CHAPTER EIGHT

Conclusions

8.1   Introduction

Chapter Eight presents the conclusions of this study. Such conclusion is presented in the format of an overview of the research problem, theoretical constructs and empirical results as well as answering questions relating to the aim of the study. The aim of the study was to formulate and investigate the validity of a structure of work values during the early stages of career process by developing a Work Values Questionnaire. This chapter will be structured to answer pertinent questions to determine whether the aim of the study was reached.

8.2   Overview

8.2.1   Research problem

The problem description of this study went through changes influenced by the extent to which my understanding of the shift from a modern to postmodern rationality increased. The initial problem description was to explore the structure of work values of South African youths during the phase of emerging adulthood. This problem description included constructs such as distinct developmental phases, distinct career phases and the notion that one perfect structure of work values exists which are epistemologically associated with modern rationality. Acknowledgement of the shift from a modern to postmodern rationality alludes to the necessity for a discontinuous change in my description of the research problem and aim of the study.

The shift from a modern to a postmodern culture reverberates through the field of career psychology (Savickas, 1993). This results in a rejection of the grandnarrative of the objective career and a shift to the exploration of multiple subjective realities regarding

the world of work. A description of three aspects, namely, sensitivity towards diversity, the notion of the subjective self and the challenge to the general paradigm of progress illuminate blind spots in modern career psychology. These aspects present a conceptual base for thinking on postmodern career psychology.

Viewed from the perspective of both a modern and postmodern rationality, a study of values has legitimacy (Schein, 1968; Rossouw,1995a). The role and importance of values is emphasized in postmodern literature and rationality. The processes of decision making and attributing meaning play an important part in describing the career psychologist's role in a postmodern context (Savickas, 1993). A postmodern rationality allows for continuous and discontinuous processes. An exploration and clarification of values is useful in decision making and meaning making processes. From a general perspective, the psychologist and client should acknowledge the importance of values in any career process and ligitimise the manner in which these values are explored. The results of a questionnaire exploring the work values of the client could provide a useful angle for discussing decisions and meaning in the client's working life at a specific juncture of temporal locality. In South Africa, specific emphasis could be placed on incorporating African concepts such as Ubuntu in a questionnaire (Engelbrecht, 1991). Other available work values questionnaires are formulated from an Eurocentric perspective and do not provide any information on values associated with an Afrocentric perspective.

These insights regarding the importance and role of values in career process against the backdrop of the shift from a modern to postmodern culture, precipitated the formulation of a final problem description for this study. It is the aim of the study to formulate and investigate the validity of a structure of work values during an early career process by means of developing a Work Values Questionnaire.

8.2.2   Values

A theoretical discussion of the constructs of values and more specifically work values presents a basis for developing items for the Work Values Questionnaire. The purpose of

this theoretical description is operational. In accordance with the postmodern incrudibility towards the grandnarrative no attempt is made to present a unified value or work value theory (Lyotard, 1986).

Five different theoretical perspectives on values are used namely, a linguistic perspective, a cognitive perspective, an emotive perspective, a perspective of values as needs and the perspective of a social co-construction of values. These perspectives are operationalised to write the stems of items for the Work Values Questionnaire. Questions incorporating the emotive perspective will start with the stem "To what extent do you feel…". Questions reflecting the cognitive perspective will start with the stem "To what extent do you view…" or "To what extent do you believe…". The postulated work values constructs derived from the work of Buchholz and Hofstede form the second part of each item.

8.2.3   Buchholz and Hofstede

The work of Buchholz and Hofstede forms the basis for the description of work values in this study. The conceptual framework of Rogene Buchholz (1976, 1977, 1978) as used in his Beliefs About Work Questionnaire was used to elicit proposed scales. Buchholz's original scales were Work Ethic, Organisational, Marxist-related, Humanistic and Leisure Ethic. The Work Ethic scale consists of items pertaining to individualism and hard work. The Organizational beliefs system deals with work done in the group. Marxist-related beliefs refer to the notion that productive activity forms the basis for human fulfillment and the capitalist system alienates workers from their productive activity. The Humanistic beliefs system endorses the idea that human fulfillment is fundamentally achieved through work. The Leisure Ethic scale focuses on the positive aspects of leisure time and the negative aspects of work. The responses of 1167 South African youths to the Buchholz questionnaire were factor and item analyzed. Three scales are proposed in light of the outcome of this analysis namely Collective Values, Humanist Values and the Protestant Work Ethic.

