PERSONAL VALUES AND THE USE OF SOURCES OF GUIDANCE AT WORK: A COMPARISON BETWEEN THE UNITED STATES AND BRAZIL

VALORES PESSOAIS E O USO DE FONTES DE ORIENTAÇÃO NO TRABALHO: UMA

COMPARAÇÃO ENTRE OS ESTADOS UNIDOS E BRASIL

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Abstract: *The objective of this research was to test statistically significant correlations between personal values and employee's use of sources of guidance when dealing with different events at work, comparing the United States and Brazil. 220 employees from a Brazilian university and 166 employees from an American university filled out a paper-and-pencil questionnaire comprised of two previously-validated scales. Based on the theoretical review, 8 hypotheses were raised to be empirically tested. The findings have practical implications for administrators and human resource professionals, who can benefit from knowledge about correlations between the constructs, especially when it comes to recruiting and selecting processes. Although the research was restricted to analyzing correlations, it elaborated a robust ground for future causality investigations and shed light on the importance of investigating specificities of work-related constructs in different nations, aiming at effective and contextualized management practices in times of raising globalization and internationalization.*

Keywords: *Personal values. Sources of guidance. Cross-cultural research.*

Resumo: O objetivo desta pesquisa foi testar correlações estatisticamente significantes entre valores pessoais e o uso de fontes de orientação por colaboradores ao lidarem com diferentes eventos no trabalho, comparando Estados Unidos e Brasil. 220 colaboradores de uma universidade brasileira e 166 de uma universidade americana preencheram um questionário papel-e-caneta composto por duas escalas previamente validadas. Baseando-se na teoria, levantaram-se 8 hipóteses para serem testadas empiricamente. Os resultados apresentam implicações práticas para administradores e profissionais de recursos humanos, que podem se beneficiar do conhecimento sobre correlações entre os construtos, especialmente em processos de recrutamento e seleção. Embora a pesquisa restringiu-se à análise de correlações, a mesma elaborou um terreno robusto para futuras investigações de causalidade e lançou luz sobre a importância de investigar especificidades de construtos relacionados ao trabalho em diferentes nações, visando a práticas de gestão eficazes e contextualizadas em tempos de crescente globalização e internacionalização.

Palavras-chave: Valores pessoais. Fontes de orientação. Pesquisa transcultural.

1. INTRODUCTION

In order to interpret and respond to the events they experience at work, employees use different sources of information, which are attitudes known in the literature as sources of guidance (SOGs) (PETERSON et al., 1990). Smith, Peterson, and Schwartz (2002) state that the following groups of SOGs are among the most frequent in a wide variety of cultural contexts and situations at work: the individual's own experience; social sources, such as superiors, subordinates, specialists, and co-workers; impersonal sources, such as formal rules, procedures, and informal norms; and country beliefs.

But what are those work events handled by employees? Work events include anything that triggers an employee's conscious attention (SMITH; PETERSON; SCHWARTZ, 2002), such as situations in which subordinates are doing consistently good work; equipment or machinery used in the department seems to need a replacement; another department does not provide the resources or support required; among other work situations (PETERSON; BARRETO; SMITH, 2016).

Classical contingency leadership models (e.g., SHERIDAN; VREDENBURGH, 1984) argue that some work tasks and work settings are more structured than others, which means that leaders act according to how structured a task or setting is. Peterson et al. (1990), however, proposed something different. According to them, employees' work varies over time, according to the situations they are dealing with. This means that employees' attitudes and behavior must change over a day or week to correspond with changes in the events

that they are encountering. Such variability in attitudes and behavior in response to changing situations – events – is exactly what is found in work organizations (PETERSON et al., 1990). This hypothesis turned out to be known as event-based contingency hypothesis, the background of this research.

Although there is strong literature evidence that employees' attitude of relying on sources of guidance varies according to the events they are handling, correlations between the use of SOGs at work and employees' internal characteristics are very little explored in the national and international literature. Thus, the objective of this study was to statistically test significant correlations between employees' internal characteristics and their reliance on sources of guidance when dealing with different events at work. This purpose naturally leads us to one of the most relevant constructs within Social Psychology: personal values.

There is strong evidence in the literature that attitudes and behaviors are correlated with the individual's psychological profile, such as personal values. Schwartz et al. (2012) state that personal values are intimately related to actions, attitudes toward objects and situations, ideology, presentation of self to others, evaluations, judgments, justifications, comparisons of self with others, and attempts to influence others.

People are more likely to act by attitudes and behavior that are value expressive (LONNQVIST et al., 2013), which suggests that personal values might be correlated with employees' attitude of relying on sources of guidance at work. Bardi and Schwartz (2003, p. 1208) argue that "the natural way to pursue important values is to behave in ways that express them or promote their attainment". This is the foundation upon which personal values were chosen to be investigated in the present research along with the use of sources of guidance at work.

The present study statistically tested correlations between personal values and employees' use of sources of guidance at work in two countries: The United States and Brazil. But what is the main reason behind comparing this relationship between the two countries? Globalization is characterized not only by an increase in the movement of capital and products but also by mobilizing workers in different markets (ATHAYDE et al., 2019; SILVA; ORSI; NAKATA, 2013). In this international and multicultural scenario, it becomes strategic to deeper investigate the specificities of work-related constructs in different nations, aiming at effective and contextualized management practices. The United States and Brazil were chosen in the present research, beyond accessibility reasons, because they are largely considered culturally different in cross-cultural research (e.g., HOFSTEDE, 2011).

