Work Values Review: Research Progress and Prospects

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Abstract
Amidst the emergence of the industrial era and the establishment of large organizations, scholars have turned their attention to the issue of employee diversity. Work values are regarded as precursors and enhancers of employee behaviour and attitudes, representing beliefs associated with expectations and outcome convictions related to work. The inclusion of Generation Y and Generation Z into the workforce, coupled with the impact of the COVID-19 pandemic on work styles and meanings, has heightened the urgency and significance of researching work values. This paper employs a systematic literature review approach to comprehensively analyze and summarize relevant studies on work values. This paper presents an extensive overview of work values through a comprehensive review of the concepts, structural dimensions, measurement tools, and the impact of demographic variables on work values. Findings reveal discrepancies in the conceptualisation and dimensions of work values, indicating a need to enhance the reliability and validity of measurement tools. The research on influencing factors exhibits inconsistencies. Furthermore, there is ongoing debate regarding the relationship mechanism between work values and work outcomes, and further exploration of matching issues is warranted. In conclusion, this paper discusses the limitations of the study and provides future research prospects, aiming to stimulate in-depth exploration and practical application in the field of work values.
Keywords: Work Values, Structural Dimensions, Work Outcomes, Systematic Literature Review

Introduction
With the advent of the industrial era and the establishment of various large organizations, the issue of employee diversity has gradually come to the forefront, prompting scholars to focus on the impact of values on behaviour and performance. In organizations, work values play a crucial role in enhancing employees' work attitudes and performance (Ali & Aisyah, 2015). A profound understanding of employees' work values contributes to organizations recruiting, motivating, and retaining talent more effectively, fostering

alignment between individual development and organizational goals. Particularly with the entry of Generation Y and Generation Z into the workforce, they bring distinct work values that challenge existing management approaches. Simultaneously, the global economy has undergone significant changes post the COVID-19 pandemic, profoundly influencing people's reflections on work styles and meanings.

Work values serve as precursors and enhancers of employee attitudes and behaviour (Lin et al., 2015). They represent beliefs associated with expectations or outcomes related to work (Elizur et al., 1991; Judge and Bretz, 1992; Lukeš et al., 2019); Ros et al., 1999). Simultaneously, work values are considered fundamental factors in explaining employee behaviour and their evaluations of tasks (Al-Zoubi, 2016). Previous studies have indicated a correlation between work values and employee turnover intentions (Pataki-Bittó & Kapusy, 2021). The connection between employees and organizations can be fostered through employees' work values, mission, and vision, generating a sense of identification and satisfaction (Hui et al., 2021).

This study will systematically review and summarize relevant research on work values to comprehensively understand their concepts, content, and development. Through an analysis of the structural dimensions and measurement tools of work values, we aim to provide a comprehensive overview of the structure of work values. Additionally, we will explore the impact of demographic variables on work values and the relationship between work values and work outcomes. By conducting a comprehensive review of work values, we aspire to offer valuable references and insights for both current human resource management practices and future research. This endeavour aims to contribute to the creation of a more positive and efficient work environment, ultimately enhancing the overall competitiveness of both employees and organizations.

Methods

To achieve the research objectives, this study employed the Systematic Literature Review (SLR) method. Systematic Literature Review emphasizes the rigour and transparency of the research process to ensure that other researchers can directly utilize the research results. In recent years, SLR has garnered increasing attention and recognition in the fields of business and management (McGuire, 2021; Dangelico & Vocalelli, 2017). Following the SLR process recommended by Tranfield et al (2003), we systematically searched and collected relevant secondary data from databases such as Scopus, Web of Science, and Google Scholar, maintaining consistency with the previous research methodology.

Research Content
Concept and Development of Work Values

Work values are a pivotal concept in the field of human resource management, providing insights into individuals' cognitions regarding various needs or goals related to their work (Locke, 1976; Ros et al., 1999; Super & Sverko, 1995). The definition of work values has been widely explored by scholars since Super's initial proposition. Super (1973) posits that work values represent the goals individuals pursue to satisfy their needs. Locke (1976) views work values as ideals or sought-after elements for individuals. Kalleberg（1977）defines work values as personal expectations for their work activities, involving general attitudes toward work roles. Pryor (1979) asserts that work values are individuals' preferences or likes in their work, beyond what they consider as good or should be done. Nord et al (1980) suggest viewing work values as ideal ultimate states people seek through their work, guiding

individuals' choices and reactions to work activities. Elizur (1984) considers work values as evaluations of the importance individuals attach to specific outcomes in their work environment. Judge and Bretz (1992) define work values as individuals' preferences deemed significant in work decisions. Dose (1997) integrates previous research to emphasize the close correlation between work values and motivation, serving as criteria for evaluating work content and the work environment. According to Zedeck (1997), work values act as intrinsic motivators deriving from goals associated with work-related activities. Elizur & Sagie (1999)further argue, through additional research, that work values constitute individuals' value judgments on work behaviour and the outcomes they derive from their work environment—a fundamental internal cognitive framework directly influencing individual behavioural attitudes. Building on prior research, Gallie(2019)defines work values as individuals' preferences they desire or consider important in work decisions, closely intertwined with individual motivation and job satisfaction.

