

# Work Values in an Era of Change: Insights from Germany

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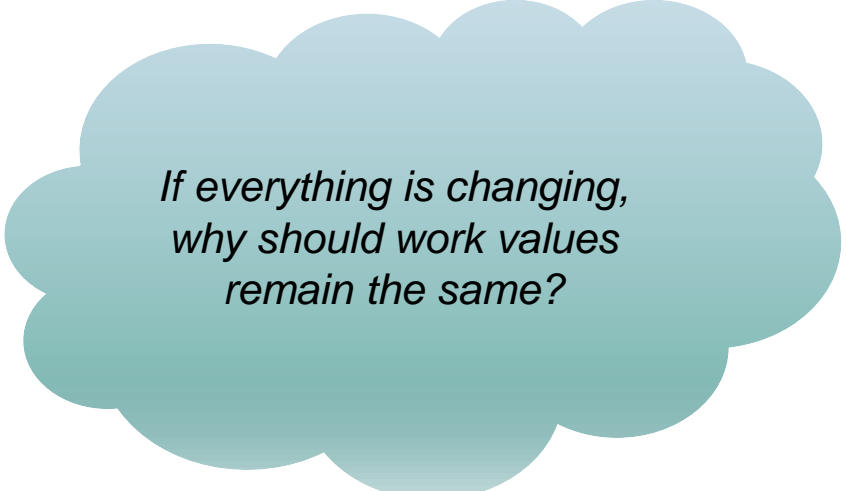
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# Agenda

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1. Vocational Orientation in an Era of change
2. Work Value Theory
3. Insights to Work Values from German Students
4. Take Home Messages
5. Bibliography
6. Contact Information