In the following section, personal values and sources of guidance will be detailed so that the study hypothesis may be raised to be empirically tested.

2. THEORETICAL FRAMEWORK

2.1. Personal values

Personal values are conceptions of what is good, right, and desirable, and are supposed to affect important choices and pursuits of individuals, interpersonal attraction, social exchanges, norms, attitudes, and behavior patterns (KNAFO; ROCCAS; SAGIV, 2011). According to Schwartz et al. (2012), personal values are desirable goals that transcend specific actions and situations and serve as standards or criteria for attitudes and behavior. Moreover, they are ordered by importance, and the relative importance of multiple values guides attitudes and actions. Each value expresses a distinct motivational goal. Schwartz's theory of basic human values provides an established and comprehensive taxonomy of guiding principles in people's life and specifies the universal structure of dynamic relationship among values.

Personal values are ordered according to the relative importance given to the other values, and thus, form an orderly system of priorities. Priorities are not established randomly but are established with motivational domains. Hence,

personal values are important constructs for the prediction of attitudes and behaviors (TORRES; SCHWARTZ; NASCIMENTO, 2016), something that has been confirmed in many studies (e.g., SAGIV et al., 2017). They are broad categories of individual differences important to the study of persons and are, by definition, assumed to be cross-situationally and cross-temporally consistent (DOLLINGER; LEONG; ULICNI, 1996).

In Table 1, the nineteen personal values are presented, according to Schwartz's refined theory of basic human values (SCHWARTZ et al., 2012), which was adopted in the present research, once it is the most widely used theoretical framework concerning personal values both in the national and international literature.

Table 1 - The 19 personal values in Schwartz' refined theory

Personal value	Conceptual definition in terms of motivational goals
Self-Direction-Thought (SDT)	Freedom to cultivate one's own ideas and abilities
Self-Direction-Action (SDA)	Freedom to determine one's own actions
Stimulation (ST)	Excitement, novelty, and change
Hedonism (HE)	Pleasure and sensuous gratification
Achievement (AC)	Success according to social standards
Power-Dominance (POD)	Power through exercising control over people
Power-Resources (POR)	Power through control of material and social resources
Face (FAC)	Security and power through maintaining one's public image and avoiding humiliation
Security-Personal (SEP)	Safety in one's immediate environment
Security-Societal (SES)	Safety and stability in the wider society
Tradition (TR)	Maintaining and preserving cultural, family, or religious traditions
Conformity-Rules (COR)	Compliance with rules, laws, and formal obligations
Conformity-Interpersonal (COI)	Avoidance of upsetting or harming other people
Humility (HUM)	Recognizing one's insignificance in the larger scheme of things
Benevolence-Dependability (BED)	Being a reliable and trustworthy member of the ingroup
Benevolence-Caring (BEC)	Devotion to the welfare of ingroup members
Universalism-Concern (UNC)	Commitment to equality, justice, and protection for all people
Universalism-Nature (UNN)	Preservation of the natural environment
Universalism-Tolerance (UNT)	Acceptance and understanding of those who are different from oneself

Source: Adapted from Schwartz et al. (2012).

The connection between personal values, attitudes and behaviors was recently reinforced by Ahmad et al. (2020) by analyzing tourists' visiting intentions towards eco-friendly destinations. The results showed that the values self-transcendence and resultant conservation values had positive relationships with attitude, subjective norms, and perceived behavioral control. Personal values have been considered a significant predictor of a myriad of attitudes and behaviors (e.g., ETTIS, 2022; ATKINSON; KANG, 2022).

2.2. Sources of guidance

When employees have to deal with work events, they operate within a context of alternative sources of guidance (SOGs), many of which extend beyond the individual (PETERSON; SMITH, 2000). SOGs may include interpretive structures, such as memories, thoughts, and understandings to which new events can be connected, and may also include views on events that would likely be considered by a manager, employee, subordinate, or friend. In addition, prevailing views in society (e.g., country beliefs) and organizational documents (e.g., standard operating procedures) can be used by organization members to verify what guidelines they can offer.

Employees' reliance on sources of guidance when dealing with different events at work has

been investigated cross-culturally over the last decades. Some of these studies will be presented hereafter. First, Peterson et al. (1990) developed a questionnaire to ask employees from five electronics plants in four countries – the United States, the United Kingdom (UK), Japan, and Hong Kong – to what extent they used five SOGs to respond to two categories of events: day-to-day situations and unusual problems. The results indicated that employees responded differently to the five SOGs in the four countries. The correspondence between reliance on co-workers for day-to-day and unfamiliar events was higher for respondents in the USA and UK than for those in Japan and Hong Kong.

Smith, Peterson, and Wang (1996) investigated employees in China, the USA, and the UK, asking them to describe the extent to which they used five sources for handling nine events. The results indicated that Western employees rely more upon their own experience and training, while in China, formal rules and procedures were predominant.

Smith, Peterson, and Schwartz (2002) tested the hypothesis that the predominant values of members of an organizational culture lead them to rely on certain SOGs to respond to what happens around them. By using samples from 53 different countries, they tested whether value differences at the cultural level could predict typical SOGs used to handle work events.

Smith and Peterson (2005) developed a meaningful survey in which they obtained data provided by 7,380 employees from 60 countries to determine whether demographic variables were correlated with their reliance on vertical SOGs to handle the work events they found and whether these correlations differed depending on the characteristics of the national culture. In the referred study, the authors recognized that some demographic characteristics might have distinct implications in specific countries or cultural groups at the national level. Among other findings, results pointed out that younger managers rely more on vertical sources than do older managers.

