

## **WORK VALUES AND ORGANIZATIONAL COMMITMENT IN PUBLIC AND PRIVATE SECTOR EXECUTIVES<sup>#</sup>**

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*The study has examined the work values and organizational commitment of public and private sector executives in Pakistan. The sample included 210 middle level executives from various public and private sector organizations. The instruments used were: Survey of Work Values (Wollack, Goodale, Wijting, & Smith, 1971) and the Organization Commitment Questionnaire (Tayyab & Tariq, 2001). It was assumed that private sector executives will be more committed to their organizations and will show intrinsic orientation toward work compared to public sector executives. The results indicated significant differences between the two sectors on variables of work values and organizational commitment. The private sector executives had higher mean scores on intrinsic work values. There was a significant positive correlation between intrinsic work values and organizational commitment of private sector executives. The results have been discussed in the context of prevailing social values of different strata of Pakistani society.*

The values of managers and workers are phenomena that have captured the interest of researchers, practitioners, and public at large. Work values are viewed as a major component of organizational culture and are often described as principles responsible for successful management of organizations. Recently, however, there appears to be a resurgence of interest in the underlying attitudinal structure of individual in organizations (Meglino & Ravlin, 1998).

The meaning that people attach to work is very important on the part of individual, organization, and social level. Work values are work related beliefs, attitudes, preferences, and interests of individual and are conceptually different from other job related constructs such as job satisfaction, motivations, and role perception. The term which designates work values, generally, is descriptive of either the internal state of a person's needs, or of the kind of reward or satisfaction

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available to the internal needs (Zytowski, 1970). Thus, the concept of the work value “prestige” implies that a person has an internal disposition to obtain those external attributes called prestige.

At the most basic level, theoreticians (e.g., Fallding, 1965; Rokeach, 1973; Williams, 1968) have focused on two types of values, namely, instrumental and terminal values. Rokeach (1973) has proposed a functional relationship between instrumental and terminal values, that is, instrumental values describe behaviors that facilitate attainment of terminal values. Another most widely used approach classifies work values as intrinsic and extrinsic but the adequacy of an intrinsic-extrinsic dichotomy has been questioned (see for example, Billings & Cornelius, 1978; Gorn & Kanungo, 1980).

On the other hand, Ginzberg, Ginsburg, Axelrad, and Herma (1951) trichotomized work values into three categories namely, intrinsic work values, extrinsic work values, and concomitant work values. Schwarzweller (1960) found support for this analysis but added a fourth cluster for females related to their homemaker role. Rosenberg and Davis (1957) also used the same category and concluded that when individual values are combined into intrinsic-extrinsic dichotomy, certain associates (e.g., social status, fringe benefits, etc.) with socioeconomic factors appear. Super (1962), further, explained that the intrinsic work values are related to actual performance of the job, e.g., achievement, responsibility, and nature of work; while extrinsic work values are related to the environment in which the job is being performed, for example, company policy, working conditions, and interpersonal relationships.

Meglino and Ravlin (1998) proposed a framework which indicates that values are thought to arise from socialization process and genetics. Values then have two main conduits by which they affect outcomes. Values can have a direct effect on an individual's outcomes or they may affect the outcomes to an extent that they are similar or congruent with the values of an “other”. These “other” values can be those of a specific person or the aggregate values of a group or organizational unit. Value congruence can affect outcomes by clarifying communications, removing ambiguities and conflict, and enhancing interactions.

Work values at organizational level have been studied in three ways, namely: dependent variables, independent variables, and moderator variables. Researchers (e.g., Cherrington, Condie, & England, 1979; Meglino & Ravlin, 1998; Ralston, Gustafson, Elsass, Cheng, & Terpstra, 1992) have examined value differences as the

function of organizational level, sex, age, race, and education. While some other studies examining values as independent variables have focused on moderated relationships and found significant relationship among job satisfaction, ethical decision-making, and career success (see, Judge & Bertz, 1992; McNeely & Meglino, 1994). Moreover, it is suggested that values play a moderating role in how organizations should be managed and structured (Hofstede, 1980). Korsgaard, Meglino, and Lester (1996, 1997) have observed that concern for others moderated the relationship between situational or task variables (i.e., the favorableness and specificity of feedback, and payoff).