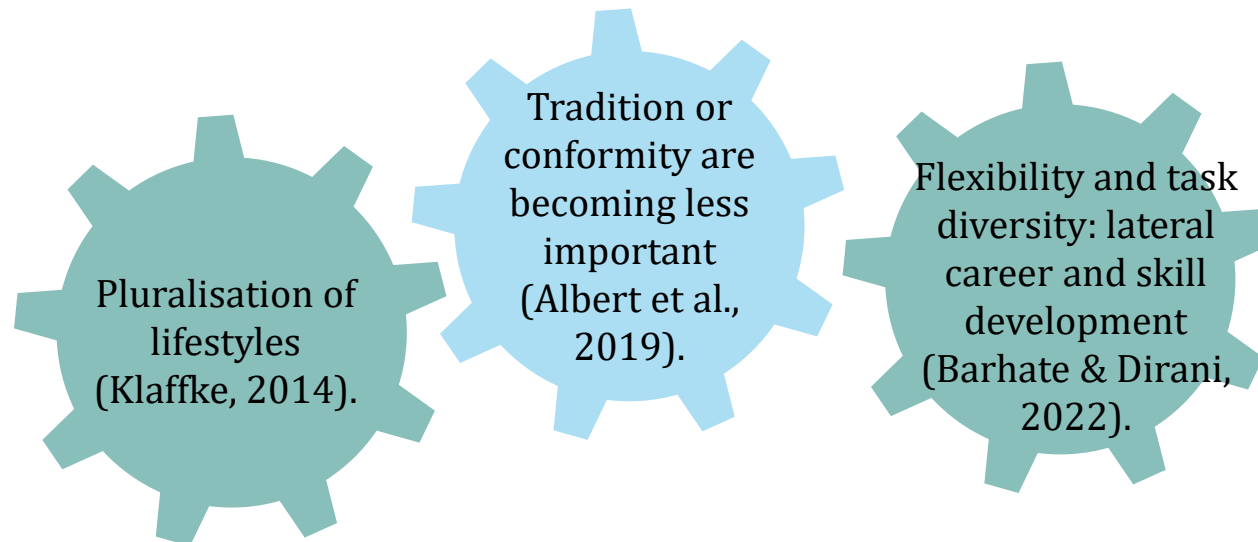


*If everything is changing,  
why should work values  
remain the same?*

# Vocational Orientation in an Era of Change?

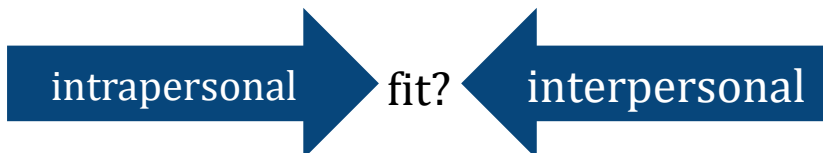
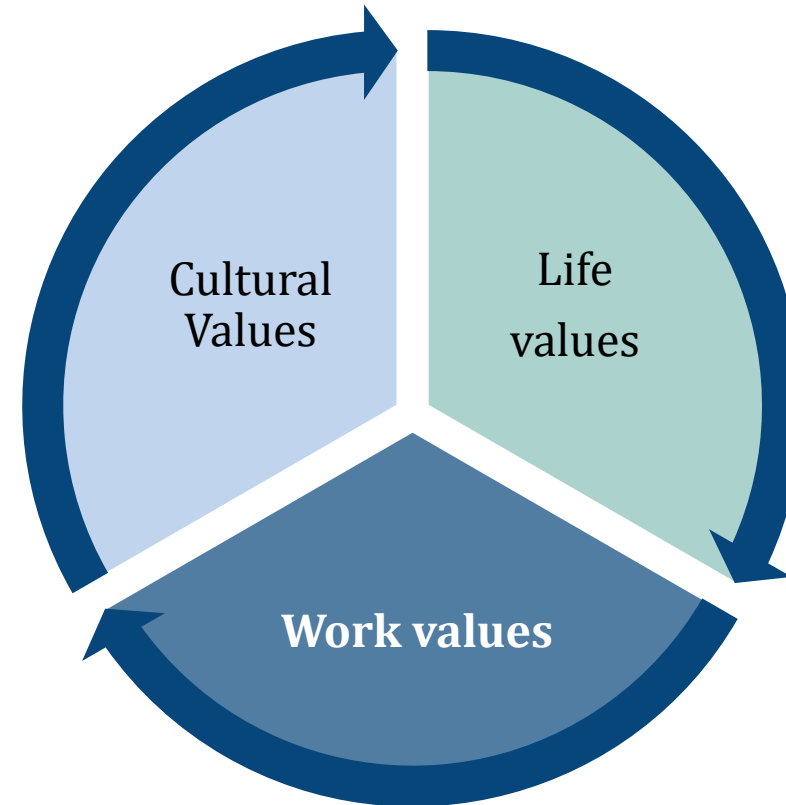
- Careers are central to the identity of baby boomers.
- Generation X prefers loyalty to organisations and stems from financial promotions.
- For Generation Y, financial incentives play a major role in career stability. (Klaffke, 2014, p. 65).
- Generation Z defines professional stability in terms of achieving personal goals (Grow and Yang, 2019). Work-life balance is already expected when starting a career (Ernst & Young, 2020)

generation = people who experience the same chronological, social and historical time frame and are characterised by similar behavioural profiles that are also evident in the professional context (Twenge et al., 2010)