Peterson et al. (2010) investigated the influence of employees' personal values and employees' use of guidance sources on e-mail use. The study was developed in Canada, the English-speaking Caribbean, Nigeria, and the USA. Results showed that e-mail use was positively associated with work contexts that show high reliance on Specialists, Subordinates, and Informal Rules.

Smith et al. (2011) investigated the use of SOGs by 7,701 employees in 56 countries in dealing with work events, and the moderating role of national culture in this relationship. Correlations between the sources of guidance that employees use and the perceived effectiveness of how well these events are handled were employed. These correlations were predicted to vary concerning dimensions of national culture. Results showed that reliance on one's Own Experience, on Formal Rules and Procedures, and one's Subordinates was positively correlated with perceived effectiveness globally.

Athayde and Torres (2020) proposed a new theoretical model of the internal antecedents of the use of guidance sources at work by employees while dealing with different events. Their in-depth theoretical review enabled the proposition of a model according to which personality traits and personal values influence each other, and both might influence the employees' use of guidance sources at work. Later, Athayde and Torres (2022) statistically compared employees' use of sources of guidance at work in the United States and Brazil and discussed results in light of differences concerning national cultural characteristics, suggesting that national culture might influence the prioritization of specific guidance sources at work.

2.3. Study hypotheses

Based on the theoretical review of the constructs, 8 study hypotheses – detailed in Table 2 – were raised to be empirically tested.

Table 2 - Study hypotheses

Hypothesis	Description
H1	Once the personal-value structure is universal (SCHWARTZ *et al.*, 2012) and cross-situationally consistent (DOLLINGER; LEONG; ULICNI, 1996), it is expected that personal-value scores will present high means in both countries.
H2	Once the sources of guidance measured by the Managerial Decision Questionnaire Global (Mdq1GL) are among the most frequent in a wide variety of cultural contexts and events at work (SMITH; PETERSON; SCHWARTZ, 2002), it is expected that reliance on all SOGs will present high means.
H3	Once reliance on Formal Rules and Procedures as a guidance source at work has been proven to be strong universally (SMITH *et al.*, 2011), it is expected that reliance on this specific SOG will present a high mean.
H4	The personal value Self-Direction-Action, as the freedom to determine one's own actions, is expected to be positively correlated with the use of one's Own Experience as a SOG.
H5	The personal value Power-Dominance, as the power through exercising control over people, is expected to be negatively correlated with Specialists, Co-workers, Superiors, and People Outside the Organization as SOGs, because people who score high on Power-Dominance will naturally want to influence other people and not be influenced by them as a source of guidance (SOG).
H6	The personal value of Tradition, which reflects in maintaining and preserving cultural, family, or religious traditions, is expected to be positively correlated with the use of Country Beliefs as a SOG.
H7	The personal value Conformity-Rules, as the compliance with laws and formal obligations, is expected to be positively correlated with the use of Formal Rules and Procedures as a SOG.
H8	The personal value Universalism-Tolerance, which reflects in acceptance and understanding of those who are different from oneself, is expected to be positively correlated with interpersonal SOGs, such as Specialists, Co-workers, Superiors, and People Outside the Organization.

Source: Elaborated by the authors.

3. METHOD

The American sample was comprised of employees from a private university, chosen based on accessibility reasons, with a total of 9,304 enrolled students; 25 undergraduate courses; 33 graduate courses; 1,600 full-time, part-time, and vendor-contracted employees; and 60 buildings (including 11 residence halls). The Brazilian sample was comprised of employees from a federal university campus, also chosen due to accessibility reasons. The refereed campus is comprised of 1,200 enrolled students – 10 of them international students –; 6 undergraduate courses; 8 graduate courses; 350 full-time, part-time, and vendor-contracted employees; and 20 buildings – including 1 residence hall.

The sampling technique used in this study was non-probabilistic by convenience, according to which the most available individuals are selected to provide the necessary information (HAIR et al., 2009). The minimum sample size was calculated with the software G*Power, following recommendations from Cohen (1992) for power calculation in studies of this nature: it was applied an average effect (w) of 0.25, with a significance level of 0.05, and a desired statistical power of 0.80. The calculated minimum sample size was 115 for correlations.

Employees were first invited via e-mail to participate in the study and were asked to specify a day and time when the questionnaire (paper-and-pencil) could be administered to them in person. The official websites of the two universities were used to obtain employees' e-mail addresses. Out of the 193 answered questionnaires in the USA, 27 were discarded because they had more than 10% of missing values per case. Data collection took place from February 13th, 2019 to April 30th, 2019. Out of the 233 answered questionnaires in Brazil, 13 were discarded because they had more than 10% of missing values. Data collection took place from June 3rd, 2019 to October 29th, 2019. The number of

valid questionnaires left was 166 in the USA and 220 in Brazil, reaching the calculated minimum sample size.

Personal values were measured by the instrument Portrait Values Questionnaire - Refined (PVQ-RR) (SCHWARTZ et al., 2012), which has already been tested and validated in many countries, including Brazil by Torres, Schwartz, and Nascimento (2016). The questionnaire presents 57 brief descriptions of different people, each one with the goals, aspirations, or desires implicitly related to the value in question. The respondents indicate their similarity concerning the person described on a scale of six points ranging from 1 = "does not look anything like me" to 6 = "looks a lot like me". With this, it is suggested that the values implicitly presented in the descriptions of the items allow the inference of respondents' personal values. Each of the 19 values is represented by 3 descriptions, comprising the 57-item questionnaire.