From past research, it can be observed that the definition of work values falls into two major categories: one considers work values as things individuals expect to gain from their work, as seen in definitions by (Super, 1973; Lock, 1976; Kalleberg, 1977; Pryor, 1979; Nord et al., 1980; Judge and Bretz, 1992; Gallie, 2019). These definitions are straightforward to understand but may not comprehensively and profoundly reflect the essential characteristics of work values. The other category views work values as an evaluation criterion, as in the definitions by (Elizur, 1984; Dose, 1997; Elizur and Sagie, 1999). Despite being more abstract, these definitions provide a deeper exposition of the essence of work values.

Based on the aforementioned research findings, this study suggests defining work values comprehensively from two perspectives: the need level and the judgment level. In this study, work values are defined as individual preferences or perceived importance of aspects in work Super (1973); Lock (1976); Kalleberg (1977); Pryor (1979); Judge and Bretz (1997); Gallie (2019), closely linked to work motivation Zedeck (1997); Dose (1997), and serving as criteria for evaluating both the content of work itself and the work environment (Dose, 1997; Braham and Elizur, 1999). Work values not only involve people's preferences for the work itself but also indicate the returns they expect to gain from work. These returns can be intrinsic, such as autonomy in work, self-realization, and personal development through skill application, or extrinsic, such as compensation and working hours, aiding them in achieving goals outside of work. Additionally, work values may encompass individuals' perceptions of the roles assigned to them as specific organizational members or practitioners of specific types of work (Gallie, 2019).

The Dimensions of Work Values

The institutional structure, religious background, or current labour market conditions of a country may significantly impact the interpretation and measurement of dimensions of work values (Gesthuizen and Verbakel, 2014). Research on work values spans multiple disciplinary domains, including sociology, psychology, economics, and political science Cemalcilar et al (2018), leading to considerable divergence in understanding and perspectives on the analysis of work values. Nevertheless, past research findings largely converge, indicating a consensus in the literature that work values encompass different dimensions (Cemalcilar et al., 2018).

Regarding the research on the structure of work values, the achievements are constantly enriched and refined. The most common and fundamental distinction in work values is the differentiation between intrinsic and extrinsic work values (Deci and Ryan, 2016;

Gesthuizen and Verbakel, 2014; Kaasa, 2011; Kalleberg, 1977; Ros et al., 1999; Gahan & Abeysekera, 2009; Hegney et al., 2006; Vansteenkiste et al., 2007). Extrinsic work values are commonly described as a pursuit of success through traditional means such as promotion within the organizational hierarchy to achieve prestige, status, and high income (Watts, 1992). On the other hand, intrinsic work values can be defined as employees' desires for achievement, development, and growth in the workplace (i.e., self-development), meaningful and satisfying relationships with colleagues (i.e., sense of belonging), and a natural inclination to contribute to the community (i.e., community contribution) (Vansteenkiste et al., 2007).

However, there are also diverse perspectives among scholars. Super (1970) posited that work values have three dimensions: external stimulation, external societal and work-related environment, and internal stimulation. Subsequently, other scholars proposed five dimensions of work values (behavioural preferences, profit attitudes, work involvement, work honour, and upward mobility) (Wollack et al., 1971), as well as six dimensions of work values: achievement, altruism, autonomy, comfort, security, and status (Gay et al., 1971). Taylor and Thompson (1976) empirically identified five dimensions of work values: safety environment, intrinsic motivation, self-expression, job pride, and external stimulation. Elizur (1984) conducted research and identified four dimensions of work values: inward, outward, societal, and prestige.