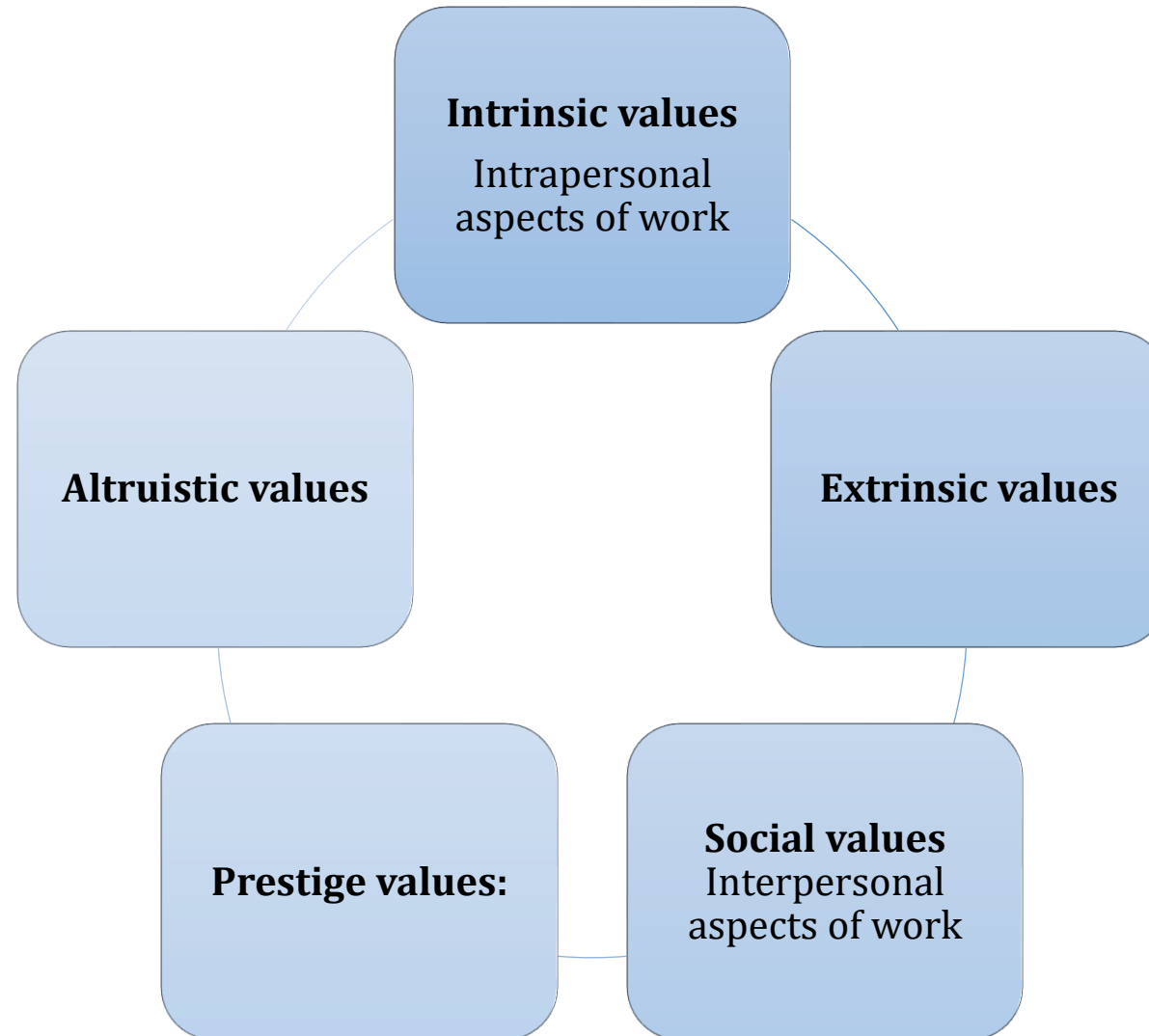


# Work Value Theory

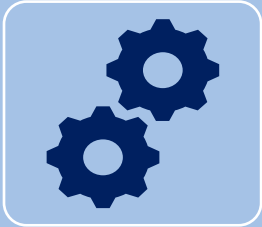
- General values have an impact on personal life and career goals and change over time (Schlöder, 2013).
- Cultural values influence the perception of various aspects.
- Values relate to desirable goals and are cross-actional and cross-situational (Schwartz, 2006).
- **The work value theory** represents a theoretical approach to the importance of values in the work context. Work values interact with interest and career choice (Brown, 2002).



# Categorization of Work Values (Brown, 2002)



# What's this Study about?



## Vocational Orientation and Decision Making Process of German students

- What general life values do Gen Y and Gen Z consider essential?
- How do Gen Y and Gen Z relate to work values and what differences are there between the generations?

- general values in life (value universe with 58 items, dichotomous recording, frequency analyses)
- work values (31 items with a four-level scale for relevance, t-tests)



## Career Guidance and Counselling in Germany

- What do Gen Y and Z expect from an ideal career guidance and counselling process?

- qualitative content analysis (open question on the definition of successful career orientation)

- ✓ **248 students from generation Z**
- ✓ **118 students from generation Y**



closed and open ended questions:  
personal assisted interviews in  
autumn 2020 in Germany

# General Life Values

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*What values are most important to you in your life?  
For each value, please indicate whether it is important or unimportant.*