The applied data collection instrument regarding the use of sources of guidance (SOGs) when dealing with work events was the Managerial Decisions Questionnaire – Global (Mdq1GL), which was piloted by Peterson (1987) and later revised by Peterson, Barreto, and Smith (2016), in its English and Portuguese versions. The events – situations – described in the Mdq1-GL were selected as likely to occur within the work of any type of organization in any nation: "When one of your subordinates is doing consistently good work", "When some of the equipment or machinery used in your department seems to need replacement", "When another department does not provide the resources or support you require", "When there are differing opinions within your own department", "When you see the need to introduce new work procedure into your department", and "When the time comes to evaluate the success of new work procedures".

The phrasing for each event was: "When [event] …, to what extent are the actions taken affected by each of the following?". For each event, the question was followed by a listing of nine sources of guidance, described as follows: a) "Formal rules and procedures" (FRP), b) "Unwritten rules about 'How we do things around here'" (informal rules - IR), c) "My subordinates" (SUB), d) "Specialists" (SPE), e) "Other people at my level" (co-workers - CWO), f) "My superior" (SUP), g) "Opinions based on my own experience and training" (OEX), h) "Beliefs which are widely accepted in my country about what is right" (country beliefs – CB), and i) "People outside this organization" (POU). Responses were made on 5-point Likert-type scales, anchored by terms ranging from 1= "not at all" to 5= "to a very great extent".

The first event, related specifically to subordinates, was discarded in the present study, once this event applies only to managers, and the present research does not differ managers from non-managers. Further, for the same reason, the source of guidance "My subordinates (SUB)" was also discarded from the other five events left in the present study. Hence, compared to the original questionnaire (Mdq1GL) by Peterson, Barreto, and Smith (2016), the questionnaire administered in the present research has one less event and one less source of guidance. Nevertheless, it is important to point out that this does not mean data loss, given the fact that the reliance on SOGs, in previous studies, was measured by calculating a mean across all events, that is, the events were not analyzed separately. The same procedure was adopted in the present research.

The final part of the questionnaire covered sociodemographic items, and, as described earlier, the questionnaire was administered in person (paper-and-pencil), once the electronic application, even being more convenient, would greatly limit comparability of the present research with previous studies on SOGs, which adopted the paper-and-pencil format.

Statistical analyses were performed by using the software IBM® SPSS® Statistics 20.0 (Statistical Package for Social Sciences). Following recommendations by Tabachnick and Fidell (2001) and by Miles and Shevlin (2001), the variables were checked for their normal distribution. Additionally, bias in scale use was eliminated by mean-centering of guidance source ratings provided by each respondent.

At last, descriptive statistics and Pearson correlation tests (r) were run to discuss the differences between the United States and Brazil.

Table 3 - Respondents' sociodemographic characteristics – categorical variables

Variable		USA (%)	Brazil (%)
Position	Managers	29.5	53.6
	Non-managers	70.5	46.4
Sex	Male	40.4	49.1
	Female	59.6	50.9
Education	No college or university	1.8	1.4
	Some college or university education	31.3	29.5
	Completed undergraduate degree	16.3	10.0
	Some graduate education	7.8	7.3
	Completed Master's degree	22.9	15.4
	Study towards a second Master's degree or Ph.D.	3.6	5.5
	Completed second Master's degree or completed Ph.D.	16.3	30.9

Source: Elaborated by the authors.

Table 4 - Respondents' sociodemographic characteristics – interval variables

Variable		Mean	SD
Age	USA	37.8	14.3
	Brazil	35.7	11.0
Number of children living at home	USA	0.4	0.8
	Brazil	0.6	0.9
Work hours per week	USA	36.8	11.9
	Brazil	36.1	11.9
Years in the present organization	USA	6.6	6.3
	Brazil	7.2	7.4
Years in the present department	USA	5.5	5.8
	Brazil	5.7	5.81
Years in the present position	USA	4.3	4.9
	Brazil	5.8	6.1

Source: Elaborated by the authors.

Regarding the American sample, the highest personal-value means were Benevolence-Care (M=5.20; SD=0.67), Benevolence-Dependability (M=5.11; SD=0.68), and Universalism-Concern (M=4.92; SD=0.84), and the highest means for guidance sources were Superiors (M=3.75; SD=0.77), Formal Rules and Procedures (M=3.51; SD=0.73), and Informal Rules (M=3.19; SD=0.86). Concerning the Brazilian sample, the highest personal-value means were Universalism-Concern (M=5.35; SD=0.69), Benevolence-Care (M=5.34; SD=0.62), and Benevolence-Dependability (M=5.10; SD=0.81), and the highest means for guidance sources were Superiors (M=3.78; SD=0.82), Formal Rules and Procedures (M=3.77; SD=0.73), and Co-workers (M=3.19; SD=0.75). More details are shown in Table 5.