Considerable research has revealed the importance of individual differences in work values that determine which rewards individuals consider important and are thus commitment producing. Werkmeister (1967) reported that the act of commitment is a manifestation of an individual's own self, and the value considerations leading to commitment reflect value standards that are basic to the individual's existence as a person. Kidron (1978) differentiated between moral and calculative types of commitment and found a moderate relationship between Protestant work ethic and calculative commitment. His findings indicated that there is a convergence between the two types of commitment (i.e., moral and calculative commitment), and that values appear related, mainly to the identification of participants with the organization and internalization of its goals and values (i.e., moral commitment). Values, however, are not related to the decision to leave the organization given some better alternatives in other positions outside the organization (calculative commitment). Putti, Aryee, and Laing (1989) revealed that work values have a moderate relationship with organizational commitment (see also, Shah, Kaur, and Haque, 1992). Glenda and Vodanovich (1992) concluded that extrinsic work values are related to commitment when the reward-based nature of this construct is assessed. Employees with high extrinsic work values and those with short-term tenure may be committed to an organization, albeit for different and possibly less desirable reasons. These findings are congruent with past researches (e.g., Mottaz, 1988; Putti, et al., 1989).

The relatively recent literature on values and commitment also revealed statistically significant relationship between certain work values and organizational commitment. Elizur (1996) explored the relationship of work values to organizational commitment in Israeli context, and found moderate relationship between intrinsic work values and organizational commitment. However, quite remarkably, a high correlation was observed between pay (an extrinsic work value) and

commitment. Thus, it appeared that pay also, though considered extrinsic, is an aspect of work values that is involved with a person's commitment to the organization. Bae and Chung (1997) investigated the relationship between work values and organizational commitment of Korean industrial workers in comparison to United States and Japan. The results showed that Korean workers were more committed and had high expectations of their companies. Their high commitment was derived from their values, as they showed highest achievement aspirations, work commitment and, company familism.

Finegan (2000) explored the relationship between personal values, organizational values, and organizational commitment. Employees from a large petrochemical company rated twenty-four values with respect to how important the value was to them and how important it was to organization. The results showed that commitment was predicted by employee's perception of organizational values and that the value orientation of employees strongly influences their level of commitment.

Commitment has been operationalized in terms of careers in organizations, norms, identification, morals, job involvements, and other conceptually related variables (see, Blau, 1985; Meyer & Allen, 1984; Porter, Steers, Mowday, & Boulian, 1974). The concept of organizational commitment has received a great deal of empirical investigation both as a consequence and antecedent of work related variables. As a consequence, it has been linked to several personal variables, role states, and aspects of work environment ranging from job characteristics to dimensions of organizational structure.

As an antecedent, organizational commitment has been used to predict employee absenteeism, turnovers, and other work behaviors. The most important type of organizational commitment which has been considered crucial in determining the adherence of an individual to the organization and his interest and involvement in achieving its goals and objectives is calculative commitment. Becker (1960) defined calculative commitment as a structural phenomenon resulting from individual-organization interaction and alterations in "side-bets" or investments overtime. Organizational commitment is regarded as a bond or link between individual and organization. The nature and qualitative aspect of this bond determines the type of commitment an individual develops toward his organization and strongly influence the level of employee's commitment. Individual organization value similarly is assumed to affect coordination satisfaction, and commitment through the mechanism of prediction. That is, when employees possess similar values they also have clear role

expectations because they can more accurately predict each other's behavior. So an individual experiences less role ambiguity or conflict and is, therefore, more satisfied and committed to the organization.

In Pakistani society, it seems that work values have mattered very little in the context of work. Overall, a lack of emphasis in motivating individuals to hard work, efficiency, honesty, and productivity can be observed very clearly. Moreover, the disintegration of the moral fabric of the society in the form of rampant corruption, nepotism, favoritism, and undue advantages to the politically like-minded individuals has caused much damage to the values and integrity of an individual. Public sector organizations are plagued by indifference and there is a lack of commitment to the organizational goals by their employees. Moreover, public sector organizations are subject to ongoing and sometimes discretionary political interventions by ministers forcing the management to serve as agents, which results in diffused and ambiguous ownership. As it may not be entirely clear who is the principal for a public sector official, governmental or political structures serve as contenders, having the potential to obscure accountability and responsibility. This lack of clarity about purpose may be a factor in the inculcation of work values.