The second source for the development of the Work Values Questionnaire is Hofstede's (1980) conceptual framework for work-related values. Hofstede (1980) identifies four dimensions of work values. These dimensions are Power Distance, Uncertainty Avoidance, Individualism and Masculinity. Hofstede (1980) defines Power Distance as the extent to which less powerful people in the organization accept that power is distributed in an unequal manner. The dimension of Uncertainty Avoidance refers to the extent that people feel threatened by uncertain situations and the extent to which convictions and institutions are created to remove this uncertainty. The third dimension is a bipolar continuum of Individuality versus Collectivity. The fourth dimension, Masculinity refers to the dominant values in society of success, money and material things.

8.2.4   Postulated constructs

The theoretical perspectives of Hofstede and Buchholz are condensed to five proposed scales for the Work Values Questionnaire. The five scales are Collectivity, Uncertainty Avoidance, Power Distance, Humanist Values and Individualism. The construct of Collectivity is combined with elements of the African concept of Ubuntu. Uncertainty Avoidance and Power Distance refers to the constructs as described by Hofstede. The Humanist values are derived from the Buchholz scale. Individualism can be viewed as a combination between the Buchholz notion of the Protestant Work Ethic and Hofstede's dimension of Individualism. The postulated constructs incorporate work as organised in modern and some postmodern organisational contexts.

8.2.5   Empirical results

The items representing these scales were written and administered on 1365 South African participants. The responses of 637 participants were used to perform an exploratory factor analysis on the 93 items. The responses of the remaining 717 participants were used to perform a confirmatory factor analysis of the obtained empirical structure. Five factors were identified and described in the first group by means of exploratory factor

analysis. On the basis of these results, a measurement model was postulated and tested with the Group Two data. The fit between the model and the data was examined by means of the chi-square statistic, the Goodness of Fit Index, the Adjusted Goodness of Fit Index and the Root Mean Square Error of Approximation. The results indicate a satisfactory fit between the postulated model and the observed data. Based on the outcome of the exploratory and confirmatory factor analyses, these five factors can be described as well defined. The factors also appear to represent meaningful psychological constructs. The five constructs are labelled as Group Involvement, Uncertainty Tolerance, Structured Work, Visible Advancement Success as well as, Progressive Advancement Success. The obtained structure can be utilised in further research aimed at the development of a Work Values Questionnaire.

8.3   What is the content of this specific structure of work values?

Five factors were extracted by means of exploratory and confirmatory factor analysis of the 93 items. In Chapter Five, a five factor work values structure that is based on the work of Buchholz and Hofstede is presented. The five factors or scales are Collectivity, Uncertainty Avoidance, Power Distance, Humanist Values and Individualism. The five factors obtained in the empirical study were labelled as Group Involvement, Uncertainty Tolerance, Structured Work, Visible Advancement Success and Progressive Advancement Success. The obtained factors showed some conceptual similarity with the five postulated factors. However, I have decided not to replicate the scale names used by Hofstede in light of the differences that exist between the constructs developed by Hofstede and the obtained factors

In the following five paragraphs the content of the obtained factor will be discussed and a comparison will be drawn between the postulated and obtained constructs.

8.3.1   Group Involvement

The first factor consists of eight items. This scale deals with the extent to which a person is willing or needs to be involved with their co-workers. This includes the desire to take care of and contribute to the happiness of co-workers, including a willingness to help a co-worker with financial difficulties. Persons scoring high on this scale take an interest in co-worker's family life and living circumstances. They enquire about co-workers' family life. They are willing to share responsibility for co-worker's mistakes. High scorers on this scale desire to work in an organisation that is involved in society's problems such as poverty, discrimination and the environment.

Similarities exist between the Buchholz Organisational scale, Hofstede's Collectivity scale and the Group Involvement Factor. The importance of the survival of the group originated from the Buchholz scale. The Group Involvement scale focuses on the relationships of kinship, mutual obligation and reciprocity between co-workers. This correlates with Bochner and Hesketh's (1994) description of Hofstede's Collectivity scale. This factor does not refer to work or tasks done by a group or even in a group. The emphasis is on valued interpersonal relationships rather than the structure of work activities. The emphasis that Hofstede places on group work and group participation is not reflected in the Group Involvement Factor. It is interesting to note that the concepts that originated from Koopman's (1991) description of Ubuntu are strongly represented in the Group Involvement Factor. This is particularly important in the South African context.

