters and in thus don't feel any incentive to open up and communicate.

There are certain limitations to this study as the findings as based on the subjective ratings of the individuals so future research could employ some observational methods or participant observation techniques to bring to light more accurate facts regarding both personal and organizational values prevalent in Pakistan's job market.

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Appendix:

Table 2.1 Descriptive Statistics of Personal Values by Gender

Personal Values	Male (N=101)				Female(N=79)			
	Mean	SD	Min	Max	Mean	SD	Min	Max
Honesty	4.16	0.64	2.75	5	4.27	0.63	2	5
Punctuality	3.95	0.81	2	5	4.16	0.63	2	5
Loyalty to Organization	3.75	0.83	2	5	3.87	0.83	2	5
Mutual Respect	4.26	0.62	2	5	4.46	0.54	3	5
Extending Support	4.07	0.96	1	5	4.37	0.82	2	5
Ethics and Morality	4.29	0.68	2.5	5	4.51	0.75	1	5
Impression and Image Management	4.33	0.66	1.5	5	4.54	0.53	2.5	5
Hard Working	4.02	0.75	2	5	4.32	0.73	2.5	5
Congruence between Personal and Organization values	3.45	0.60	1.6	4.8	3.49	0.69	2	5

Table 2.2 Descriptive Statistics of Personal Values by Organization Type

Personal Values	Private (N=116)				Public (N=64)			
	Mean	SD	Min	Max	Mean	SD	Min	Max
Honesty	4.16	0.66	2	5	4.29	0.60	3.25	5
Punctuality	4.06	0.75	2	5	4.00	0.73	2	5
Loyalty to Organization	3.85	0.82	2	5	3.71	0.84	2	5
Mutual Respect	4.35	0.63	2	5	4.36	0.52	3.33	5
Extending Support	4.20	0.94	1	5	4.20	0.86	2	5
Ethics and Morality	4.36	0.75	1	5	4.44	0.66	2.5	5
Impression and Image Management	4.45	0.63	2.5	5	4.38	0.59	1.5	5
Hard Working	4.14	0.76	2.5	5	4.18	0.74	2	5
Congruence between Personal and Organization values	3.52	0.65	2	5	3.37	0.60	1.6	5