The situation in private sector is slightly better. Private sector organizations relatively free from political interventions, focus on uni-dimensional goals, for example, profit. Moreover, private sector organizations share collective and joint efforts and responsibilities of workers to make the organizations effective and productive. This aspect practically relates to the survival of an organization and its workers. Furthermore, the criteria of reward and punishment in the private sector are transparent and equal for all. A competitive atmosphere and maintenance of status in society fastens the job involvement and commitment to the employees of private sector organizations.

As is evident from the relevant research quoted, there are significant differences in the two sectors in areas of structure, objectives, strategy formulation and implementation, reward and control systems, and meaning of work as perceived by executives of the two sectors. So the work values and level of commitment to organization is likely to be different. A bureaucratic model, having a very limited participation of workers in decision-making generally identifies public sector. Reliability of behavior in public sector is usually maintained by rules and regulations and by standard operating systems. The culture of public sector is one of conflicting values and objectives because of ongoing political intervention. On the other hand, private sector is characterized more by a systematic, diversified

structure and uni-dimensional, profit oriented goals, and business based employment. In Pakistan, with the growth of private sector and emergence of bureaucracy as a primary vehicle in socioeconomic development of country, these two sectors have been playing a vital role and the executives of both sectors are considered to be the policy makers, the decision makers, and shapers of common people's destiny and they are weighed to be the central figures in economic and social life of the society. In Pakistani context, apparently it seems that private sector employees are more committed to their organizations and have intrinsic orientation toward work.

The present study was, therefore, undertaken to investigate the nature of work values and the extent to which they determine the level of commitment among the employees in the public and private sector. The main objectives of study were:

- i) To investigate the relationship between work values (intrinsic and extrinsic) and organizational commitment.
- ii) To investigate whether public and private sector executives differ in their work values.
- iii) To investigate whether public and private sector executives differ in organizational commitment.

## METHOD

### Sample

The sample included 210 male executives from various public and private sectors organizations located in the Islamabad city. Their age range was 25-55 years, and job level ranged from BPS-17 to 21 for both sectors. A minimum of five years experience was considered as a prerequisite for a participant to be included in the sample. The respondents were representative of middle management in both sectors.

### Instruments

#### *Survey of Work Values (SWV)*

Work values were measured using Survey of Work Values (SWV) developed by Wollack, Goodale, Wijting, and Smith (1971). It has been designed to measure attitudes towards work, especially those aspects that deal with the meaning that an individual attaches to his role at the workplace. This scale has been used widely as an

instrument to describe the way individuals relate themselves to work (for example, Kaur & Singh, 1996; Putti, et al., 1989; Shah, et al., 1992). It comprises six subscales, namely (i) Activity preference: an employee's preference to be active and busy on the job; (ii) Pride in work: the feeling of enjoyment and satisfaction an employee derives from the work done well; (iii) Job involvement: the extent to which an employee takes an active interest in company related activities; (iv) Attitude toward earning: the value one attaches to making money on the job; (v) Social status: the effect of the job on an employee's social standing, and (vi) Upward striving: employee's desire to continually seek a higher level job and a better standard of living. Responses to these subscales range from "strongly disagree" (1) to "strongly agree" (5). Reliability evidence has been reported by several researchers. Putti, et al., (1989) found that inter-correlation of the six subscales ranged from .80 to .88. Kaur and Singh (1996) reported test retest reliability coefficients of the six subscales ranging from .59 to .85. The present study also indicated high internal consistency of Survey of Work Values. The subscales of social status of the job ( $r = .70, p < .001$ ) and attitude toward earning ( $r = .92, p < .001$ ) were significantly correlated with total score on the measure of extrinsic values. The measures of intrinsic values also had highly significant correlations with the subscales of activity preference ( $r = .75, p < .001$ ) and Job Involvement ( $r = .76, p < .001$ ).

### ***Organizational Commitment Questionnaire (OCQ)***

Organizational commitment was measured using Organizational Commitment Questionnaire (OCQ) developed indigenously by Tayyab and Tariq (2001). It includes 46 items with three dimensions of commitment, namely, identification, involvement, and loyalty. The questionnaire has been reported to have high internal consistency reliability and construct validity. Alpha coefficients of the three dimensions ranged between .89 to .95 and with .93 as alpha coefficient of total (Tayyab & Tariq, 2001). The inter-correlations between the three subscales ranged from .49 to .95 ( $p < .001$ ).

## **RESULTS**

*t*-tests were performed on various variables related to intrinsic and extrinsic work values, and commitment between the executives of public and private sector organizations.

