



# Values and career choice at the beginning of the MBA educational process

Values and  
career choice

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## Abstract

**Purpose** – With the change in global and local markets and the emergence of new types of careers such as protean careers (which are values-driven), individual values (i.e. citizenship behaviors, altruistic standards, and helping activities) seem to have a growing effect on decisions people make about significant choices in their lives such as the choice of a career. The authors apply a theory of protean career and citizenship/altruistic behavior to study career choices and career development amongst an international sample of MBA and MPA students. It is expected that values may lead to career choices in early stages of vocational search, but career choices and development may also affect one's values during the training process, especially during educational and professional schooling. This paper aims to focus on the issues surrounding career choice.

**Design/methodology/approach** – The study focuses on the first stage of the process of career choice at the beginning of MBA/MPA studies. A quantitative research design was applied by using a survey instrument that draws on a cross-national study.

**Findings** – A positive relationship is found between good citizenship of altruistic behavior and protean career. This relationship is solid and generic beyond the effect of gender, age, or culture/national setting.

**Originality/value** – The findings point to some meaningful relationships amongst the studied variables and emphasize the need to direct MBA/MPA students to a value-oriented educational program in their fields of expertise. The paper ends with a discussion of the theoretical and practical implications for future studies in career development.

**Keywords** Career development, Citizenship, Behaviour, Gender, Cross-cultural studies, Master of business administration

**Paper type** Research paper

## Introduction

Recent decades have witnessed a growing interest in political and citizenship values as related to modern states and societies (e.g. Almond and Verba, 1963; Barber, 1984; Brady *et al.*, 1995; Cohen and Vigoda, 1998, 2000). These studies have received little, if any, attention in the career management literature (e.g. Altman and Post, 1996; Derr, 1986; Greenhaus, 1987; Gutteridge *et al.*, 1993; Hall, 1996b; Niles and Goodnough, 1996; Super, 1986) and, as far as we could find, no study has dealt with the citizenship values of future leaders in management, business, or administration. As this group is expected to have a profound effect on a nation's economic and social development, as well as its general well-being, it is important to look at the citizenship values of those in a position to become leaders in their respective countries.

This paper is therefore an attempt to delineate directions in the future study of values among tomorrow's leaders in business management and public administration. The original idea was stimulated by an ongoing multi-national study and longitudinal data collection from several countries across the globe, specifically Cyprus, England,



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Hungary, India, Israel, Turkey and the USA. Our theoretical framework focuses on several variables that represent the individual's good-citizenship values and career approach (e.g. altruism and protean career approach). The paper opens with a general discussion and theory of career development in modern societies. It then tries to relate the theory of career development with values and the interactions between altruistic behavior, protean career and variables such as age, gender and culture. The relationship between altruistic behavior and protean career approach is important for several reasons:

- (1) helping/altruistic activities in their organized third sector form have become a central part of the world economy and social environment (Cohen and Vigoda, 2000; Salamon, 2002);
- (2) these behaviors are mainly driven by civic virtues, whereas altruistic/volunteer activities and meaningful work are the prime drivers for employees' behavior (Smith *et al.*, 2006); and
- (3) these behaviors are relevant to the private and public sectors, where performance is also measured by extra-role activities whose goal is improving the outcomes of the organization (Organ, 1988).

Thus, an additional facet of the relationship between altruistic behavior and career approach that can be of importance is the positive influence of general civic virtues on organizational citizen behavior and work outcomes (Cohen and Vigoda, 2000).

The goal of the paper is to provide theory and argumentation for the relationship between such altruistic behaviors and the development of protean careers and to point to its advantages and usefulness in the study of career management and the future education of MBA and MPA candidates who are tomorrow's leaders in the business, public, and third sectors.

### **Values, altruistic behavior and career approach: background and theory**

One characteristic of modern careers is frequent job changes, caused either by dynamic market economics or initiated by the individual (Hall and Chandler, 2005; Peiperl and Baruch, 1997). The single, lifelong employment relationship with one employer tends to be rarer, with people tending to have multiple careers in different organizations and various areas (Arthur *et al.*, 2005; DeFillipi and Arthur, 1994). In order to succeed at different stages in their career, people need to plan their career carefully, utilizing their investment in education and the experience gained from their earlier career stages.