Furthermore, an international cross-cultural study with a large sample suggested that work values exhibit a three-dimensional structural characteristic, namely cognitive, affective, and instrumental dimensions (Elizur et al., 1991). Schwartz (1994) assessed the importance of 56 work behaviours and patterns, creating a work values scale consisting of ten dimensions. The scale underwent validity testing using 97 samples selected from 44 countries. Meyer et al (1998) revised and distilled the work values into three dimensions: comfort and security, competence and growth, and status and independence. In recent years, Johnson(2001) proposed four dimensions of work values: extrinsic, intrinsic, altruistic, and social. Lyons et al. (2004) conducted a study on American knowledge workers, such as marketing professionals and managers, outlining the classification of work values across five-factor dimensions: intrinsic, extrinsic, status, altruism, and social. Subsequently, Lyons et al (2010) considering the North American cultural context, constructed a work values structure consisting of three dimensions: value form, growth orientation, and focus level. Table 3.1 summarizes significant perspectives on the dimensions of work values.

Table 3.1
Summarizes the main dimensions of work values

Dimension	Author	Content
Two Dimensions	Miller (1974)	Implicit Work Values, Explicit Work Values
	Jin Shenghua and Li Xue (2005)	Purposeful Work Values, Instrumental Work Values
Three Dimensions	Super (1970)	External Motivation, External Social and Work-related Environment, Internal Motivation
	Elizur (1991)	Work Values Tool Level, Work Values Cognitive Level, Work Values Emotional Level
	Meyer (1998)	Comfort and Safety,

		Competence and Growth, Status and Independence
	Ling Wenquan and Fang Liluo (1999)	Prestige Status, Health Factors, Development Factors
Four Dimensions	Elizur (1984)	Internal, External, Social, Prestigious
	Johnson (2001)	External, Internal, Altruism, Sociability
	Dou Yunlai and Huang Xiting (2012)	Individual Survival, Work Relationships, Individual Development, Organizational Support
Five Dimensions	Wollack et al. (1971)	Behavioural Preferences, Profit Attitudes, Work Involvement, Work Honor, and Upward Mobility
	Taylor and Thompson (1976)	Safety Environment, Intrinsic Motivation, Self-expression, Job Pride, External Motivation
	Ning Weiwei (1996)	Economic Value, Initiative, Reputation, Job Security, Lifestyle
Six Dimensions	Gay et al. (1971)	Achievement, Altruism, Autonomy, Comfort, Safety, and Status
	Lyons (2004)	External, Internal, Altruistic, Status, Freedom, Social
	Xin Zengyou (2008)	Collectivism Orientation, Job Security Orientation, Self-development Orientation, Family Orientation, Reputation Orientation, Social Relationship Orientation
	Hou Xuanfang (2014)	Utilitarian Orientation, Intrinsic Preference, Interpersonal Harmony, Innovation Orientation, Long-term Development

According to Table 3.1, it can be observed that there is no unified standard for the division of work values dimensions, primarily due to the diverse research purposes leading scholars to adopt different criteria for dimension classification. Based on the study conducted by Esser and Lindh (2018) across 19 OECD countries, it is indicated that, overall, explicit and implicit work values remain relatively stable. This constitutes the most common and fundamental categorization of work values (Deci and Ryan, 2016; Gesthuizen and Verbakel, 2014; Kaasa, 2011; Kalleberg, 1977; Ros, Schwartz, and Surkiss, 1999; Gahan & Abeysekera, 2009; Hegney, Plank & Parker, 2006; Hirschi, 2010; Vansteenkiste, Neyrinck, Niemiec, Soenens, De Witte & Broeck, 2009). According to Hauff and Kirchner(2015) rationale, extrinsic values cannot replace intrinsic values, and vice versa: people establish additional demands on work-life and place a greater emphasis on work values without neglecting previously dominant dimensions. Furthermore, work values are not only systematically interrelated but also possess distinguishable dimensions, where enhancing one dimension can occur without compromising another. With generational or societal changes, individuals may prioritize new expectations related to work while retaining more traditional dimensions associated with income or security(Gesthuizen et al., 2019).

Measurement of Work Values
For the measurement of work values, the commonly employed method is questionnaire surveys, and many scholars have designed representative measurement questionnaires.

Among them, the Work Values Inventory (WVI) proposed by Super in 1970 has been widely adopted. Zytowski (2006) revised the WVI and introduced the revised version (WVI-R), which consists of 12 dimensions, with 6 questions for each dimension. Robinson and Betz (2008) examined the SWV-R and found that, except for the independence dimension, the internal consistency coefficients of the other 11 dimensions were relatively high. The applicability of Super's scale in Chinese culture has also been verified, particularly evident in the WVI-China version revised by Ning Weiwei (1996), which, through factor analysis, revealed the five-factor structure of work values for different groups. Li Wanxian and colleagues (2008) further confirmed the applicability of WVI in China. WVI and its subsequent revised versions have a significant impact on work values measurement questionnaires, as they cover a wide range, reflecting both the changes in times and undergoing cross-cultural validations.