# General Life Values in Comparison



family

health

education

respect

freedom

fun

reliability

variety

justice

security

TOP 15: **Generation Z** & Generation Y

success

money

tolerance

adventure

creativity

loyalty

home

democracy

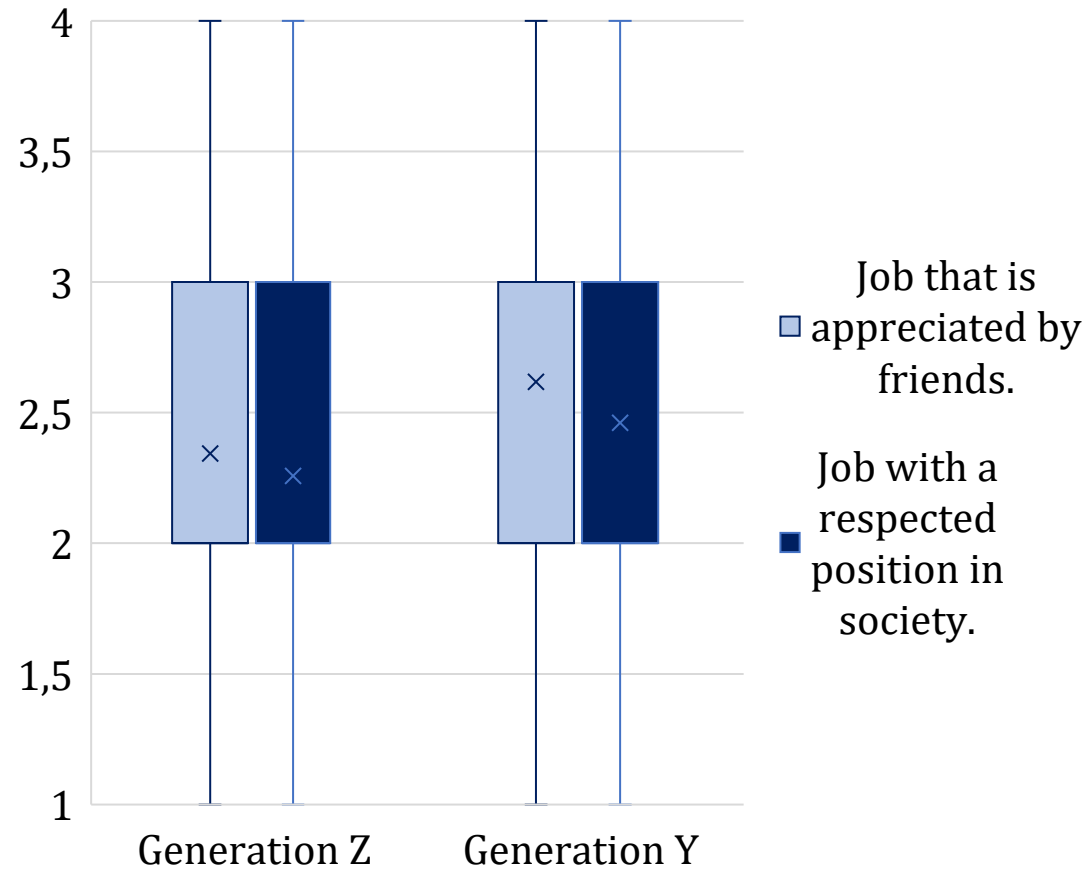
performance

solidarity

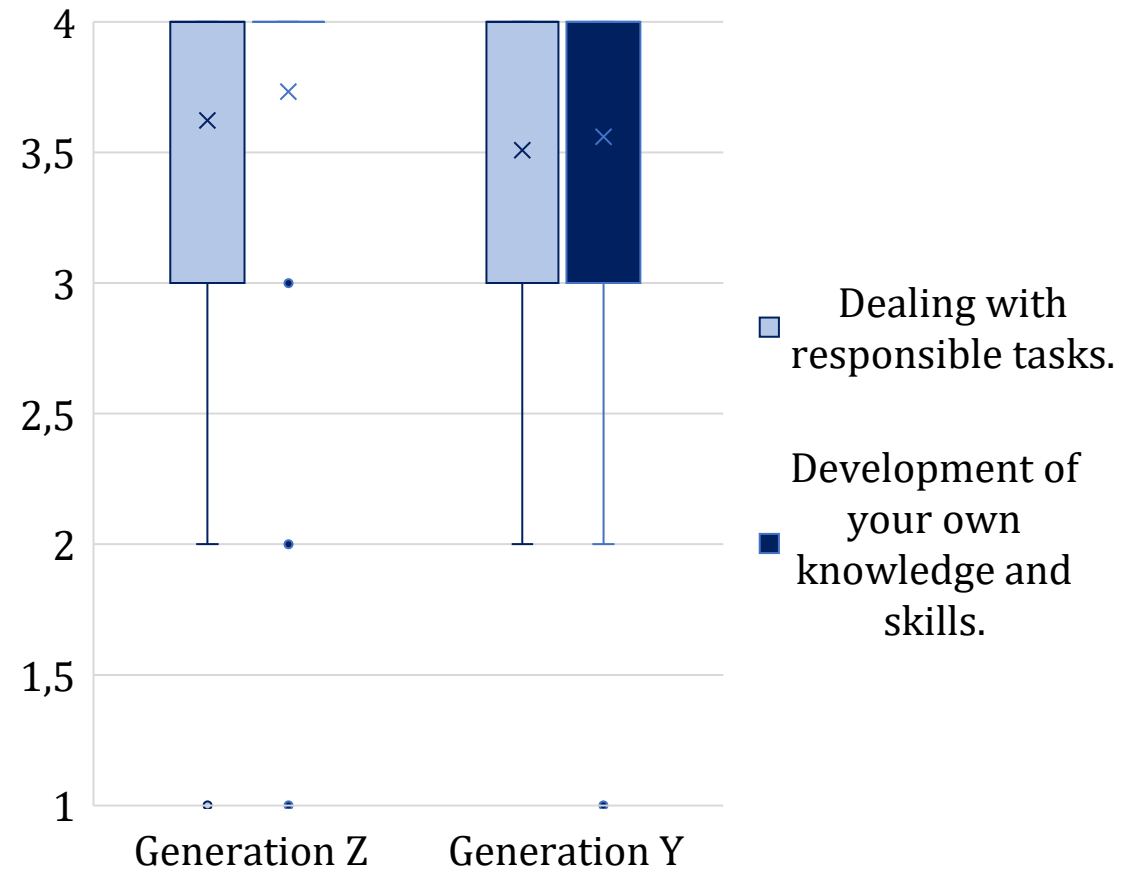
trust



# Extrinsic and Prestige Values



# Intrinsic Values



# Expectations

*"I am satisfied with my career orientation if:" (max. 5 responses) - 158 people - a total of 473 responses (approx. 3/person).*

Code system based on the Work-Value Theory according to Brown (2002):

<u>Intrapersonal values</u>		<u>Interpersonal values</u>
<ul style="list-style-type: none"> <li>• Intrinsically motivated values               <ul style="list-style-type: none"> <li>• Self-realization</li> <li>• Personal development</li> <li>• Meaningfulness</li> </ul> </li> <li>• Altruistic values               <ul style="list-style-type: none"> <li>• Doing something for the society</li> <li>• Helping others</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Extrinsically motivated values               <ul style="list-style-type: none"> <li>• Salary</li> <li>• Job security</li> </ul> </li> <li>• Prestige values               <ul style="list-style-type: none"> <li>• Social Status</li> <li>• Material Boni</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Social values               <ul style="list-style-type: none"> <li>• Cooperation</li> <li>• Collegiality</li> <li>• Support</li> </ul> </li> </ul>