The study of careers has benefited from a number of theoretical perspectives. Some sociologists view the career as an issue that is related to social functioning (Barley, 1989; Featherman and Hauser, 1978), whereas psychologists tend to consider the career as a profession and a route to self-development and enrichment (Holland, 1985; Shepard, 1984). Much emphasis has been placed on the compatibility between the personality of the worker and his/her profession, because a good match between these two factors benefits both the individual and the organization. Contemporary frameworks see one's career as a multidisciplinary issue. It comprises aspects from psychology, sociology, anthropology, economics, and political science. Issues such as status and rank; wealth, property and earning capacity; social reputation, prestige and influence; knowledge and skills; friendship and network connections; health and wellbeing; culture and career; labor markets and economic conditions are discussed in

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career research. In modern times, the career has evolved from a classical concept of employment or profession to have a much wider meaning.

One of the current, leading career research perspectives is the notion of the protean career, where the person, not the organization, is in charge of his or her career development. The protean career is characterized by greater mobility, a whole-life perspective and a developmental progression (Briscoe *et al.*, 2006; Hall, 1996a). The career is driven by personal values and the main success criteria are subjective (Hall, 2004). This development follows from today's changeable employment conditions that have altered what employees can expect and what they want from an employment relationship (Arthur *et al.*, 2005). Downsizing and intense competition in the local and global economy have caused people to believe that even if they do their work well, they could lose their jobs (Hall and Moss, 1998). In response to this uncertainty, employees have developed career tactics in which the career is seen as a development of the self (Arthur *et al.*, 2005; Hall and Chandler, 2005). The new career discourse centralizes individual needs and reflects employees' needs to engage in more meaningful work experiences (Arthur and Rousseau, 1996). The protean career success is measured by feelings of pride and personal accomplishment, and career satisfaction (Hall and Moss, 1998; Heslin, 2005). The protean approach endeavors to integrate work and life values with what Shepard called the "path with heart" (Hall and Moss, 1998, p. 30). The protean approach portrays the career as having the intensity of a calling, a term introduced by Weber (1958), who described calling as an obligation toward professional activity and a "devotion to a higher ideal" (Goldman, 1988, p. 110). Hall (2004) characterized work as calling when the individual perceives it as a calling and when the work serves the community. Hall and Chandler (2005, p. 162) claim that a calling involves a protean career orientation and "having a strong sense of purpose". In other words, a protean approach is characterized by self-fulfillment and encompasses a larger purpose than the self. People who are protean type careerist are continual learners, always open to new possibilities and viewing the career as series of learning cycles (Hall and Mirvis, 1996). In order to proceed successfully with the protean career, people need to acquire two "metacompetencies" – adaptability and self-awareness (Hall, 2004). This requirement follows from the fact that the world changes so fast that assessing people and developing a fixed set of competencies is increasingly less relevant to successful performance. It is more effective for employees to develop greater adaptability and self-awareness, which will enable them to learn from their experiences and develop new skills on their own (Briscoe and Hall, 1997). Hall (2004) claims that in order to advance successfully, it is important to develop both metacompetencies. People who are very adaptable but have little self-awareness are following someone else's career path, not their own. People who have a strong degree of self-awareness but are not adaptable are avoiding taking action. People who have little self-awareness and are not adaptable are in a state of rigidity and are just following orders (Hall, 2004).

The second factor in career development is personal values and the priority of values. A value is defined as "an enduring belief that a specific mode or end-state of existence is personally or socially preferable to an opposite mode of conduct or end state of existence" (Rokeach, 1973, p. 5). Examples of values (which are also culture-dependent) are social recognition, inner harmony, meaning in life and sense of belonging (Sagiv and Schwartz, 2000). Values are considered a dominant force in

people's lives (Rokeach, 1973) and as Rokeach (1973, p. 3) states, "the consequences of human values will be manifested in virtually all phenomena". As Sagiv and Schwartz (2000) note, values are desirable goals, varying in importance, that serve as guiding principles in people's lives. Values have been shown to be consistent from one situation to another (Sexton and Bowman-Upton, 1991) and affect the individual's occupational choice and vocational behavior (Brief *et al.*, 1979; Walker *et al.*, 1982). Moreover, values have been found to predict career fit, and individuals seek careers that are congruent with their value systems (Beutell and Brenner, 1986; Brenner *et al.*, 1988). The values priority viewpoint implies that individuals are motivated by their important personal values and act accordingly (Sagiv and Schwartz, 2000). Thus, action taken in pursuit of each type of value may conflict or may be compatible with the pursuit of other values. According to Sagiv and Schwartz (2000), some values, like achievement, tradition and security, are correlated to subjective wellbeing. Thus, values and career choice, as well as the development of the career, may be mutually correlated.