Manhardt（1972）developed the Work Values Inventory, which identified 25 job characteristics. Meyer et al (1998) revised this inventory in their study, creating a scale with 3 dimensions and 21 items. These three dimensions are Comfort and Safety, Competence and Growth, and Status and Independence. Additionally, Lofquist et al (1971) had a notable impact by creating the Minnesota Importance Questionnaire (MIQ), consisting of six components: Security, Autonomy, Comfort, Altruism, Achievement, and Self-Improvement. Pryor (1979) also formulated the Work-Aspect Preference Scale (WAPS), which includes 12 factors as Security, Self-Development, Altruism, Lifestyle, Physical Activity, Affiliation, Independence, Dignity, Management, Colleagues, Creativity, and Money.

In China, due to the lag in research on work values, most of the scales for work values are modifications of foreign scales. However, in recent years, there have been scales specifically designed for the Chinese context. Jin and Li (2005) established a model of career values for college students, including a four-factor purposive model and a six-factor instrumental model. Based on this model, they developed scales for purposive and instrumental career values for college students. In the structural study of work values among the new generation of employees in China & Xuanfang (2014), through an extensive collection of multi-subject evaluations of the work values of the "80s and 90s" from online media, applied grounded theory to construct the work values structure of the new generation of employees in China. This structure includes a six-factor scale covering utilitarian orientation, intrinsic preference, interpersonal harmony, innovation orientation, and long-term development. Table 3.3 summarizes the major work values scales.

Table 3.2
Introduction to Major Work Values Scales

Year	Authors	Content
1970	Super	Work Values Inventory (VMI). The inventory includes three categories of values: intrinsic, extrinsic, and added value, comprising a total of 15 dimensions and 45 items.
1971	Lofquist	Minnesota Importance Questionnaire (MIQ), consisting of six components: safety, autonomy, comfort, altruism, achievement, and self-improvement.
1978	Wollack	Work Values Survey (SWV) measures the respondent's intrinsic (job-related) and extrinsic (reward-related) work values. It includes six dimensions related to work income, dedication, attitudes towards compensation, social status, ambition, and responsibility towards work. This scale applies to individuals from adolescence to adulthood.
1979	Pryor (WAPS)	Work Attitude Preference Scale (WAPS) includes 12 dimensions: self-development, security, control, self-understanding, independence, money, prestige, colleagues, physical activity, separateness, lifestyle, and environment.
1996	Ning Weiwei	A revised version of Super's Work Values Inventory (VMI) tailored to the Chinese context. The adjusted scale includes five dimensions: economic value, initiative, prestige, job security, and lifestyle, with an additional 15 items compared to the original scale. After reliability and validity testing, it is deemed relatively reliable and effective.
1998	Meyer, Irving, and Allen	Revised based on Manhardt's (1972) scale, resulting in a scale with three dimensions and 21 items. The three dimensions are comfort and safety, ability and growth, and status and independence.
2005	Jin Shenghua and Li Xue	A model of vocational values for college students, including purposeful values (four factors) and instrumental values (six factors). Based on this model, scales for purposeful vocational values and instrumental vocational values for college students were developed.
2014	Hou Xuanfang	Utilitarian orientation, intrinsic preference, interpersonal harmony, innovation orientation, and long-term development.

Values are a concept that constantly evolves under the influence of environmental changes. As the experiences of different generations shift over time, values also transform, necessitating measurement tools to keep pace. While some questionnaires may exhibit good reliability and validity within their cultural context, they may not withstand the challenges of cross-cultural validation. This diversity in measurement tools for work values has led to limited widespread recognition. Early classical questionnaires have consistently faced scrutiny and revisions.

Researchers have noted disparities between the expressed work values and those held in actual life. Consequently, some scholars propose novel approaches, employing factorial experimental design to construct stories and then soliciting participants to assess their inclinations towards these narratives. However, due to the immaturity of such methods, their application is intricate, and they have not gained broad acceptance. Consequently, survey methods remain the primary approach for measuring work values. Nevertheless, further

research is needed for the measurement of work values, ideally culminating in the development of a questionnaire that undergoes cross-cultural validation while maintaining ideal reliability and validity.

The Factors of Influencing Work Values

The research on factors influencing work values has primarily focused on the early stages, with a predominant emphasis on demographic variables such as employees' gender, age, job position, marital status, and educational level (Hou Xuanfang, 2014).

