

**Analyzing the Relationship between the Values
Alignment and work characteristics**
An Applied Study

Amgad Hamed Omara*
Nayra Abobakr Al said Ahmed **

*Professor of Business Administration & Human Resources Management, Dean of the Faculty of Commerce, Menoufia University, Egypt.

Email : amgadamara63@yahoo.com

** Banker in the Egyptian Arab Land Bank EALB 2016-2024 , Academic Scholarship 2010-2013 faculty of commerce, menofia university, Egypt , Research interests: Organizational behavior , HRM (Recruitment)

Email: nayra.abobakr88@gmail.com

ABSTRACT

Like all other human behaviors, creativity must be examined by considering both personal and situational influences. Values alignment provides a suitable theoretical perspective to investigate the congruence between persons and organizations in the domain of creativity. However, few studies have examined the effects values on creative behavior. Although the majority of these studies have identified a positive relationship between values alignment and creativity, it is suggested that congruent individuals are less likely to be creative. The current study will examine the relationship between values alignment and employees' self-rated creativity in the Egyptian context. The paper aims to discuss these issues.

One of the best ways in which organizations' can capture their employees' creativity is by creating a climate that nurtures creativity. Having a creative working climate nourishes and creates a suitable working culture that enhances the creative spark of the employees. Based on this premise, the study focus on just one attribute that facilitate the development of a creative climate(work characteristics) and how it can be related to values alignment of the members of the academic staff in the Egyptian universities. A sample of 240 respondents of academic staff(teacher, assistant professor, and professor) were taken and for achieving the study objectives and its hypotheses testing , a questionnaire was developed , which are designed for this purpose, then the data obtained was analyzed using suitable statistical methods.

Keywords: values, values alignment, Schwartz value theory, creativity, creative climate attributes, work characteristics.

المخلص:

مثل جميع السلوكيات البشرية الأخرى ، يجب فحص الإبداع من خلال النظر في التأثيرات الشخصية والظرفية. توفر محاذاة القيم منظورًا نظريًا مناسبًا للتحقيق في التطابق بين الأشخاص والمنظمات في مجال الإبداع. ومع ذلك ، فقد فحصت دراسات قليلة قيم التأثيرات على السلوك الإبداعي. وعلى الرغم من أن غالبية هذه الدراسات قد حددت علاقة إيجابية بين محاذاة القيم والإبداع ، فمن المقترح أن الأفراد المتطابقين هم أقل عرضة للإبداع. ستدرس الدراسة الحالية العلاقة بين محاذاة القيم والإبداع الذاتي للموظفين في السياق المصري. تهدف الورقة إلى مناقشة هذه القضايا.

من أفضل الطرق التي يمكن للمؤسسات من خلالها جذب إبداع موظفيها هي خلق مناخ يغذي الإبداع. إن وجود مناخ عمل إبداعي يغذي ويخلق ثقافة عمل مناسبة تعزز الشراكة الإبداعية للموظفين. بناءً على هذه الفرضية ، تركز الدراسة على سمة واحدة فقط تسهل تطوير المناخ الإبداعي (خصائص العمل) وكيف يمكن ربطه بمواءمة أو ضبط القيم لأعضاء هيئة التدريس في الجامعات المصرية. تم أخذ عينة من ٢٤٠ مبحوثاً من أعضاء هيئة التدريس (مدرس ، أستاذ مساعد ، أستاذ) ولتحقيق أهداف الدراسة واختبار فرضياتها ، تم وضع استبيان صمم لهذا الغرض ، ثم تم تحليل البيانات التي تم الحصول عليها باستخدام طريقة و أساليب احصائية مناسبة.

INTRODUCTION

Creativity is one of the most important pillars of existence in today's competitive world for every organization. Managers realize that creativity does not happen in an intellectual vacuum or in the emotional icebergs, but it is a process that can be developed only with the help of a prevailing creative climate.

Values are learned beliefs that serve as guiding principles about how individuals ought to behave (Parks & Guay, 2009). They provide directions for action and serve as standards for judging and justifying action; therefore they may provide a basis for innovative actions.

Indeed, (Dollinger, Burke & Gump, 2007) research has suggested that a central element in innovation is the desire to be creative, implying creativity as a core value. It therefore follows that innovative individuals should have a different value system than their less creative counterparts. Research around the globe has shown that creative culture and general climate has led to the identification of key areas on which companies can focus to develop an elective climate in which people are not only creative, but where they are motivated to develop these ideas into value-adding contributions to the success of the whole organization.