Table 5 - Personal values and Sources of Guidance – Descriptive statistics

Construct	Variable	USA		Brazil	
		Mean	SD	Mean	SD
Personal values	Self-Direction-Thought (SDT)	4.85	0.77	4.82	0.78
	Self-Direction-Action (SDA)	4.68	0.80	5.00	0.73
	Stimulation – ST	4.21	1.09	3.90	1.03
	Hedonism – HE	4.58	0.99	4.58	0.94
	Achievement – AC	4.48	0.89	4.22	0.95
	Power (Dominance) – POD	2.90	1.07	3.02	0.99
	Power (Resources) – POR	2.77	1.16	2.54	1.15
	Face – FAC	4.10	0.98	4.75	0.89
	Security (Personal) – SEP	4.65	0.79	5.04	0.63
	Security (Societal) – SES	4.69	1.03	4.96	0.86
	Tradition – TR	3.64	1.30	3.82	1.28
	Conformity (Rules) – COR	4.43	1.04	4.86	0.87
	Conformity (Interpersonal) – COI	4.07	1.06	4.54	0.99
	Humility – HUM	4.38	0.86	4.34	0.85
	Benevolence (Dependability) – BED	5.20	0.67	5.34	0.62
	Benevolence (Caring) – BEC	5.11	0.68	5.10	0.81
	Universalism (Concern) – UNC	4.92	0.84	5.35	0.69
	Universalism (Nature) – UNN	4.26	1.07	4.69	1.05
	Universalism (Tolerance) – UNT	5.00	0.74	5.08	0.71
Sources of guidance	Formal Rules and Procedures – FRP	3.51	0.73	3.77	0.73
	Informal Rules – IR	3.19	0.86	2.86	0.78
	Specialists – SPE	2.69	0.78	2.77	0.80
	Co-workers – CWO	3.07	0.94	3.19	0.75
	Superiors – SUP	3.75	0.77	3.78	0.82
	Own Experience – OEX	3.16	0.88	3.07	0.77
	Country Beliefs – CB	2.38	0.99	2.22	0.91
	People Outside Organization – POU	1.99	0.80	1.64	0.71

Source: Elaborated by the authors.

Focusing on the main objective of the research, that is, to statistically test significant correlations between personal values and the use of sources of guidance at work, results for the American and Brazilian samples are presented, respectively, in Tables 6 and 7 (next page).

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Table 6 - Correlations between the study constructs – USA

	SDT	SDA	ST	HE	AC	POD	POR	FAC	SEP	SES	TR	COR	COI	HUM	UNN	UNC	UNT	BEC	BED
FRP	0,01	0,07	-0,07	-0,07	-0,12	-0,10	0,05	0,00	,178*	0,14	-0,10	,159*	0,11	-0,10	0,01	-0,05	0,01	-0,02	0,07
IR	0,09	-0,01	-0,03	0,12	0,12	0,07	-0,02	-0,05	-0,05	-0,14	0,06	-0,06	-0,01	-0,13	-0,03	0,06	0,04	0,11	0,07
SPE	0,09	0,08	-0,05	-0,03	-0,04	-0,03	-0,07	-0,02	0,06	-0,02	0,07	0,08	-0,01	0,04	-0,05	0,11	0,04	-0,14	-0,12
CWO	-0,04	-0,05	0,07	0,08	0,02	-0,04	0,05	0,02	-0,06	0,07	0,06	-0,05	-0,12	0,08	0,01	-0,07	-0,05	0,10	0,07
SUP	0,06	0,03	-0,06	0,00	-0,08	,245**	-0,09	0,08	0,08	-0,06	0,10	0,12	0,10	-0,12	0,10	-0,01	0,03	0,15	,212**
OEX	-,172*	-0,05	0,07	0,02	0,01	,211**	-0,03	0,08	-0,14	,158*	0,04	-,229**	0,08	0,15	-0,02	0,01	-0,11	-0,04	0,04
CB	-0,06	-0,03	0,05	-0,12	0,03	0,13	,180*	0,02	-0,08	-0,01	0,14	0,00	0,00	0,05	-0,09	-0,14	-0,11	0,04	-,207**
POU	0,01	-0,02	0,00	-0,03	0,01	-0,03	0,01	-0,11	0,05	-0,08	-0,04	0,02	0,03	0,06	0,07	0,07	0,12	-0,04	-0,13

Note: *$p < 0.01$; **$p < 0.001$.
Source: Elaborated by the authors.

Table 7 - Correlations between the study constructs – Brazil

	SDT	SDA	ST	HE	AC	POD	POR	FAC	SEP	SES	TR	COR	COI	HUM	UNN	UNC	UNT	BEC	BED
FRP	-0,08	-0,10	-0,05	-0,04	-0,04	0,01	-0,06	0,06	0,06	0,08	0,01	0,01	0,07	-0,04	0,08	-0,01	0,00	-0,09	,136*
IR	0,07	0,03	-0,11	-0,01	0,00	0,02	0,01	0,01	-0,10	-0,07	0,00	0,00	-0,07	0,08	0,02	0,10	-0,05	-0,04	0,11
SPE	-0,03	-0,06	0,01	0,07	0,06	-0,03	0,03	,191**	-0,04	0,02	0,05	0,02	0,01	-0,04	0,08	0,00	0,03	-0,01	-0,08
CWO	-0,03	0,13	0,06	0,07	-0,08	0,07	0,06	-0,04	0,05	0,10	-,142*	-0,09	0,04	0,04	0,03	0,12	0,05	-0,03	0,04
SUP	-,143*	0,03	-0,02	-0,01	0,09	0,01	0,12	0,06	0,09	0,03	-0,04	-0,08	0,00	,186**	,137*	0,03	0,13	0,09	0,10
OEX	,219**	,182**	0,03	-0,12	-0,01	0,00	-0,10	0,09	0,05	0,01	-0,08	0,05	-0,10	0,03	0,03	-0,03	-0,13	0,07	-0,08
CB	0,03	-0,06	0,04	-0,03	-0,06	0,04	-0,05	0,05	-0,07	-0,09	,176**	0,07	-0,02	0,08	-,154*	-0,04	0,04	-0,02	-0,06
POU	-0,02	-0,11	0,04	0,08	0,04	0,02	0,10	-0,05	-0,02	-0,07	-0,02	0,02	0,06	0,04	0,08	-0,09	-0,09	0,05	,187**

Note: *$p < 0.01$; **$p < 0.001$.
Source: Elaborated by the authors.