Gender and Work Values. Disparities in values between men and women exist across most life stages (Vilar et al., 2020). For instance, Jurgense (1978) suggests that men prioritize external values, while women lean towards internal values. Research by Waterwall et al. (2022) reveals gender differences in work values, with women showing a greater emphasis on both internal and external job characteristics compared to men. Typically, men place more importance on economic returns, while women focus on emotional rewards (Fapohunda, 2013). Dajani (2018) study on hospital employees in Egypt found that instrumental work values are similarly important across various age groups of both men and women. However, diverse opinions exist within the scholarly community, as some studies indicate that, apart from significant differences in self-development values, gender differences in other work values factors are not pronounced (Frieze et al., 2006).

Age and Work Values. Existing research indicates variations in the significance individuals attribute to values throughout their entire life cycle (Vilar et al., 2020). Age influences work values, with older employees placing greater emphasis on tasks related to productivity, emotional satisfaction, and autonomy, while younger employees prioritize external factors such as career opportunities and economic benefits (Van Den Ouweland & Van Den Bossche, 2017). Younger employees typically prioritize self-growth and internal values, while older employees pay more attention to external work beliefs (Fukasawa et al., 2020). As employees age, their perception of work values gradually strengthens (Li et al., 2007).

Marital Status and Work Values. Employees' work values vary based on their marital status (Walk, 1982). Additionally, gender plays a significant moderating role in the relationship between marital status and work values. Married men exhibit different characteristics in work values compared to unmarried men, while the differences in work values for women before and after marriage are relatively minor (Jurgensen, 1978). Research suggests that married individuals, in comparison to unmarried ones, demonstrate stronger work values. The impact of marital status remains significant, even surpassing the influence of age on achievement and contribution to work values (Ueda & Ohzono, 2013).

Education Level and Work Values. Employees' work values are also influenced by differences in their education level (Makhdoom & Aamir, 2023). With an increase in cultural literacy and enriched educational experiences, the construction of internal work values is facilitated. Work values are often socialized in conjunction with cultural literacy and educational experiences, and employees with equivalent education levels tend to exhibit higher work values as they are more focused on achievement levels and advantages (Koshy et al., 2022). Christian et al. (1995), in their ordinal data clustering analysis of work values in nine European countries, found that individuals with higher education place more emphasis on internal factors. Therefore, well-educated employees generally have higher levels of work values (Li et al., 2007).

The research on factors influencing work values indicates that work values are significantly shaped and constrained by societal environments and cultural influences. Work values can be viewed as the projection of individual values, cultural values, and general life values onto the work behaviour of organizational members.

Work Values and Work Outcomes

Work values have become a central focus in numerous contemporary studies. Within the existing literature, research on outcomes associated with work values encompasses various dimensions, including job satisfaction (O'Brien, Humphrys, 2011; Hegney, Plank, Parker, 2006; Chow et al., 2017), turnover intention (Eşitti, 2018; Pataki-Bittó & Kapusy, 2021), and employee job performance (Ren et al., 2021). These studies illuminate the significant impact of work values on individual behaviours, attitudes, and work outcomes (Karahan & Bozkurt, 2021).

Lin, Shen, and Hsu (2015) emphasized the pivotal role of work values in elevating and guiding employee attitudes and behaviours. The nexus between employees and organizations is nurtured through employees' alignment with work values, mission, and vision, fostering a profound sense of identification (Hui et al., 2020). The congruence between individual behaviours and value judgments in the workplace significantly influences work behaviours and outcomes. This perspective finds support in existing research, underscoring the impact of work values on employees' work behaviours (Ryan, 2002; Blickle et al., 2011; Blickle et al., 2018). Therefore, a nuanced understanding of employees' work values is paramount for fostering effective communication and mutual adaptation between organizations and employees.

When organizations align with employees' work values, there is a higher likelihood of employees experiencing job satisfaction and engagement, leading to improved job performance and motivation. This alignment also plays a crucial role in bolstering employee loyalty, mitigating turnover, and attracting talents aligned with the organizational culture during recruitment efforts (Tak, 2011). In the early 1980s, amidst a sharp rise in long-term unemployment rates in OECD countries, extensive research delved into the role of work values in elucidating the behaviour of the unemployed (Gallie, 2019).