Following the rationality developed thus far, Table I sums up the potential relationships between the protean career and the centrality of values and/or citizenship values.

As we have seen previously, the new type of career is driven by individual values and success is measured by psychological success, where satisfaction and wellbeing are the faces of that success (Hall, 2004; Hall and Chandler, 2005; Heslin, 2005). Sagiv and Schwartz (2000) investigated the relationship between value priorities and cognitive and affective aspects of subjective wellbeing. They have shown that there are two ways in which an individual's differences are related to subjective wellbeing. In the first one, an individual's subjective wellbeing might depend upon his or her profile of values priorities. People for whom particular values are very important may tend to have a more positive sense of wellbeing than persons guided by a different set of values. In other words, subjective wellbeing may be associated with emphasizing specific values (e.g. compassion) rather than others (e.g. security). The second one suggests that successfully realizing any of one's values increases personal wellbeing. In other words, people's sense of wellbeing may be unrelated to their value profile, depending instead upon how successful they are in satisfying whatever values are important to them. Sagiv and Schwartz's research was based on Schwartz's (1992) theory of universals in the content and structure of basic values. Schwartz (1992) developed ten motivationally distinct types of values from universal requirements of human existence. The critical content aspect that distinguishes the different values is the type of motivational goals they express. An example of a motivational value is

Issue	Protean career
Who is in charge?	The individual
Degree of mobility	High
Success criteria	Psychological success
Key attitudes	Work satisfaction-professional commitment
Core values	Freedom-growth-calling-adaptability-self fulfillment-altruism-civic virtues (at the organizational, communal and national level)

**Table I.**  
Protean career and the centrality of values

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“Achievement: personal success through demonstrating competence according to social standards” (Sagiv and Schwartz, 2000, p. 179).

Sagiv and Schwartz’s sample was based on students (in psychology and business administration) and adults in Israel and Germany. Their main findings were that achievement, self-direction, stimulation, tradition, conformity, and security values were correlated with affective wellbeing. An additional result that emerged from their research was that congruity between people’s values and their environment promotes wellbeing regardless of the particular values to which people attribute importance. People are likely to experience a positive sense of wellbeing when they emphasize the same value that prevails in their environment.

### Relationships and hypotheses

There is no formal agreement about the generic nature of citizenship behavior and altruism, and there are different types of such behaviors (Khalil, 2004; Piliavin and Charng, 1990). Following Khalil (2004), altruism means charity and is a multidisciplinary concept based in neoclassical economics, behavioral psychology, sociology and anthropology. Good citizenship and altruism have similar meanings where doing good things for others means doing good for the community, the state, or the organization. A good citizen is expected to perform altruistic behavior of various types and to contribute to his/her environment. Khalil (2004) and Street and Cossman (2006) describe altruism as the willingness of individuals to extend themselves for the general welfare without receiving any direct benefits in return. Bar-Tal (1985/1986, p. 5) notes that altruistic behavior must exhibit the following properties: “must benefit another person; must be performed voluntarily; must be performed intentionally; the benefit must be a goal in itself and must be performed without expecting any external reward”.

Following Khalil (2004), a possible partial explanation of good citizenship and altruistic behavior flows from two perspectives, a “warm glow” feeling and a desire for socialization or culturalization. The “warm glow” is the feeling of pride that induces one to act in particular way. Such a sense of pride often results when an individual takes steps to realize a goal. When a choice confirms an inner preference, it indicates decisiveness and engenders the “warm glow” of pride (Andreoni, 1995). The desire for socialization refers to the fact that an individual tends to act in particular ways in order to gain the approval, respect, admiration and prestige accorded by one’s significant peer group (Karier, 1984; Mead, 1959). Culturalization grounds the altruistic behavior in cultural tastes, where altruistic acts arise from residence in a particular culture.

Based on the fact that good citizenship of altruistic behavior flows from inner personal values, especially pride in this behavior (the “warm glow” phenomenon) and that the protean behavior originates from inner values as well, we suggest that there will be a relationship between altruistic behavior and the protean approach to career. The first hypothesis is:

- H1.* Good citizenship of altruistic behavior will be positively related to a protean approach to career.