5. DISCUSSION

According to study hypothesis 1 (H1), it was expected that the personal-value scores would present high means in both countries, once the personal-value structure is universal (SCHWARTZ et al., 2012) and cross-situationally consistent (DOLLINGER; LEONG; ULICNI, 1996). This hypothesis was supported, since none of the 19 personal values presented score mean close to one – minimum score in the scale. On the contrary, personal-value score means ended up being close to the maximum score in the scale (6), both in the USA and Brazil.

Regarding the use of sources of guidance at work, Smith, Peterson, and Schwartz (2002) state that the following groups of SOGs are among the most frequent in a wide variety of cultural contexts and events at work: the individual's own experience, based on previous experience and training; social sources, based on superiors, subordinates, specialists, co-workers, and people outside the organization; impersonal sources, based on formal rules or informal norms; and beliefs that are spread in a nation. All aforementioned groups of SOGs are present in the instrument Managerial Decision Questionnaire Global (Mdq1GL), administered in the present research. Because of that, according to study hypothesis 2 (H2), it was expected that none of the eight guidance sources would present a score means close to one – minimum score on the scale. This expectation was confirmed for all SOGs, except for People Outside Organization, which was the guidance source with the lowest

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mean both in the USA (M=1.99; SD=0.80) and in Brazil (M=1.64; SD=0.71). Moreover, both in the USA and in Brazil, Superiors (M=0.75; SD=0.77; M=3.78; SD=0.82) and Formal Rules and Procedures (M=3.51; SD=0.73; M=3.77; SD=0.73) were the SOGs with the highest means. Specifically, regarding Formal Rules and Procedures, this result has theoretical support, as reliance on this SOG has been proven to be strong universally (SMITH et al., 2011), as was expected by study hypothesis 3 (H3).

According to study hypothesis 4 (H4), the personal value Self-Direction-Action, as the freedom to determine one's actions (SCHWARTZ et al., 2012), was expected to be positively correlated with the use of one's Own Experience as a SOG. In the USA, this hypothesis was rejected, due to the absence of significant correlations between the two constructs. In Brazil, this hypothesis was supported (r = 0.18, p < 0.001).

The personal value Power-Dominance, as the power through exercising control over people (SCHWARTZ et al., 2012), was expected to be negatively correlated with social SOGs such as Specialists, Coworkers, Superiors, and People Outside Organization, because people who score high on Power-Dominance would naturally want to influence other people and not be influenced by them as a source of guidance. In the USA, this hypothesis (H-5) was supported only for the SOG Superiors, because a negative correlation was found only between Power-Dominance and Superiors (r = -0.24; p < 0.001). In Brazil, this hypothesis was rejected, due to the absence of significant correlations.

According to study hypothesis 6 (H6), the personal value of Tradition, which reflects in maintaining and preserving cultural, family, or religious traditions (SCHWARTZ et al., 2012), was expected to be positively correlated with the use of Country Beliefs as a SOG at work. In the USA, this hypothesis was rejected, due to the absence of significant correlation. On the other hand, this hypothesis was supported in Brazil (r = 0.17, p < 0.001).

Another personal value, Conformity-Rules, as the compliance with laws and formal obligations (SCHWARTZ et al., 2012), was expected to be positively correlated with the use of Formal Rules and Procedures as a SOG at work (H-7). This hypothesis was supported in the USA (r = 0.16, p < 0.01) and rejected in Brazil, due to the absence of significant correlation.

At last, according to study hypothesis 8 (H-8), the personal value Universalism-Tolerance, which reflects in acceptance and understanding of those who are different from oneself (SCHWARTZ et al., 2012), was expected to be positively correlated with social SOGs, such as Specialists, Co-workers, Superiors, and People Outside Organization. This hypothesis was rejected both in the USA and in Brazil because no significant correlation was found between the constructs.

Table 8 summarizes the study hypotheses that were supported and the ones that were rejected by the empirical results of the present investigation.

Table 8 - Hypotheses x Results

Hypothesis	Description	Result
H1	Once the personal-value structure is universal (SCHWARTZ *et al.*, 2012) and cross-situationally consistent (DOLLINGER; LEONG; ULICNI, 1996), it is expected that personal-value scores will present high means in both countries.	Supported
H2	Once the sources of guidance measured by the Managerial Decision Questionnaire Global (Mdq1GL) are among the most frequent in a wide variety of cultural contexts and events at work (SMITH; PETERSON; SCHWARTZ, 2002), it is expected that reliance on all SOGs will present high means.	Supported
H3	Once reliance on Formal Rules and Procedures as a guidance source at work has been proven to be strong universally (SMITH *et al.*, 2011), it is expected that reliance on this specific SOG will present a high mean.	Supported
H4	The personal value Self-Direction-Action, as the freedom to determine one's actions, is expected to be positively correlated with the use of one's Own Experience as a SOG.	Rejected (USA) Supported (Brazil)
H5	The personal value Power-Dominance, as the power through exercising control over people, is expected to be negatively correlated with Specialists, Co-workers, Superiors, and People Outside the Organization as SOGs, because people who score high on Power-Dominance will naturally want to influence other people and not be influenced by them as a source of guidance (SOG).	Supported for Superiors (USA) Rejected (Brazil)
H6	The personal value of Tradition, which reflects in maintaining and preserving cultural, family, or religious traditions, is expected to be positively correlated with the use of Country Beliefs as a SOG.	Rejected (USA) Supported (Brazil)
H7	The personal value Conformity-Rules, as the compliance with laws and formal obligations, is expected to be positively correlated with the use of Formal Rules and Procedures as a SOG.	Supported (USA) Rejected (Brazil)
H8	The personal value Universalism-Tolerance, which reflects in acceptance and understanding of those who are different from oneself, is expected to be positively correlated with interpersonal SOGs, such as Specialists, Co-workers, Superiors, and People Outside the Organization.	Rejected