The mean for extrinsic work values was derived by combining the two variables, social status of the job and attitude toward earning, whereas, the mean for intrinsic values consist of following four variables: activity preference, upward striving, pride in work, and job involvement. The results in Table 1 indicate a significant difference between public and private sector executives on social status of the job subscale, which belongs to extrinsic work values. Significant differences were also found on job involvement and activity preference subscales belonging to intrinsic work values. The executives of public sector had higher mean scores on social status of the job subscale, whereas, the executives of private sector had higher mean scores on activity preference and job involvement. All other differences between the two sectors were found to be nonsignificant.

Table 1

*Difference between Public and Private Sector Executives on Subscales of Survey of Work Values*

Subscales	Public Sector (n = 105)		Private Sector (n = 105)		t	p
	M	SD	M	SD		
Social Status of the Job	29.23	3.54	26.60	4.78	2.42	.010
Activity Preference	33.43	4.39	35.63	3.77	2.08	.040
Upward Striving	34.33	4.12	35.43	3.87	1.07	.290
Attitude toward Earning	25.83	4.57	25.93	5.65	0.08	.940
Pride in Work	34.43	4.43	35.90	4.29	1.30	.190
Job Involvement	31.56	3.92	33.53	3.91	1.94	.050
Intrinsic Work Values	133.76	14.37	140.50	11.16	2.03	.05
Extrinsic Work Values	55.06	6.45	52.53	9.31	2.53	.02

*df*=208

In order to determine the significance of differences between executives of public and private sectors, t-test was applied on subscales of organizational commitment questionnaire. Results given in Table 2 show that private sector executives have significantly higher mean scores on all the three subscales compared to public sector executives.



Table 2

*Difference between Public and Private Sector Executives on Subscales of Organizational Commitment Questionnaire (OCQ)*

Subscales	Public Sector ( <i>n</i> = 105)		Private Sector ( <i>n</i> = 105)		<i>t</i>	<i>p</i>
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>		
Identification	90.37	8.55	94.24	9.37	3.13	.002
Involvement	21.44	3.74	22.11	2.94	1.43	.050
Loyalty	25.61	4.59	26.49	4.14	1.45	.002
Total OCQ	137.61	13.22	142.97	12.18	2.96	.003

*df*=208

Correlations were computed between various subscales of work values and organizational commitment for public and private sector separately and for the total sample, as shown in Table 3.

Table 3

*Correlation Coefficients Between Total and Subscales of Survey of Work Values (SWV) and Organizational Commitment Questionnaire (OCQ) (N=210)*

SWV	OCQ			
	Identification	Involvement	Loyalty	Total
Social Status of the Job	.05	.04	.09	.06
Activity Preference	.02	.02	.10*	.04
Upward Striving	.07	.05	.08	.08
Attitude toward Earning	.03	.06	.05	.02
Pride in Work	.12*	.13*	.04	.14*
Job Involvement	.09	.11*	.08	.12*
Intrinsic values	.13*	.12*	.10*	.19*
Extrinsic Values	.03	.04	.05	.01

\**p* < .05

The results indicated a generally weak and non-significant relationship between organizational commitment and all SWV

subscales except for social status of the job , which belongs to extrinsic work values. However, there is a positive relationship between pride in work scale, which belongs to intrinsic work values and organizational commitment. The results also show a moderate positive relationship between loyalty and activity preference scale, and involvement and pride in work scale. Overall, organizational commitment has a positive relationship with intrinsic work values, and virtually no correlation with extrinsic work values. All other correlations were found to be non-significant.

## DISCUSSION

The present research explored the phenomena of work values in relation to organizational commitment of public and private sector executives.

The analyses in the preceding section showed that public and private sector executives differ significantly in their values at work place and organizational commitment. Public sector executives scored high on the social status of the job scale, which belongs to extrinsic work values. It means that public sector executives value the effects they have on their social standing among friends, coworkers, relatives, and in their own eyes. They are more concerned with general goals or the end states of existence, for instance, comfortable life, prestige, and monetary benefits. They give less importance to mode of conduct and they are rather concerned about what they get out of job in terms of material outcomes.