A suitable organizational culture enhances the creative spark in an individual and increase the belongingness to the organization and typically consists of attributes such as freedom and autonomy, goal clarity, management practices, non-controlling supervision, information sharing among co-workers, participative safety, resources, diverse perspectives, pioneering and ventures attitude, as well as the overall organizational systems and processes.

This paper will review the creative climate attributes and concentrate on work characteristics attribute and its relationship with personal values system of the academic staff concerning organizational values which can be concluded in values alignment. The study contributes to the literature by providing new insight into Schwartz's theory of basic human values (Schwartz, 1992), job characteristics theory (Hackman and Oldham, 1976), and creativity literature. Namely, it extends these theories by testing whether personal values motivate people to shape their work conditions and stimulate their creativity in the workplace. The

researcher aim to test the creative climate attribute (work characteristics) by a quantitative survey instrument called KEYS that assesses the climate for *creativity* and innovation that exists in a work group, division, or organization. developed by amabile(2010), combined with items of Portrait Values Questionnaire (PVQ) measuring Schwartz' universal personal values Schwartz (1992) to show values priorities of individuals taking into account organizational values which serve in testing values alignment.

LITERATURE REVIEW

1- Creativity ,organizational creativity, and creative climate

Creativity in its organic form can be defined as the ability to produce work that is both novel and useful and mainly revolves around generation and expression of ideas, which are new, original and actionable in addressing a specific problem, (Amabile, 1996; Sternberg & Lubart, 1999). A psychological orientation of creativity by Ekvall (1997) describes it as a new structure of the mind, a new configuration or a new formulation of meaning. Organizational creativity emerges as a result of the interaction among individuals in the domain of their expertise. It has been defined as the creation of valuable, useful new product, service, idea, procedure or process by individuals working together in a complex social system (Woodman et al., 1993).

Although creativity is an output of an individual's psychological process relying mainly on individual capabilities and traits, several contextual attributes exist within the organization that influence the creative potential of the employees (Oldham & Cumings, 1997; Ekvall 1997). Researchers have mentioned that the climate as a measure of what employees perceive from the environment regarding how work should be done. Schneider (1987) has also addressed climate as the way by which members of the organization understand what is important for a creative organization. The climate often conveys expectations about acceptable behaviors and attitudes of employees. A creative climate is one that facilitates outcomes that are creative. The following section describes the creative climate attribute considered for the study, which is work characteristics.

2- Work characteristics

Work characteristics in the context of a creative climate attribute refer to an employee's work such as knowledge and skills, mental and physical demands and working conditions, that can be recognized, defined and assessed. Researchers have found that among the various work characteristics, the ones which are core in the context of creative contribution of employees comprises of challenge, freedom and goals.

*challenge

Amabile and Ekvall (1996) are of the view that an effective way to influence the creative potential of employees is by matching the people with the right jobs. Of all the things managers can do to stimulate creativity, perhaps the most efficacious is the deceptively simple task of matching people with the right assignments.

According to Cumings and Oldham (1997) and Farr (1990), a challenging job requires variety of skills and talents and thus broadens the horizon for individuals in using their expertise and creative thinking abilities in their work. Managers can match people with jobs that play to their expertise and their skills in creative thinking, and sparkle their intrinsic motivation. Perfect matches stretch employees' abilities. The amount of stretch, however, is crucial: not so little that they feel bored but not so much that they feel overwhelmed and threatened by a loss of control.

Making a good match requires that managers possess rich and detailed information about their employees and the available assignments. Such information is often difficult and time consuming to gather. Perhaps that's why good matches are so rarely made. In fact, one of the most common ways managers kill creativity is by not trying to obtain the information necessary to make good connections between people and jobs.

**freedom and autonomy

Another important work characteristic influencing creativity is autonomy (freedom) at work. Amabile (1998), Ekvall (1996), Feurer (1996), Cumings & Oldham (1997) emphasize on the importance of autonomy in contributing to creativity. Contextually, autonomy refers to the liberty enjoyed by employees to determine the way work is carried out, concerning the means—that is, concerning process—but not necessarily the ends.

Autonomy around process fosters creativity because giving people freedom in how they approach their work heightens their intrinsic motivation and sense of ownership. Freedom about process also allows people to approach problems in ways that make the most of their expertise and their creative-thinking skills. The task may end up being a stretch for them, but they can use their strengths to meet the challenge.