Source: Elaborated by the authors.

With respect to the main results within the American sample, it was found that American employees who score high on the personal value Power-Dominance are the ones who rely less on Superiors as a guidance source at work. This result makes much theoretical sense, because employees who score high on the personal value Power-Dominance are characterized by power through exercising control over people. In this sense, it is reasonable to assume that they tend not to rely on their main authority within the organizational environment – Superiors – as a guidance source when dealing with different events at work.

It was also found that American employees who score high on the personal value Conformity-Rules are the ones who rely more on Formal Rules and Procedures as a guidance source at work. This result also makes much theoretical sense, because employees who score high on the personal value Conformity-Rules are characterized by compliance with laws and formal obligations. In this sense, it makes sense that they tend to be compliant with the most standardized written rules within their organizational environment.

Regarding the main results within the Brazilian sample, it was found that Brazilian employees who score high on the personal value Self-Direction-Action are the ones who rely more on their Own Experience as a guidance source at work. Once the personal value Self-Direction-Action is related to freedom to determine one's own actions, it makes much theoretical sense that, when dealing with different events at work, they tend to strongly rely on their own experience, determining their own actions.

It was also found that Brazilian employees who score high on the personal value Tradition are the ones who rely more on Country Beliefs as a guidance source at work. This result also makes much theoretical sense, because employees who score high on the personal value Tradition are characterized by maintaining and preserving cultural, family, or religious traditions. In this sense, it is reasonable to assume that they tend to take into consideration beliefs that are spread in their country as to what is right.

Table 9 summarizes the most relevant results in the American and Brazilian samples.

Table 9 – Most relevant results in the American and Brazilian samples

United States	
Personal value	**Source of Guidance**
↑ Power Dominance	↓ Superiors
↑ Conformity-Rules	↑ Formal Rules and Procedures
Brazil	
Personal value	**Source of Guidance**
↑ Self-Direction-Action	↑ Own Experience
↑ Tradition	↑ Country Beliefs

Source: Elaborated by the authors.

Having analyzed the main results regarding the raised study hypotheses, it is relevant to describe and discuss other significant correlations found in the present research that were not covered by the study hypotheses. Some of them will be presented hereafter.

First, in the American sample, the use of Own Experience as a guidance source at work was positively correlated with the personal value Power-Dominance ($r = 0.21$, $p < 0.01$), which is a personal value concerned with exercising control over people (SCHWARTZ et al., 2012). Hence, it is reasonable to assume that the employee's Own Experience may be used as an instrument of control over people when dealing with different events at work.

The personal value Power-Resources was positively correlated with the use of Country Beliefs as a guidance source at work ($r = 0.18$, $p < 0.01$). The personal value Power-Resources is related to exercising power through control of material and social resources (SCHWARTZ et al., 2012), and its correlation with Country Beliefs may be discussed in the light of American national culture characteristics. According to cross-cultural research (e.g., HOFSTEDE INSIGHTS, 2021), the United States scores high on the cultural dimension Masculinity, which is characterized by competition, achievement, and success. Typically, Americans work so that they can obtain monetary rewards and, consequently, attain higher status based on how good they can be. Many American workers will move to a fancier neighborhood after each and every substantial promotion (HOFSTEDE INSIGHTS, 2021). In this sense, relying on Country Beliefs as a guidance source seems compatible with the personal value Power-Resources in the United States.

Another statistically significant correlation within the American sample was found between the personal value Security-Personal and the use of Formal Rules and Procedures as a guidance source at work ($r = 0.17$, $p < 0.01$). The personal value Security-Personal regards safety in one's immediate environment (SCHWARTZ et al., 2012), hence, it is reasonable to assume that relying on Formal Rules and Procedures may be a way by which American employees seek security within their immediate environment, that is, by being compliant with written formal rules within their

department.

American employees' reliance on their Own Experience also was positively correlated with the personal value Security-Societal (r = 0.15, p < 0.01), which is a personal value concerned with safety and stability in the wider society (SCHWARTZ et al., 2012). This result can also be discussed in the light of American national culture characteristics. According to cross-cultural research (e.g., HOFSTEDE INSIGHTS, 2021), the United States scores high on the cultural dimension Individualism. The United States is one of the most individualistic cultures in the world. People are expected to take care of themselves and their families without the support of others. In the business world, employees are expected to be proactive, and decisions are based on merit (HOFSTEDE INSIGHTS, 2021). Thus, it makes theoretical sense that American employees may seek safety by relying on their Own Experience, which is a SOG compatible with a characteristic of the American wider society.