The overall mean scores also showed that public sector executives are higher on extrinsic work values as compared to private sector executives. On the basis of this finding it may be said that public sector executives are concerned more with outcomes of job than the work itself. This may be because they are living in a work environment, which is plagued by nepotism and corruption where monetary benefits are considered more important, and where majority of the people desire to achieve wealth and power in shortest possible period of time without struggle and hard work. This also seems to suggest that monetary benefits are considered a more important part of any job, public sector executives are easygoing and they value the goals and outcomes of the job more than the means to the goals. This finding is also in accord with the earlier findings on work values. For instance, a cross cultural study of values using Rokeach Value Survey of instrumental and terminal values (Rokeach, 1973) indicated that three most preferred values of

Pakistani students were the terminal ones, suggesting that Pakistani's consider action values that are concerned with making progress toward a fuller attainment of basic needs (Karim, 1993).

The findings of the present study indicate that private sector executives have scored relatively higher on intrinsic work values, namely, activity preference and job involvement. From this, it may be inferred that private sector executives perform their duties with seriousness and interest. This further means that they prefer to keep themselves active and busy on the job, and they enjoy the kind of work they do regardless of what particular organization they work for.

Higher job involvement of private sector executives indicate that they have strong desire to contribute to their job, take active interest in coworkers and company matters, and accept any type of job assignment on the part of organization. These findings are also in accordance with earlier studies. For instance, Shah, et al., (1992) concluded that higher job involvement of the private sector executives indicated two major aspects that determine the differences in job involvement of public and private sector executives. They observed that meaning of work in context of organization, and reward and punishment associated with quality and quantity of work were the major factors in determining the degree of job involvement.

It can be observed that public sector organizations in Pakistan are subject to ongoing political interventions by the governments, forcing the management to serve as agents, so the ownership becomes more diffused and ambiguous in the public sector. On the other hand, private sector is relatively free from such interventions. The higher job involvement of private sector executives can be an outcome of flexible, clear, and adaptive goals. The higher job involvement of private sector executives can be associated with the incentive systems offered by private sector to its executives. Moreover, many private sector organizations have a global orientation and they offer captivating packages to their employees in order to enhance the quality and quantity of work. Better incentives serve as motivating force and help the workers concentrate on their jobs.

If a particular organization is competitive and it gets good returns for its output, it not only flourishes but also shares the benefits with the employees. As a result, employees have a sense of increased security and become more involved in their job. This suggests that executives are satisfied with the structure of the organization, opportunity for advancement, as well as communication, and decision-making processes within the organization and thus, have favorable perceptions

of the organization as compared to executives in the public sector organization, where the concept of efficiency, productivity, and competitiveness has a little relevance.

Management in the public sector is not concerned with maintaining the competitiveness and profitability of the organization, the reason may be that if a public sector organization runs in loss, it is overcome or compensated by the government. Public sector organizations generally follow bureaucratic model, in which there is a very little participation of employees in the decision-making and communication processes. Decisions are generally imposed by the men at top, who consider themselves responsible for behavior of the men below them. This system does not allow for an individual approach and distance is maintained between supervisors and subordinates. In this environment, employees lack motivation to concentrate on their job, because their jobs generally depend upon the whim of management. Consequently, they feel insecure and uncertain and lose encouragement and inspirations in their job. The comparatively low job involvement of public sector executives can be related to these factors. This observation is consistent with previous findings (see, for example, Khalique, 1974; Sanghi, 1992; Soloman, 1986).

Conversely, if a private sector organization runs in loss, there is no way to compensate it. These losses can lead to bankruptcy and closure of the organization. So the management in private sector has to be concerned in maintaining the competitiveness and profitability of the organization. The executives in private sector take an active interest in the prosperity of the organization and desire to contribute to the job for the sake of the organization.

In the present research, the significance of differences in the organizational commitment of public and private sector executives was determined. The results indicated that private sector executives had high scores on all the three subscales of the Organizational Commitment Questionnaire. It may be because workers in private sector operate in a competitive environment. Incentive structures offered to private sector executives seems to play a role in high commitment of this group of employees, because better incentives serve as a motivating force for its workers. They feel more satisfied and wish to stay with their organization for longer periods of time. Moreover, these organizations are also free from political intervention; profitability is the ultimate criteria of success. This competitiveness and maintenance of status in society fosters commitment. Moreover, incentive structure in any organization plays a significant role in determining the length of stay of

its workers. Well-paying organizations suffer fewer turnovers and raise more committed employees.

The high scores of private sector executives on the variables of organizational commitment indicate that they are motivated to exert extra efforts and high levels of energy for their organization. Several factors including salary, ways of handling promotions, opportunity for development of skills, opportunity for participating in decision making and freedom of work that is very obvious in private sector seems to play a role in the high commitment of this group of employees.