As noted by Morgeson and Humphrey (2006), autonomy has a central place in motivational work approaches. In addition to being the most widely studied job characteristic, it is also the most influential. Moreover, job autonomy is the job characteristic related to creative behaviour (Orth and Volmer, 2017), and it also seems to be related to personal values. . Thus, we concentrate on job autonomy in our study.

***Goals

Gray (2007), Anderson et al. (1992) highlight the importance of shared goals, involvement in goal setting, as well as the existence of a sense of mutual purpose which are considered central in enhancing the creative appetite of employees. In fact, clearly specified strategic goals often enhance people's creativity.

Amabile (1998) mentioned that:"it is so important that whoever sets the goals also makes them clear to the organization and that these goals remain stable for a meaningful period of time". It is difficult, if not impossible, to work creatively toward a target if it keeps moving.

3- Values and values alignment

The degree to which compatibility exists among values is considered alignment. Its foundation is believed to be built on values that have been clearly identified, examined, prioritized and translated into specific behavioral terms. Organizational alignment is considered a dynamic ongoing process of building a cohesive culture that creates a commonality of purpose, shared vision, and harmonization of energy towards achieving the goals of the organization Hultman & Gellerman, 2002. Values alignment is also referred to as consistency between espoused values and lived values (Edgar Schein et al., 2000) . This can take place at either the intrapersonal or interpersonal level. values predict behavior and therefore, values systems are considered the strange attractor needed to understand

behavior of individuals. Colins & Chippendale, 2002, it is believed, examining and clarifying values allows an organization to more accurately predict general behavior by making its values explicit. An extensive literature review finds Schwartz's model to be an appropriate comprehensive framework for studying supplementary person-organization value fit (De Clercq, Fontaine, & Anseel, 2008), and that will be discussed next briefly.

***The theory of basic human values** proposed by Schwartz (1992) is currently considered to be the most comprehensive and empirically grounded approach to human values (Cieciuch, 2013). Schwartz argued that values are "desirable trans-situational goals, varying in importance, that serve as guiding principles in the life of a person or other social entity" (Schwartz, 1994, p. 21). Values have motivational power by providing direction and emotional intensity to action and by being acquired through socialization, in the context of dominant group values, as well as through individual learning (Schwartz, 1994). The central assumption of the theory is that basic values form a universal, circular continuum and are organized in accordance with the motivation that they express. Relationships between motivations can be compatible, conflictual, or irrelevant to one another (Schwartz, 1992). Due to its structure, the value continuum can be partitioned in different manners (Sagiv and Roccas, 2017). Ten initially described basic values can be structured into the following two bipolar dimensions: (1) openness to change (self-direction and stimulation) versus conservation (tradition, conformity, and security) and (2) self-transcendence (universalism and benevolence) versus self-enhancement (power and achievement); hedonism values share aspects of both dimensions (Schwartz, 1992).

****Schwartz proposed a theory of universals in the content and structure of personal values.** After its presentation in 1992, this theory quickly became prominent in the field. Schwartz suggested that values can be organized according to the motivational goals they express. Analyzing the needs of individuals and the requirements for societal survival, Schwartz identified ten motivationally distinct types of values: power, achievement, hedonism, stimulation, self-direction, universalism, benevolence, tradition,

conformity, and security, here are Value definitions in Schwartz Value Theory (adapted from Cieciuch et al. 2014):

1-Self-Direction

Defining goal: independent thought and action--choosing, creating, exploring. Self-direction derives from organism needs for control and mastery and interactional requirements of autonomy and independence (creativity, freedom, choosing own goals, curious, independent) [self-respect, intelligent, privacy]

2-Stimulation

Defining goal: excitement, novelty, and challenge in life.

Stimulation values derive from the organism need for variety and stimulation in order to maintain an optimal, positive, rather than threatening, level of activation. This need probably relates to the needs underlying self-direction values . (a varied life, an exciting life, daring)

3-Hedonism

Defining goal: pleasure or sensuous gratification for oneself.

Hedonism values derive from organism needs and the pleasure associated with satisfying them. Theorists from many disciplines mention hedonism. (pleasure, enjoying life, self-indulgent)

4-Achievement

Defining goal: personal success through demonstrating competence according to social standards.