8.3.2   Uncertainty Tolerance

The second factor consists of six items. High scorers on this scale value positive relationships with co-workers. In this regard, they feel it is important to work with people who co-operate well and that they can trust. A friendly atmosphere in the work place is important to them. They believe it important to follow rules in the work place. They want to be trained for the job they do and need to know exactly what their job is about.

The second factor that was extracted is named the Uncertainty Tolerance Factor. Hofstede's construct of Uncertainty Avoidance refers to three aspects namely rule orientation, employment stability and stress. The Uncertainty Tolerance factor includes items dealing with rule orientation insofar as it is viewed as important to obey rules in the work place. This factor did not refer to employment stability or explicit personal stress factors. Two other constructs are included in this factor. The first construct refers to the need to have harmonious relationships with co-workers. These items have a link with stress as a construct insofar as harmonious relationships with co-workers will contribute to a reduction in stress. The second construct deals with the need to know exactly what the job is about and to be adequately trained for the job. These aspects also contribute to the uncertainty and stress that a person will experience and tolerate. These two items were initially contained in the proposed scale of Humanist Values. In the context of the clustering the rule-orientation item with other items, it seems that the more psychologically meaningful description will be derived from including the item in the Uncertainty Tolerance scale.

8.3.3   Structured Work

Factor three consists of seven items. This scale deals with the organization and structure of the working environment as presented in organised labour and the relationship between managers and workers. High scorers on this scale view membership of a trade union as necessary to protect their interests and secure their position at work. They expect their bosses or managers to tell them how to do their work, determine their priorities at work and to supervise their work regularly. They will feel uncomfortable to be included in decision making processes by a manager. High scorers on this scale think that promotion should be granted according to seniority within the organisation.

Factor Three is named the Structured Work factor. Factor Three includes three aspects namely the relationship between bosses and workers, promotion on the basis of seniority as well as participation in the labour movement. This factor contains elements of Hofstede's Power Distance scale and Buchholz's Marxist scale. The Power Distance

construct deals with the inequality as it is embodied in so-called boss subordinate relationships. In this scale Hofstede refers to differences in wealth and prestige as well as hierarchy within the organisation. This scale indicates what management style a specific individual will feel comfortable with. The Structured Work factor deals with the extent that a person needs direct involvement, guidance and supervision from a manager. The importance of participation in the labour movement to secure and protect a person's interests form part of this scale. This is once again an aspect that is of particular importance in the South African context, which is embedded in historical aspects of the liberation struggle. One should take cognizance of the power balance that exists between representatives of the labour movement and management in organisations as it is formalised and structured in the Labour Relations Act. The remaining item of this factor deals with the aspect of whether promotion should be granted according to seniority in the organisation. In essence this item refers to a transition from the role of a subordinate to the role of a boss in a structured and hierarchical manner.

8.3.4   Visible Advancement Success

Factor Four consists of five items and emphasizes visible pointers that indicate advancement and success in the organization. High scorers on this scale believe that a job should provide them with status within the organisation. They need to work in a competitive environment that could reward them with social status. They view it as important to become rich and it is important to them that a job provides them with the means to become wealthy.

Factor Four is referred to as visible success as it deals with status, wealth and competitiveness. These constructs are associated with the Individualist scale. Other constructs included in the individualist scale that are not included in the Visible Advancement Success factor are independence, hard work, initiative, decision making power and achievement.

8.3.5   Progressive Advancement Success

Factor Five consists of three items. This scale deals with privileges and remuneration. High scores will believe that privileges are linked to seniority in the organization.

Factor Five consists of three items only. Naming this factor can at best be a tentative attempt, as this factor clearly needs further development. Provisionally, this factor will be referred to as Progressive Advancement Success. It contains elements associated with Hofstede's Power Distance Scale.

8.4   Is the validity of the Work Values Questionnaire supported?

In Chapter Six a guideline for the extraction of factors was proposed. Only factors that are (a) empirically well defined and (b) psychologically meaningful should be extracted. The validity of the Work Values Questionnaire will be supported by the inclusion of scales that are empirically well defined and psychologically meaningful.

First, consideration is given to whether the factors are empirically well defined as an indicator of the structural validity of the Work Values Questionnaire. This question can be posed in a different manner, namely it can be asked whether the results of the exploratory and confirmatory factor analysis are psychometrically acceptable. In this study the sample was divided in two groups. As explained in Chapters Six and Seven, the responses of participants in Group One were used to perform exploratory factor analyses. The outcome of this process was a target matrix identifying specific items that are postulated to be highly correlated with one specific factor. The outcome of this process is presented in Table 7.10. The results of Group Two were used to perform a confirmatory factor analysis. A satisfactory fit between the model obtained with the responses of Group One and the empirical data of Group Two would provide support of the structural validity of the model.