Which sex is fairer than the other? Recent empirical research suggests that women appear to be more charitable than men (Andreoni and Vesterlund, 2001; Cox and Deck, 2006). In experiments conducted by Andreoni and Vesterlund (2001), results indicated

differences by gender, where men tend to be either completely selfish or completely selfless, while women tend to be “equalitarians” who prefer to share more equally. Differences in the results may be attributed to gender socialization (Rooney *et al.*, 2005). Regarding the protean career approach, women may find the protean approach more appealing than men, mainly because it is suited better to interruptions in one’s career and favors flexible work patterns (Reitman and Schneer, 2003). Additional factors that may affect the differences in gender approach to career may be the change in societal norms, especially the work/non-work balance, mentoring, work policies and sexual harassment and discrimination (Eby *et al.*, 2005). Therefore, a second hypothesis is proposed:

- H2.* Gender will moderate the relationship between altruistic behavior and protean career approach, such that the relationship will be stronger for women versus men.

Cultural differences may also affect good citizenship of altruistic behavior. According to Mead (1959), the individual’s sense of self is molded by his society, and moral behavior is the result of the ability of humans to see themselves from the vantage point of others. A possible additional source of altruism is cultural tastes, where altruistic behavior emerges from residence in particular culture (Khalil, 2004). Cultural differences may also influence career approach. For example, Hofstede (1980) has proposed that individualism-collectivism is a bipolar variable that differentiates cultures. Individualism implies a loosely knit social framework in which people tend to care mainly for themselves and their families. Individualist cultures emphasize personal goals, equity-based rewards, social networking and promotions. Collectivism, on the other hand, is characterized by a tight social framework in which people distinguish between in groups and out groups, and expect their members of their group to look after them. Collectivist cultures emphasize group goals and rewards such as job security. In collectivist cultures, individuals will refer to the existing group or organization for evidence of career success (Sullivan and Arthur, 2006). Therefore, as suggested in the third hypothesis, we expect to find differences amongst the studied cultures in terms of good citizenship of altruistic behavior and protean career:

- H3.* The score (as related to altruistic behavior and protean career approach) of the Israeli sample and other samples (Cypriot, English, Hungarian, Indian, Turkish and American) will be different.

## Method

### *Sample and procedure*

The research population was based on an international sample (Cypriot, English, Hungarian, Indian, Israeli and American) of students participating in management studies. The data was collected during the period between 2005 and 2007. The 791-person sample was composed of the following participants:

- Cyprus (112, 14.2 percent);
- England (97, 12.3 percent);
- Hungary (138, 17.4 percent);
- India (115, 14.5 percent);

- Israel (110, 13.9 percent);
- Turkey (110, 13.9 percent); and
- the USA (109, 13.8 percent).

The sample consisted of 47.8 percent women and 52.2 percent men.

*Measures*

*Good citizenship of altruistic behavior.* Altruistic behavior was measured via a five-item set developed by Rushton *et al.* (1981) using a Likert scale of 1-7 (from “never” to “regularly”). A sample item is “I have done volunteer work for the community”.

*Protean career approach.* The protean career approach was measured via a six-item set developed by Baruch *et al.* (2005) using a Likert scale of 1-7 (“strongly disagree” to “strongly agree”). A sample item is “I take responsibility for my own development”.

*Gender.* This is a dichotomous variable; 1 = male and 0 = female.

*Age.* Age is a continuous variable, given in years.

*National comparison indicator.* This was set such that 1 = Israel and 0 = other countries (Cyprus, England, Hungary, India, Israel and the USA).

**Findings**

Table II presents the descriptive statistics, zero order correlations and reliabilities for the research variables.

Following the results from Table II, we can see that there is a positive correlation ( $r = 0.307, p \leq 0.01$ ) between altruistic behavior and protean career approach. Therefore, *H1*, which posited a positive relationship between altruistic behavior and a protean career, is supported.

Table III presents the results of hierarchical regressions where a protean approach was regressed on altruistic behavior. Following Cohen and Cohen’s (1983) and Cortina’s (1993) recommendations to improve the detection of interaction effects, the variables were “centered” before the analysis and a squared term (of age) was added to the regression analysis. The regression equation was significant ( $F(8, 628) = 12.345, p \leq 0.001$ ), and altruistic behavior and gender were significant ( $\beta = 0.286, p \leq 0.001; \beta = -0.353, p \leq 0.05$ ), respectively. No interaction effects were detected; therefore, *H2* is not supported.