Competent performance that generates resources is necessary for individuals to survive and for groups and institutions to reach their objectives. As defined here, achievement values emphasize demonstrating competence in terms of prevailing cultural standards, thereby obtaining social approval. (ambitious, successful, capable, influential) [intelligent, self-respect, social recognition]

5-Power

Defining goal: social status and prestige, control or dominance over people and resources.

The functioning of social institutions apparently requires some degree of status differentiation. A dominance/submission dimension emerges in most empirical analyses of interpersonal relations both within and across cultures.

To justify this fact of social life and to motivate group members to accept it, groups must treat power as a value. Power values may also be transformations of individual needs for dominance and control. Value analysts have mentioned power values as well. (authority, wealth, social power) [preserving my public image, social recognition]

Both power and achievement values focus on social esteem. However, achievement values (e.g., ambitious) emphasize the active demonstration of successful performance in concrete interaction, whereas power values (e.g., authority, wealth) emphasize the attainment or preservation of a dominant position within the more general social system.

6-Security

Defining goal: safety, harmony, and stability of society, of relationships, and of self.

Security values derive from basic individual and group requirements. Some security values serve primarily individual interests (e.g., clean), others wider group interests (e.g., national security). Even the latter, however, express, to a significant degree, the goal of security for self or those with whom one identifies. (social order, family security, national security, clean, reciprocation of favors) [healthy, moderate, sense of belonging]

7- Conformity

Defining goal: restraint of actions, inclinations, and impulses likely to upset or harm others and violate social expectations or norms.

Conformity values derive from the requirement that individuals inhibit inclinations that might disrupt and undermine smooth interaction and group functioning. As I define them, conformity values emphasize self-restraint in everyday interaction, usually with close others. (obedient, self-discipline, politeness, honoring parents and elders) [loyal, responsible]

8-Tradition

Defining goal: respect, commitment, and acceptance of the customs and ideas that one's culture or religion provides.

Groups everywhere develop practices, symbols, ideas, and beliefs that represent their shared experience and fate. These become sanctioned as valued group customs and traditions. They symbolize the group's solidarity, express its unique worth, and contribute to its survival. They often take the

form of religious rites, beliefs, and norms of behavior. (respect for tradition, humble, devout, accepting my portion in life) [moderate, spiritual life]

Tradition and conformity values are especially close motivationally; they share the goal of subordinating the self to socially imposed expectations. They differ primarily in the objects to which one subordinates the self. Conformity entails subordination to persons with whom one frequently interacts—parents, teachers, and bosses. Tradition entails subordination to more abstract objects—religious and cultural customs and ideas. As a corollary, conformity values exhort responsiveness to current, possibly changing expectations. Tradition values demand responsiveness to immutable expectations from the past.

9-Benevolence

Defining goal: preserving and enhancing the welfare of those with whom one is in frequent personal contact (the ‘in-group’).

Benevolence values derive from the basic requirement for smooth group functioning and from the organism need for affiliation. Most critical are relations within the family and other primary groups. Benevolence values emphasize voluntary concern for others’ welfare. (helpful, honest, forgiving, responsible, loyal, true friendship, mature love) [sense of belonging, meaning in life, a spiritual life].

Benevolence and conformity values both promote cooperative and supportive social relations. However, benevolence values provide an internalized motivational base for such behavior. In contrast, conformity values promote cooperation in order to avoid negative outcomes for self. Both values may motivate the same helpful act, separately or together.

10-Universalism

Defining goal: understanding, appreciation, tolerance, and protection for the welfare of *all* people and for nature.

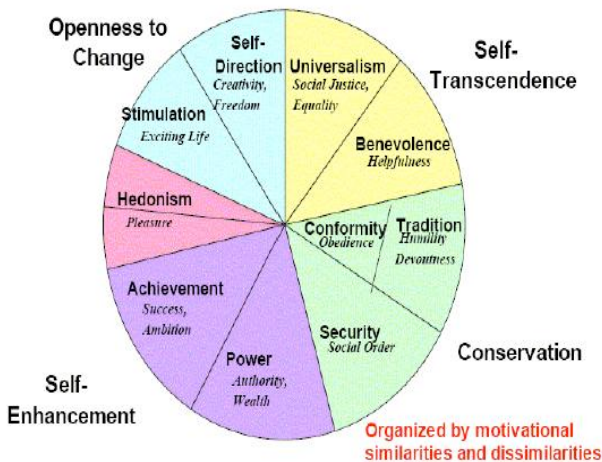
This contrasts with the in-group focus of benevolence values. Universalism values derive from survival needs of individuals and groups. But people do not recognize these needs until they encounter others beyond the extended primary group and until they become aware of the scarcity of natural resources. People may then realize that failure to accept others who are different and treat them justly will lead to life threatening strife. They may also realize that failure to protect the natural environment will lead to the

destruction of the resources on which life depends. Universalism combines two subtypes of concern—for the welfare of those in the larger society and world and for nature (broadminded, social justice, equality, world at peace, world of beauty, unity with nature, wisdom, protecting the environment)[inner harmony, a spiritual life].