Several fit indices are utilised to determine statistically whether the proposed model and factors can be considered as adequate, namely the chi-square statistic, the Goodness of Fit Index (GFI), the Adjusted Goodness of Fit Index (AGFI) and the Root Mean Square Error of Approximation Index (RMSEA). In light of the outcome and fit between the exploratory and confirmatory factor analyses, the extracted factors can be described as well defined. In other words, all four indices provided support for the structural validity of the model. Factor Five consists of only three items and can therefore not be utilized as a scale at this stage.

The validity of the Work Values Questionnaire is further supported by the extent to which each of the factors could be described as psychologically meaningful. As discussed in paragraph 7.10 the first four factors present as psychologically meaningful constructs. All four factors correspond with constructs postulated by theorists such as Buchholz (1978) or Hofstede (1980). Factor Five consists of three items only and shows promise as a psychologically meaningful scale. Further exploration and expansion of this factor is necessary before it could be considered as a psychologically meaningful scale.

8.5 In which manner can this structure be useful for South African workers and employers?

This structure of work values can be useful for persons who consider entering, assessing or changing careers. The structure can provide a guideline to assess what aspects of work a specific individual would regard as valuable. Decisions can be made accordingly. This structure can be used as a checklist in matching the individual's needs with organisational culture. The research of Judge and Bretz (1992) confirmed that people would choose jobs that have value content which correlates with their own values. In the postmodern world of work, choices do not present themselves in a progressive and continuous manner but opportunities involving discontinuous change would emerge.

Any job offers content and context. The interests and specific skills of the individual will assist a person in deciding whether he or she can work with the content a particular

organisation offers. The values of a person are one aspect that will assist in deciding on the suitability of a working context. Values play an important role in the person's description of himself or herself in the working role. If a person does not feel that the organisation provides him or her with a context in which he can relate and be at ease with co-workers, managers and themselves, he will not be able to sustain productive activity. Occupational health practitioners find persons who present with symptoms such as depression, anxiety and stress-related illness due to a poor fit between the values of an individual and the organisational context.

The Work Values Questionnaire could assist a person in assessing the value they attribute to various contextual aspects of a working environment. The relationship between the value attributed to a specific scale and a number of possible contextual scenarios is anticipated in the rest of this paragraph. Persons scoring high on the Group Involvement dimension will be comfortable in a context which emphasizes close relationships and involvement with co-workers. High scorers on this scale might feel less comfortable in the context of temporary employment where it is difficult to establish and maintain close relationships. The person scoring low on this scale might prefer an individual context and might even give preference to job opportunities outside the organisational context. Persons scoring high on the Uncertainty Tolerance dimension will avoid high conflict working contexts and would place great emphasis on the training opportunities that the organisation will provide. Persons scoring low on this scale could flourish in a high conflict environment where knowledge of tasks are obtained through experience rather than training. High scorers on the Structured Work scale will feel uncomfortable in a context where they have to be self-motivated and generate their own clients and business opportunities. High scorers on the Visible Advancement Success scale would feel comfortable in a context where success ratings are published and openly rewarded with financial incentives. Low scorers on this scale prefer to work in a context where emphasis on status is less important.

Organisations can find knowledge of employees' values useful for the following reasons. From a business perspective, it is important for organisations to optimise productivity and

limit staff turnover. In this regard, if workers are satisfied with the content and context of work it can impact positively on production and other positive forms of work behaviour (Cropanzano et al., 1997). Certain industries such as the Information Technology industry have to cope with rapid staff turnover levels. Such a situation is problematic insofar as the cost of training and retraining is concerned as well as managing changes in team composition. If the organisation had a better understanding of the work values of a particular individual, they could create a context of work that would satisfy the values of a particular individual and as a consequence decrease the possibility of the individual leaving the organisation prematurely. Judge and Bretz (1992) confirm that although remuneration and advancement options can be considered as important indicators in considering job alternatives, the importance of values systems in organisations should also be considered. According to this research, the likelihood that a person will accept a job offer is dependent on the extent to which the values emphasized in the offer matches the individual's value orientation.