Variables	Mean	SD	1	2	3	4	5
1. Good citizenship of altruistic behavior ( $\alpha = 0.60$ )	4.25	1.04	–				
2. Protean career approach ( $\alpha = 0.75$ )	5.44	0.77	0.307**	–			
3. Age	26.21	5.68	0.091*	NS	–		
4. Gender (1 = male)			0.114**	NS	NS	–	
5. Marital status			NS	NS	0.507**	NS	–
6. Culture (1 = Israeli)			–0.105**	–0.091*	–0.114**	NS	–0.122

**Notes:** NS = non-significant;  $n = 645-751$  (due to missing values). \* $p \leq 0.05$ ; \*\* $p \leq 0.01$

**Table II.**  
Descriptive statistics,  
zero order correlations  
and reliabilities

The next section presents a comparison of the means between the Israeli sample and the other countries (Cyprus, England, Hungary, India, Turkey and the USA).

*Comparing the means for a protean career approach by gender*

By applying a *t*-test for independent samples we found that there is no significant difference ( $t(754) = -1.889, p \geq 0.05$ ) between the means of protean career approach by gender ( $M = 5.38, SD = 0.80$ ) for females and ( $M = 5.49, SD = 0.74$ ) for males.

*Comparing the means for altruistic behavior by gender*

By applying a *t*-test for independent samples we found that there is a significant difference ( $t(757) = 3.152, p \leq 0.01$ ) between the means of altruistic behavior by gender ( $M = 4.35, SD = 1.04$ ) for females and ( $M = 4.11, SD = 1.02$ ) for males.

*Comparing the means for a protean career approach between the Israeli sample and other country samples (Cyprus, England, Hungary, India, Turkey and the USA)*

By applying a *t*-test for independent samples we found that there is a significant difference ( $t(169) = -2.94, p \leq 0.01$ ) between the means of a protean career approach for the Israeli sample ( $M = 5.62, SD = 0.64$ ) and the sample of other countries ( $M = 5.41, SD = 0.79$ ). The means for specific samples of other countries were:

- Cypriot sample:  $M = 5.52, SD = 0.79$ ;
- English sample:  $M = 5.22, SD = 0.71$ ;
- Hungarian sample:  $M = 4.93, SD = 0.76$ ;
- Indian sample:  $M = 5.45, SD = 0.71$ ;
- Turkish sample:  $M = 5.75, SD = 0.68$ ; and
- American sample:  $M = 5.73, SD = 0.71$ ).

**Table III.**  
Findings of multiple hierarchical regression analysis (standardized coefficients) for the relationship between altruistic behavior, protean career approach and the interaction between altruistic behavior, gender and culture (manifested by different national samples)

	Step 1 $\beta(t)$	Protean approach Step 2 $\beta(t)$	Step 3 $\beta(t)$
1. Age	NS	NS	NS
2. Gender	NS	-0.084*	-0.353*
3. Marital status	NS	NS	NS
4. Age squared	-0.161*	NS	NS
5. Altruistic behavior		0.345***	0.286***
6. Altruistic behavior $\times$ gender			NS
7. Altruistic behavior $\times$ age			NS
8. Altruistic behavior $\times$ country indicator			NS
$R^2$	0.015	0.130	0.136
Adjusted $R^2$	0.009	0.123	0.125
$F$	2.464*	18.839***	12.345***
$\Delta R^2$		0.115	0.006
$F$ for $\Delta R^2$		83.059***	0.401

Notes: NS = non-significant;  $n = 564$ ; \* $p \leq 0.05$ ; \*\* $p \leq 0.01$ ; \*\*\* $p \leq 0.001$

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*Comparing the means for altruistic behavior between the Israeli sample and other country samples (Cyprus, England, Hungary, India, Turkey and the USA)*

By applying a *t*-test for independent samples we found that there is a significant difference ( $t(789) = -2.98, p \leq 0.01$ ) between means of altruistic behavior for the Israeli sample ( $M = 4.52, SD = 1.07$ ) and the sample of other countries ( $M = 4.20, SD = 1.027$ ). The means for specific samples of other countries were:

- Cypriot sample:  $M = 4.48, SD = 1.11$ ;
- English sample:  $M = 3.89, SD = 0.98$ ;
- Hungarian sample:  $M = 3.48, SD = 0.76$ ;
- Indian sample:  $M = 4.33, SD = 0.84$ ;
- Turkish sample:  $M = 4.38, SD = 0.93$ ); and
- American sample:  $M = 4.66, SD = 0.97$ ).