The comprehensive exploration of the relationship between work values and various work outcomes, including work attitudes, behaviours, and performance, is visually presented in this paper through a grid chart depicted in Figure 3.1. This graphical representation serves the purpose of showcasing and synthesizing findings from prior research, offering readers a more thorough and holistic overview of the studies conducted in this domain.
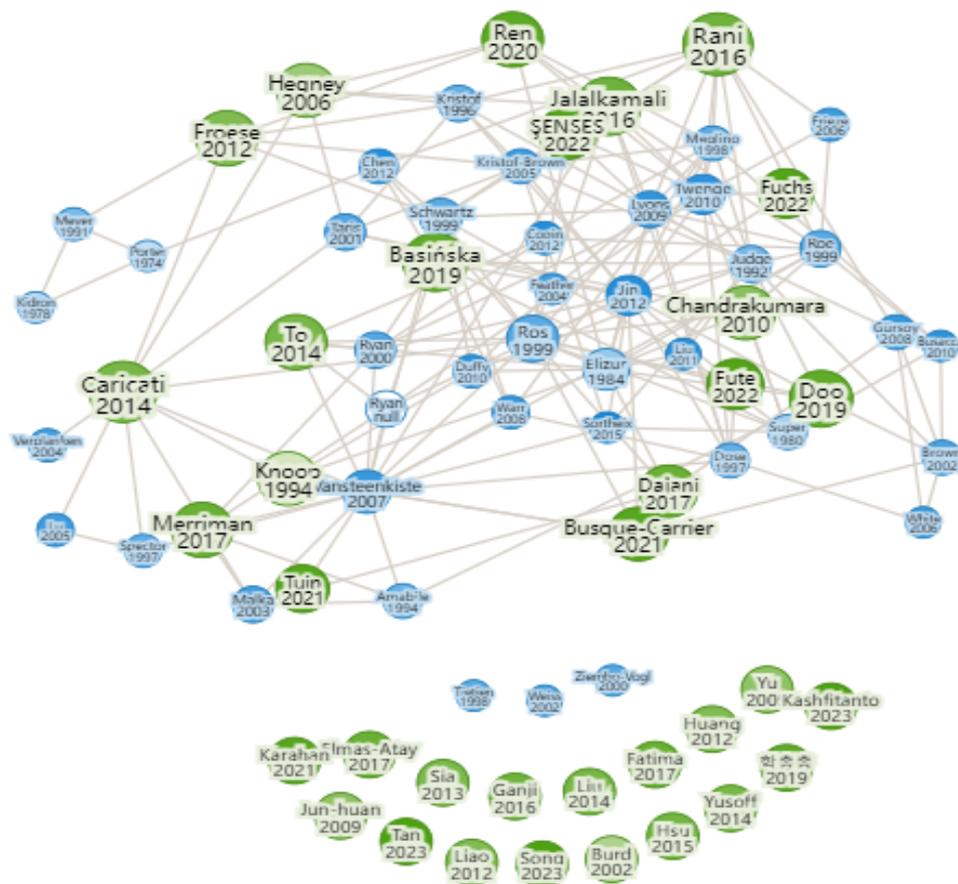
Figure 3.1: Research on the Correlation between Work Values and Work Outcomes such as Work Attitudes, Behaviors, and Performance

This study extensively delved into research conducted over the past two decades that employed work values as the independent variable. Following an initial retrieval process, articles unrelated to the theme were excluded, resulting in a comprehensive review of 34 articles meeting the specified criteria. Together, these articles constituted a dataset for research utilizing work values as the independent variable. Notably, this study did not impose geographical constraints on the research. Table 3.3 provides a summary of studies conducted from 2014 to 2023, employing work values as the independent variable.

Table 3.3

Previous Studies with Work Values as the Independent Variable

Item	Author	Title	Variable
1	Wan Yusoff et al. (2014)	Work values, job satisfaction and intention to quit among the generation-Y workforce	Work values Job satisfaction Intention to quit
2	Hou et al. (2014)	Work values of Chinese millennial generation: structure, measurement and effects on employee performance	Work values Employee Performance
3	Jalalkamali, M. (2015)	The effect of work values and humour on job performance in international joint ventures in Iran: communication satisfaction as a mediator	Work value Humour Communication satisfaction Job performance
4	Lin et al. (2015)	Effects of employees' work values and organizational management on corporate performance for Chinese and Taiwanese Construction Enterprises	Work Values Organizational Management Corporate Performance
5	Ali and Panatik (2015)	Work values and job satisfaction among academician in public and private university	Work values Job satisfaction
6	Moniarou-Papaconstantinou and Triantafyllou (2015)	Job satisfaction and work values: Investigating sources of job satisfaction with respect to information professionals	Work values Job satisfaction
7	Kim, M. J., & Kim, S. H. (2016).	Influences of calling, work value, and organizational commitment on turnover intention in nurses employed at university hospitals in a Region	Calling Work Value Organizational Commitment Turnover Intention
8	Jalalkamali et al. (2016)	Relationships between work values, communication satisfaction, and employee job performance: The case of international joint ventures in Iran	Work values Communication Satisfaction job performance
9	Rani, N., & Samuel, A. (2016)	A study on generational differences in work values and person-organization fit and its effect on turnover intention of Generation Y in India	Job performance Person-organization fit Turnover intention
10	Park (2017)	Work values, job satisfaction, and job devotion behaviour: Moderating role of worker cooperatives	Work values Job satisfaction Job devotion behaviour Worker cooperatives