A further aspect that South African organisations have to address in their staff composition and management is the Employment Equity Act as well as the Labour Relations Act. Apart from the impact that this legislation has on recruitment practices, high levels of emigration further impacts on the number of qualified persons that are available to fill certain positions. This results in a situation where organisations have to give consideration to the steps they can take to manage and accommodate diverse value structures in organisations, as they no bnger have the luxury of necessarily employing persons who at the time of employment fit the organisation's value structure. With regard to the proposed structure of work values obtained in this study, it seems as if scale four, Advancement Success, can provide some indicator of management potential. Items of this scale such as competitiveness, material gain and status aspiration show similarity with constructs highlighted in the study of performance values of white and black managers in South Africa (Watkins & Mauer, 1994).

Managers could utilize the Work Values Questionnaire to explore career process and other management functions in the organisation in discussion with workers. In this regard

the manager has to assist the worker in to enter into rapid learning cycles and other forms of skill development in order to facilitate upward, downward and lateral moves in the organisation. Two examples of ways in which managers independently or with the assistance of career psychologists, could utilize information obtained from the Work Values Questionnaire follows. If a person values adequate training it would be important for such a worker to continuously initiate, request or utilise available training opportunities. A manager with understanding for these values will support and assist the worker in a reasonable manner. In the event that a person scores low on the Structured Work scale, the manager would to the greatest possible extent utilize a feedback system between himself or herself and the worker that would minimize direct involvement, guidance and supervision.

This paragraph touched on the possible applications for the Work Values Questionnaire primarily in an organisational or even small business context. The questionnaire could provide useful information for the individual, managers and decision makers in the organisation, which could enhance the work experience for individual workers. The questionnaire could be particularly useful in a context where individuals assume responsibility for their own career processes by inventing their careers and opportunities through continuous and discontinuous changes.

8.6   Limitations

8.6.1   Sensitivity towards diversity

One of the most explicit limitations of the study relates to the theme of sensitivity towards diversity. Great emphasis was placed on the sensitivity towards diversity as it presented in the cultural contextual space. The study fails to explore the theme of sensitivity towards diversity insofar as the gender issue is concerned.

Gilligan and Brown (1992) report on asymmetries that they discovered in the development of men and women. The extent to which this finding is reflected in women and men's career processes and work values should be explored.

Studies in the area of women's career development include constructs and issues that were not considered for inclusion in this questionnaire. During the initial phases of career development some consideration was given to the gender issue in light of the fact that Hofstede (1980) did include the Masculine and Feminine dimensions in his original questionnaire. Items associated with this scale were either usurped by other constructs or statistically eliminated from inclusion in the final questionnaire.

McCracken and Weitzman (1997) illustrate the uniqueness of women's career development through addressing the theme of women's involvement in multiple roles as defined in the work and family context. McCracken and Weitzman's (1997) emphasis is on the matching and / or comparing of the constructs of multiple role planning and multiple role realism. They conclude that multiple role planning should be viewed as a developmental process. These constructs and processes can be viewed as one example of useful constructs that could have been explored within this study.

8.6.2   Methodology

This study was conducted according to a quantitative research methodology. Sells, Smith and Sprenkle (1995) explain that the historical tension between proponents of quantitative and qualitative research methodologies have resulted in researchers assuming polarised stances. In other words, little option was left for employing multi-method approaches where quantitative and qualitative techniques are combined. This article by Sell at al. (1995) sets out a methodology where a qualitative methodology can be used in especially in the exploratory phase of theory development. Through for instance interviews and observations relevant data and emergent themes can be elicited. In the present study, these possible themes and constructs were deduced from a literature study based on the work of Buchholz and Hofstede. This alternate qualitative methodology in

combination with the theoretical study could possibly have provided a richer source of constructs. Sells et al. (1995) refer to these generated themes as multiple descriptions of phenomenon. The nature of this study is exploratory. The multi-method approach could have been particularly useful in this type of study. The benefit of using a multi-method approach lies in the complementary nature of the methodologies that generate descriptions from two different angles illuminating blind spots that would have existed if only one methodology was used.

In terms of the composition of the sample a more even distribution between ages, language groups and academic qualification would have been preferable. A second aspect with regard to the sample that needs consideration is the usefulness of measuring work values in a group of persons who have not formally entered the job market. It is not uncommon to find young people employed in informal or temporary settings.

8.6.3   Results

The outcome of the factor analysis presented five factors that can be developed into scales of a questionnaire. Factors four and five can at most be viewed as tentative or even "flat"structures, in need of further development.