# Expectations on Vocational Orientation and Guidance

Career Guidance Process	Goals and Values
<ul style="list-style-type: none"><li>✓ not just alternatives to be suggested</li><li>✓ active participation</li></ul>	<ul style="list-style-type: none"><li>✓ Balance between work and leisure vs. not work and family</li></ul>

No alternatives are offered, but my wishes are supported

**Gen Z ...**

Profession perfectly matches my interests

Balancing work and leisure time

Professional fulfilment

**Gen Z ...**

Satisfaction and respect at work

**Gen Y ...**

Help with the decision from the many possibilities

**Gen Y ...**

Compatibility with private life and family

# Take Home Messages

From security to creative  
and intellectual  
development.

High relevance of  
intrinsically motivated  
values like self-realization  
and personal  
development.

Strongly integrate  
individual values into  
career guidance and  
counseling services?

Companies' perspective:  
address and ask about  
values and reflect the  
company's corporate  
culture during the  
recruitment process.

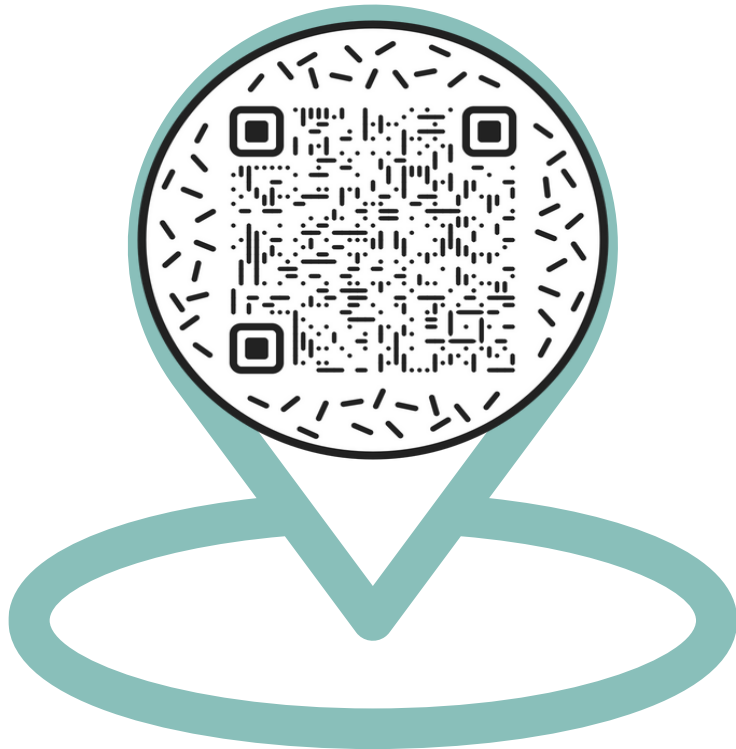
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# Thank you for your attention!

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**Let's keep in touch!**

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