11	Omar et al.(2017)	Perceived work environment, perceived work values, and turnover intention among Generation Y of a private trustee organization in Malaysia	Perceived work environment, Perceived work values Turnover intention
12	EşiTti, Bekir(2018)	The effects of work values on intention to leave in accommodation businesses : The mediating role of work family-work conflict	Work value Work-family-work conflict Intention to leave
13	Saito et al. (2018)	Work values and their association with burnout/work engagement among nurses in long-term care hospitals	Work values Burnout/work engagement
14	Huo & Boxall (2018)	Instrumental work values and responses to HR practices: A study of job satisfaction in a Chinese manufacturer	work values HR practices Job satisfaction
15	Doo, M. Y., & Park, S. H. (2019)	Effects of work value orientation and academic major satisfaction on career decision-making self-efficacy	Work value Academic major orientation Career decision-making self-efficacy (CDMSE)
16	Nadeem et al. (2019)	The relationship between work values, affective commitment, emotional intelligence, and employee engagement: A moderated mediation model	work values, Affective commitment, Emotional intelligence, Employee engagement
17	Basinska, B. A., & Dåderman, A. M. (2019)	Work values of police officers and their relationship with job burnout and work engagement	Work values Work engagement Job burnout
18	Lukeš et al. (2019)	Work values and the value of work: Different implications for young adults' self-employment in Europe	Work Values Self-Employment
19	Ümit, İ., & Burcu, G. (2020)	The moderating role of work engagement in the relationship between work values and affective organizational commitment of Generation Y production workers in industry	Work value Work engagement Affective Organizational Commitment
20	Abdelmoteleb (2020)	Work values and employee effort: A needs-supplies fit perspective	Work Values Employee Effort
21	Liu, K., Wang, N., & Maoyan, S. (2020)	Work values and turnover intention among new generation employees in China based on multiple mediator model	Work values Job satisfaction Organization commitment

			Turnover intention
22	Jaskyte et al. (2020)	Employees' attitudes and values toward creativity, work environment, and job satisfaction in human service employees	Employee attitudes Employee values creativity Job satisfaction
23	Van Tuin et al. (2021)	Engaging leadership: Enhancing work engagement through intrinsic values and need satisfaction	Engaging leadership Work values Work engagement
24	Busque-Carrier et al. (2021)	Work values and job satisfaction: The mediating role of basic psychological needs at work	Work values Basic psychological needs Job satisfaction
25	Sun, X., & Yun, H. (2021).	Impact of work value perceived by Chinese post-90s employees on their job satisfaction and turnover intention	Work value Job satisfaction Turnover intention
26	Merve Karahan, Serdar Bozkurt (2021)	The moderating role of LMX in the relationship between work values and organizational identification: a cross-culture study	Work value LMX Organizational identification
27	Ren et al. (2021)	Impact of work values and knowledge sharing on creative performance	Work values Knowledge-sharing Creative performance
28	Rhokeun Park（2022）	What if employees with intrinsic work values are given autonomy in worker co-operatives? Integration of the job demands-resources model and supplies–values fit theory	Intrinsic values Worker co-op Autonomy Intrinsic motivation Job search behavior
29	Fute et al. (2022)	Work values predict job satisfaction among Chinese teachers during COVID-19: The mediation role of work engagement	Work Values Work Engagement Job Satisfaction
30	Rosa María Fuchs （2022）	Work-life balance and work values as antecedents of job embeddedness: the case of Generation Y	Work-life balance work values job embeddedness turnover intention
31	Y. Li et al. (2022)	Exploring the influence of work values on millennial hospitality employees' turnover intentions: An empirical assessment	Work value Organizational identification Job satisfaction Turnover intention
32	Song and Park (2023)	Effect of life-pursued attitude and work values on the turnover intention of unmarried youth wage earners	Life-pursued attitude Work values Turnover intention

33	Kashfitanto and Febriansyah (2023)	The effect of work stress and work values on turnover intention of Generation Z employees in call centre company (Case study of PT ABC in Java, Indonesia)	Work stress Work values Turnover intention
34	Tan and Chin (2023)	Generational effect on nurses' work values, engagement, and satisfaction in an acute hospital	Work values Work engagement Job satisfaction