8.7   Recommendations for further quantitative research

Sagie et al. (1996) categorises work values studies into three types namely structure, correlates and cultural differences. Each of these three main streams can offer areas for further research linked to this work values study. The structure obtained in this study can be regarded as one possible structure. Differences in methodology as set out in paragraph 8.7.2 can produce different structures. The obtained structure cannot be regarded as a generalized or final structure of work values. It will be more useful to regard it as one possible structure of work values. There are numerous personal, social or organisational variables that can be considered for correlational studies.

8.7.1   Questionnaire development

The structure that has been obtained does not include enough items to be utilised as a questionnaire. This structure can be used as a point of departure to develop a Work Values Questionnaire. As explained in paragraph 8.7.2, qualitative techniques can be utilized to obtain greater depth and roundedness insofar as generating further items is concerned.   Such a questionnaire can be standardised for the said population of respondents.

8.7.2   Diversity studies

The theme of sensitivity towards diversity insofar as the gender issue is concerned needs to be explored. Two aspects should be considered in this regard. First, constructs that can be regarded as gender specific should be explored and second, gender differences insofar as the existing constructs are concerned should be described.

This study focuses on the work values of an age group between sixteen and twenty five years old. It will be interesting to explore the work values of other age groups with the same original 93 item questionnaire and to compare the structures obtained for the different groups. Such exploration will address the theme of sensitivity towards diversity insofar as age is concerned.

The third theme that addresses the theme of sensitivity towards diversity is that of culture. Research of Burgess, Schwartz and Blackwell (1994) explore the extent to which the content and structure of values as measured by the Rokeach and Schwartz Value Surveys respectively correlate with that measured in 35 other countries. The study support previous work by Schwartz, which cast doubt on the usefulness of the distinction between terminal and instrumental values as described by Rokeach. Schwartz and Bilsky (1987) proposed that values could not only be divided into those that serve either collective or individual interests but should also include values that serve mixed interests. Burgess et al. (1994) found that in their study the black subsample was an exception in

this regard. This finding was consistent with results found in a Zimbabwean sample. Burgess at al. (1994) deduces that the values of people in the sub-Saharan region may be unique and requires further exploration. The outcome of the study indicates that South African values are consistent in content and structure than those measured in 35 other countries by the Schwartz Value Survey. On one level, this research indicates that certain structures and content can be generalised while other aspects might differ between cultures. Burgess et al. (1994) suggest that further research is needed in this regard. It might be equally useful to explore differences between different language groups in South Africa insofar as work values are concerned.

8.7.3   Organisational studies

Cropanzano et al. (1997) describe a workplace as a marketplace where individuals and groups strive to exchange desired outcomes. Organisations differ in style, rules, structure and goals. In broad terms organisational politics and organisational support differ significantly in different work settings. Higher levels of uncertainty and an interplay between power and rules exist in political organisations. Therefore rules can change according to the ideas and needs of those in power. In supportive organisations workers experience a resource advantage, goal attainment, stability and reduced threats. Cropanzano et al. (1997) stated that positive work behaviour such as volunteering for extra work, courtesy and timeliness are more likely to manifest in supportive organisations. In contrast, withdrawal behaviours (daydreaming and discussing non-work subjects) as well as high levels of staff turnover are more likely to manifest in political organizations. Organisational politics also impact negatively on job satisfaction, organizational commitment and job involvement.

Individuals find contexts in which they can generate and create their idea of self in-language. Because of individual differences, different work contexts will appeal to different people. The more support a person experiences in creating the self in-language, the more positive work behaviour will manifest. The work value questionnaire developed in this study distinguishes between factors associated with the political organisation and

the supportive organisation. Further research can explore the relation between individual values and these two concepts and the impact that these values will have in the organisations insofar as productivity and staff turnover is concerned.

8.8   Conclusion

In this study, the validity of a work values structure during the early stages of career process was explored. A five factor structure that can be described as empirically well defined and psychologically meaningful was obtained as one possible description of the work values. The fifth factor should be treated with some caution in light of the fact that it only consists of three items. Further exploration is required in this regard. For the purposes of this study the five factors are labelled as Group Involvement, Uncertainty Tolerance, Structured Work, Visible Advancement Success and Progressive Advancement Success. A discussion of possible applications of this specific work value structure in assisting individual clients, managers and organizations seems to show promise for the development of a Work Values Questionnaire.