The personal value Conformity-Rules was negatively correlated with Own Experience as a guidance source at work (r = -0.22, p < 0.001). It means that American employees who value compliance with rules, laws, and formal obligations are the ones who do not rely on their Own Experience. Moreover, the personal value Benevolence-Dependability was positively correlated with reliance on Superiors (r = 0.21, p < 0.001) and negatively correlated with Country Beliefs (r = -0.20, p < 0.001) as guidance sources at work. It means that American employees who score high on the personal value Benevolence-Dependability, which is concerned with being a reliable and trustworthy member of the ingroup (SCHWARTZ et al., 2012), are the ones who rely more on Superiors and less on Country Beliefs as guidance sources at work. These results make theoretical sense, once, by submitting to Superiors and by avoiding individualistic American country beliefs, employees may demonstrate their dependability in the organizational ingroup.

With respect to the Brazilian sample, some statistically significant correlations

were found, beyond the ones approached by the study hypothesis. First, the personal value Self-Direction-Though, which is related to freedom to cultivate one's own ideas and abilities (SCHWARTZ et al., 2012) was negatively correlated with Superiors (r = -0.14, p < 0.01) and positively correlated with Own Experience (r = 0.21, p < 0.01) as guidance sources at work. These results make much theoretical sense, once employees who search for freedom to cultivate their own ideas and abilities will tend not to rely on their main authority within the work environment – Superiors – and will be likely to rely on their Own Experience, cultivating their own ideas and abilities.

The personal value Tradition, which is concerned with maintaining and preserving cultural, family, or religious traditions (SCHWARTZ et al., 2012) was negatively correlated with the use of Co-workers (r = -0.14, p < 0.01) as a guidance source at work. At first, it seems that this result is not compatible with Brazilian national culture characteristics, once cross-cultural research (HOFSTEDE INSIGHTS, 2021) consider Brazil a collectivist country, which means that employees who score high on the personal value Tradition were expected to rely on their Co-workers. Nevertheless, as highlighted by Triandis et al. (2011), collectivist cultures are not identical in their collectivism. According to them, it is relevant to recognize an important distinction between vertical and horizontal collectivist cultures. While vertical collectivist cultures see some members of the ingroup as more important than most members of the ingroup (e.g., superiors, in comparison to other members of a department, such as co-workers, subordinates, and specialists), horizontal collectivist cultures see most members of the ingroup as equal. Thus, it is reasonable to assume that the weak reliance of Brazilian employees on Co-workers may be influenced by the fact that the Brazilian national culture is a vertical collectivist culture.

At last, the personal value Benevolence-Dependability, which is concerned with being a reliable and trustworthy member of the ingroup (SCHWARTZ et al., 2012), was positively

correlated with the use of Formal Rules and Procedures (r = 0.13, p < 0.01) and negatively correlated with People Outside Organization (r = -0.18, p < 0.001) as guidance sources at work. This means that Brazilian employees who score high on the personal value Benevolence-Dependability are the ones who rely more on Formal Rules and Procedures and who rely less on People Outside Organization as guidance sources at work. It makes much theoretical sense that employees who seek to be a reliable and trustworthy member of the ingroup will tend to rely more on the written formal rules of their departments and to rely less on people who are not part of the ingroup – People Outside Organization.

6. FINAL REMARKS

The present research successfully achieved its central objective: to statistically test significant correlations between personal values and employees' reliance on sources of guidance when dealing with different events at work, comparing the United States and Brazil.

These findings have implications for organizational administrators, decision-makers, human resource professionals, and psychologists. The development of human resources policies can benefit from knowledge about correlations between personal values and employees' attitudes of relying on sources of guidance when dealing with different events at work, especially when it comes to recruiting and selecting processes.

If a company in the USA, for instance, fosters the use of Formal Rules and Procedures and wishes that its employees rely mostly on standard operating procedures at work, the findings of the present research suggest that job candidates with high scores in the personal value Conformity-Rules are likely to be the ones who will rely more on this desired source of guidance when dealing with different events at work, and this can be assessed in recruiting and selecting processes.

Similarly, if a company in Brazil, for instance, wants to hire highly experienced professionals who are proactive and who rely mostly on their own experience or previous training, the findings of the present research suggest that job candidates with high scores in the personal value Self-Direction-Action are likely to be the ones who will rely more on this desired source of guidance when dealing with different events at work, and this, as well, can be assessed in recruiting and selecting processes.

Besides practical implications, the findings of this study also present theoretical implications. It is relevant to highlight that there is a lack of studies in the literature focused on investigating the possible internal antecedents of the use of guidance sources at work. Therefore, this study, despite restricted to correlation analysis, theoretically contributes to future investigations aimed to explain the use of guidance sources at work by using predictive theoretical-empirical models.

The findings of the present investigation suggest significant personal values that are important constructs to be included in the predictive model of the use of sources of guidance at work in the United States and Brazil in future empirical studies. A natural limitation is that this study was restricted to exploring statistically significant correlations between the constructs, however, it has to be acknowledged that it elaborated a robust ground upon which causalities may be investigated in future studies in the United States and Brazil. Hence, as opportunities for future research, it is suggested that causality studies be carried out through multiple linear regression or Structured Equation Modeling (SEM), as well as by sampling a higher number of organizations in both countries and advancing the investigations between personal values and employees' use of sources of guidance carried out cross-culturally in the present investigation.

Regarding the American sample, the highest means for guidance sources were Superiors, Formal Rules, and Informal Rules. Concerning the Brazilian sample, the highest means for guidance sources were Superiors, Formal Rules, and Co-workers. These results may also be deeper investigated by future studies in

light of national cultural characteristics.

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