Although many scholars have studied the relationship between employees' work values and work outcomes, there is still controversy regarding the impact of pathways and mechanisms of work values on work outcomes, requiring further in-depth research. Additionally, due to differences in selected study samples and regional variations, the universality of existing research results needs further validation. Therefore, to retain the most talented employees, managers need to gain a profound understanding of employees' needs and work values (Mitchell et al., 2001). Only by understanding this information can managers better meet employee expectations, promote employee loyalty and foster commitment to the organization. When employees discover that their job and the organization can fulfil their needs, or when employees and the organization share similar values, they are more likely to resonate, develop a stronger sense of identification and cohesion, and become more willing to stay with the organization in the long term. Otherwise, employees may feel a lack of belonging to the organization, experience decreased job satisfaction, and may choose to seek other opportunities that better align with their needs and values (Van Wyk, 2018).

Conclusion
Research on work values has been conducted for several decades, with scholars delving into various aspects of work values in different cultural contexts. They have proposed, questioned, confirmed, and revised various perspectives, contributing significantly to a profound understanding of work values for subsequent researchers. Through a review of past studies, this research draws the following conclusions:

First, there is a divergence in the conceptualisation and dimensions of work values. Scholars hold different views on the definition and dimensions of work values, and the current plethora of research results has not yet formed a cumulative and mutually validated framework; viewpoints remain somewhat scattered. Given that work values are an abstract concept, scholars approach the subject from different perspectives, leading to varying conclusions regarding the definition and dimensions of the concept. While early scholars like Super gained some recognition for their viewpoints, a consensus on the dimensions of work values has yet to be reached.

Second, regarding the measurement of work values. An examination of existing scales reveals that some newly developed or revised questionnaires need improvement in terms of reliability and validity in usage. Some questionnaires lack a clear presentation of their reliability and validity, which may compromise the rigour of the research. Additionally, the applicability of questionnaires is influenced by the characteristics of the surveyed population. For instance, some questionnaires may be specifically designed for youth or university student groups, necessitating moderate revisions for use in actual research. Moreover, the cultural and social environment affects employees' work values, making the cultural adaptability of questionnaires an important consideration.

Third, regarding the influencing factors of work values, this study primarily reviewed demographic variables. Through a comprehensive review of existing research, it was found that there is no unified conclusion on whether gender, age, marital status, and education level have an impact on work values. Therefore, in practical research, it is essential to define these factors in conjunction with specific target populations. Studies on these factors related to work values also indicate that employees' work values are influenced by the societal environment and culture in which they are situated, reflecting a comprehensive representation of individual values, cultural values, and life values in the work behaviour of organizational members.

Fourth, concerning the impact of work values on work outcomes, previous research has demonstrated that work values influence employees' work engagement, organizational commitment, job satisfaction, and job performance. However, there is still controversy regarding the pathways and mechanisms of these influences, warranting further in-depth investigation. Additionally, the universal representativeness of existing research results requires further validation.

Furthermore, due to the significant implications of work values alignment in organizational management and employee development, a deeper exploration of the matching issue is still needed in the existing literature. For instance, researching the alignment of employees' work values with organizational culture can guide recruitment efforts and predict job satisfaction and turnover intentions. Exploring the alignment of work values among organizational members aids in understanding interpersonal relationships and organizational citizenship behaviour. Investigating the alignment of the overall values of organizational members contributes to predicting organizational performance and post-merger operational conditions, which is particularly crucial for multinational enterprises and joint ventures.

Research Contributions and Limitations

This review provides a comprehensive and systematic integration of the literature on work values, focusing on conceptualizations, structural dimensions, measurement tools, and influencing factors, resulting in a comprehensive understanding of work values. By reviewing past studies that have used work values as independent variables, it further clarifies the importance of work values in human resource management practices such as organizational management and employee development. Simultaneously, through the integration of literature, it identifies shortcomings and unresolved issues in existing research, offering directions and recommendations for future research endeavors. Through these contributions, we aim to propel research in the field of work values towards deeper and more practical directions. This endeavour seeks to assist organizations and managers in better understanding and managing their workforce, providing valuable insights for decision-makers and practitioners, and fostering continuous improvement in human resource management practices.

This study has some limitations. Firstly, although we have searched databases such as Scopus, Web of Science, and Google Scholar, the selection of literature is based on the researcher's judgment, leading to potential selection bias and the omission of certain studies, thus affecting a comprehensive understanding of the entire field. Additionally, due to the need to cover a large volume of literature, the analysis of a specific aspect of work values may lack depth, potentially resulting in an insufficient understanding of certain specific issues or

subdomains. It is anticipated that future research could benefit from further systematic analysis through the utilization of Bibliometric analyses or meta-analyses.

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