The high scores of private sector executives on variable of organizational commitment mean that executives in private sector identify themselves with the organization more, in terms of observed and intended behaviors, deciding to stay or actually staying with the organization, and in terms of different behavioral manifestations, that is, they have a strong desire to maintain membership in the organization and have willingness to exert extra effort on the behalf of organization.

The comparatively lower scores of public sector executives on the variable of commitment may be due to various reasons. For example, the rapid change in government economic policies, especially those concerning the privatization processes may have placed greater strain on the public sector employees, which may have resulted in a changed work climate in the public sector organizations. Moreover, the placement policies in public sector organizations can also contribute in determining the level of commitment of its employees, as improperly placed employees are never able to concentrate considerably on their work, and lack the motivation to develop any particular feeling of involvement and loyalty toward their organization.

In the present research relationship between work values and organizational commitment of executives in public and private sector has been analyzed by computing correlation coefficients between various measures of work values and organizational commitment for public and private sectors separately and for the whole sample. This analysis reveals that work values are generally related to organizational commitment but intrinsic work values are related more to commitment compared to the global measure of work values. This finding is also supported by the earlier studies (see, for example, Hall, Schneider, & Nygern, 1970; Putti, et al., 1989). Mottaz (1988) also found that intrinsic rewards were more important in predicting work commitment than were extrinsic rewards.

It may be fair to say that commitment is a function of congruence between executives' work values and organizational commitment.

Therefore, organizations that wish to enhance the commitment of their executives should ensure congruence between organizational rewards and work values of employees. The other non-significant relationships may be because of heterogeneity of sample. This is also confirmed to some extent in the separate analysis of public and private sector. Social desirability factor also seems to have played a role in such findings. Common observation also indicates that executives in both sectors have a tendency to respond in a self-defensive manner in order to guard against social disapproval. As regards relationship of work values and organizational commitment of public sector alone, the results provide evidence for a relationship between extrinsic values and organizational commitment, suggesting that public sector executives consider economic returns, prestige, and way of life more important than intellectual stimulation.

It can be observed here that excessive demonstration of wealth and power in society has brought the personal monetary gains in focus of attention of the majority of its people. Moreover, criteria of reward and punishment in public and private sector are not transparent and they are not applied consequently to all. The significance of relationship between work values and organizational commitment of public sector executives also means that public sector executives desire to obtain present and future monetary rewards from their job, indicating that public sector executives are more eager to attain good life because they are financially not secure, as compared to private sector executives.

Comparatively high scores of private sector executives on intrinsic work values clearly show that private sector executives value actual performance of the job, intellectual stimulation, achievement, and nature of work. Moreover, the organizational rules operative in the private sector allow the executives to participate in decision making and communication processes, to take active part in coworkers and the job, to feel proud in doing their job well, and highly value social recognition and prestige resulting in high commitment with their work.

On the basis of above findings it may be inferred that organizational commitment is the outcome of favorable work environment that helps satisfy high order needs of personal growth and development, and provides ample opportunity for the satisfaction of intrinsic values as well as social recognition and prestige. When an organization provides ample opportunities for meaningful work activity, in which the employees feel a sense of accomplishment and opportunity for further growth, the executives are more committed.

To conclude, it can be said that in Pakistan as much as elsewhere, organization is a source for fulfillment of future aspirations and the attainment of social power. Organizational commitment is the outcome of favorable work environment, which provides opportunity for the satisfaction of intrinsic values and the attainment of social status within the organization. However, the relationship between value orientation and commitment is not, perhaps, global, value orientation may be related only to symbolic characteristics of the organization. For example, when salary prospects and other fringe benefits are considered as source of attraction, value orientation may not be considered important.

The findings of present research suggest that in order to study the strength of relationship between work values and organizational commitment, additional variables should be introduced in the analysis of commitment. Social desirability syndrome, which seems to have played a role in the findings of present research, should be considered in order to have an idea about how an executive is self-defensive in guarding against social and organizational disapproval. Moreover, a central trend for future research regarding individual's values at work place can focus on the examination of national culture and moderating influences of cultural values. Such studies can show relationship between an individual's country culture and his values. In addition, moderating effects of cross-cultural values can be observed. Such studies can predict whether values, which are shown to contribute to commitment in one culture also hold true in another culture.

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