In light of the means comparisons above (in relation to the effect of culture, as represented by different national samples), we can see that there are significant differences between the means of altruistic behavior and a protean career approach in the Israeli sample and the other countries. Therefore, we can conclude that *H3* is supported.

### **Discussion and conclusions**

In this paper we have tried to develop a brief rationale for the relationship between good citizenship of altruistic behavior and a protean career, and to test it empirically. Based on the concept of personal values and the fact that some inner values are related to subjective wellbeing (Sagiv and Schwartz, 2000), we have found a positive relationship between these variables that point to a few possible implications, both theoretical and practical. Most importantly, this finding is in line with the conceptual framework developed by Brown (2002) about job satisfaction and social values, and further supports the need to direct MBA/MPA students to a value-oriented educational program in their fields of expertise. We have also found that this relationship is solid and generic beyond the effect of gender, age, or culture/national setting. A possible explanation for these findings may be that significant interactions are barely detected, especially when the sample is relatively homogeneous (McClelland and Judd, 1993). It is noteworthy that gender is positively related ( $r = 0.114, p \leq 0.01$ ) with altruistic behavior, in line with the findings of Cox and Deck (2006) and Andreoni and Vesterlund (2001). Our findings are quite similar to those of Andreoni and Vesterlund (2001) and Rooney *et al.* (2005), who tested other samples than ours. Our findings are also in line with those of Hall (2004) and Lips-Wiersma and Hall (2007), who also found no effect of gender on protean career.

We also found that cultural differences between societies, as manifested by different country samples, imply different scores for the means of protean career approach and altruistic behavior. Our results are in line with the fact that behaviors that are rooted in values are affected by culture (Sagiv and Schwartz, 2000). Altruistic behavior differs in dissimilar societies, probably as a result of social norms, and people act in a manner that will gain them approval, respect, admiration and prestige from significant peer groups (Khalil, 2004; Piliavin and Charng, 1990). In accordance with Hofstede (1980) and Sullivan and Arthur (2006), people in individualistic cultures probably will tend to

change work groups and organizations, and people in collectivistic cultures probably will tend to stay in their work groups. An additional factor that affects the approach to career that flows from Hofstede's (1980) individualism-collectivism model is that individuals who have an individualist orientation will prefer individually based human management systems such as individual incentives schemes and promotions. People with a collectivist orientation, however, will prefer group-based human resources management systems characterized by jobs designed around group functions and group incentives (Ramamoorthy and Carroll, 1998; Sullivan and Arthur, 2006).

The study presented here has theoretical, empirical and practical implications. First, it supports the theory of personal values and its relationship to social behavior, specifically to altruistic behavior and a protean career approach. Second, the relationship between altruistic behavior and a protean career approach may imply additional relationships between altruistic behavior and other social phenomena. For example, there may be a relationship between altruistic behavior and transformational leadership (leadership where the leader and his followers raise one another to higher levels of motivation and morality (Burns, 1978), and a leader can motivate followers to exceed expected performance (Bass, 1998)) at the organizational or communal level. There may be a relationship between altruistic behavior and work satisfaction and a relationship between altruistic behavior and mentoring phenomena as related to career success. All of these relationships may be affected by gender and culture. With regard to practical implications, such as the encouragement of citizenship behaviors, the human resource management, especially in multinational companies and organizations, should be sensitive to cultural factors and their effects.

Finally, this research has limitations that need to be acknowledged and overcome in future studies. First, the research design is based on self-reports and thus might be subject to common method bias. Secondly, the present study was conducted mainly in countries with a Western culture, so similar research must be carried out in other, different cultural settings as well. We thus recommend that future studies try to:

- use a more extensive sample of countries and cultures to study similar questions;
- develop a more comprehensive theory and argumentation for the relationship between values and career development based on the idea of a protean career theory model;
- use validated and established scales for the study of specific values (good citizenship behavior, helping behaviors, pro-social activities, and communal care and involvement);
- examine the relationships in other populations and in samples beyond MBA/MPA students; and
- develop a culture-based theory for the relationships and differences among groups and nations, as related to career development.

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