In addition to identifying ten basic values, the theory explicates the structure of dynamic relations among them. One basis of the value structure is the fact that actions in pursuit of any value have consequences that conflict with some values but are congruent with others.

The circular structure in Figure 1 portrays the total pattern of relations of conflict and congruity among values.

Figure 1. Theoretical model of relations among ten motivational types of values



4- Relationships Between Employees’ Personal Values and work characteristics.

Personal values are closely related to motivation and thus help explain behavior (Ciecuch, 2017). Behavior, which expresses people’s individual values, enables them to attain their goals and personal aspirations (Sagiv and Schwartz, 2000) People are motivated to behave in accordance with their values because they look for a sense of consistency between their beliefs and actions (Rokeach, 1973). Employees are therefore willing to rely on their personal values in making decisions, choosing actions, and justifying

their behavior. The inability to implement and realize individual values in the workplace has been found to be positively related to job burnout (Retowski and Podsiadły, 2016) and negatively related to job satisfaction (Amos and Weathington, 2008). Personal values, being guiding principles in life, can also affect people's creativity and innovative behavior (Anderson et al., 2014).

According to the general definition of values alignment, an appropriate fit between an individual's preferences and work environment characteristics improves individual outcomes. Researchers frequently use "values" to assess the fit between an individual's preferences and the characteristics of the work environment because values are fundamental and enduring characteristics of both individuals and organizations. Employees who hold values and beliefs similar to those of the organization interact more efficiently with the organization, reducing uncertainty and increasing satisfaction, identification, commitment, citizenship behavior and even creativity (Kristof-Brown et al., 2005; Chatman, 1991). Several studies have noted the importance of values for creativity. It is suggested that creative individuals hold different value systems than their less creative counterparts. Creativity may be a function of the values held by creative people – what they prefer or desire (Dollinger et al., 2007). This study takes this idea a step further by suggesting that value congruence between the organization and individuals may positively affect creativity. The effect of POF-person organization fit- on employee creativity in organizations remains a controversial issue.

From a psychological perspective, when employees are faced with numerous rules and standard procedures, they may perceive a task as beyond their control and direct their attention to the rules and standards governing the task process (Choi et al., 2009). Autonomy enhances intrinsic motivation and reinforces creativity as a self-regulatory process (Amabile, 1996). According to O'Reilly et al. (1991), individuals with high needs for autonomy prefer innovative cultures. Also it is suggested that autonomy, independence and freedom – beliefs associate with individualism which is an one of Hofstede's cultural value are needed for a nation to be creative (Rinne et al., 2013)

Some studies have suggested a negative relationship between values alignment and employee creativity because employees who fit well with organizations form homogenous groups and cultures (Farabee, 2011). Schneider's (2000) ASA theory (i.e. the attraction-selection-attrition framework) helps to explain this negative link. Schneider proposes that homogeneity in personal characteristics, such as values and personality, occurs over time within an organization. According to his model, individuals are attracted to and selected by organizations that are similar to them. Moreover, individuals who do not believe that they fit well with an organization tend to leave. Over time, employees become more similar to each other in terms of their values, attitudes and personalities and a strong and homogeneous organizational culture is formed. In a strong organizational culture, most employees will be exposed to the same rules and awards and individuals are likely to have similar mental models and similar ways of thinking (Schneider et al., 2000). Homogeneous groups have been found to be more socially integrated and to experience fewer communication problems, less conflict and lower turnover rates than heterogeneous work groups. However, studies have suggested that heterogeneous groups outperform homogeneous groups in tasks requiring creativity because of the availability of a greater variety of ideas, perspectives and approaches to solving problems (Chatman et al., 1998). Furthermore, employees' similar mental models may prevent them from thinking divergently and acting creatively (Farabee, 2011).

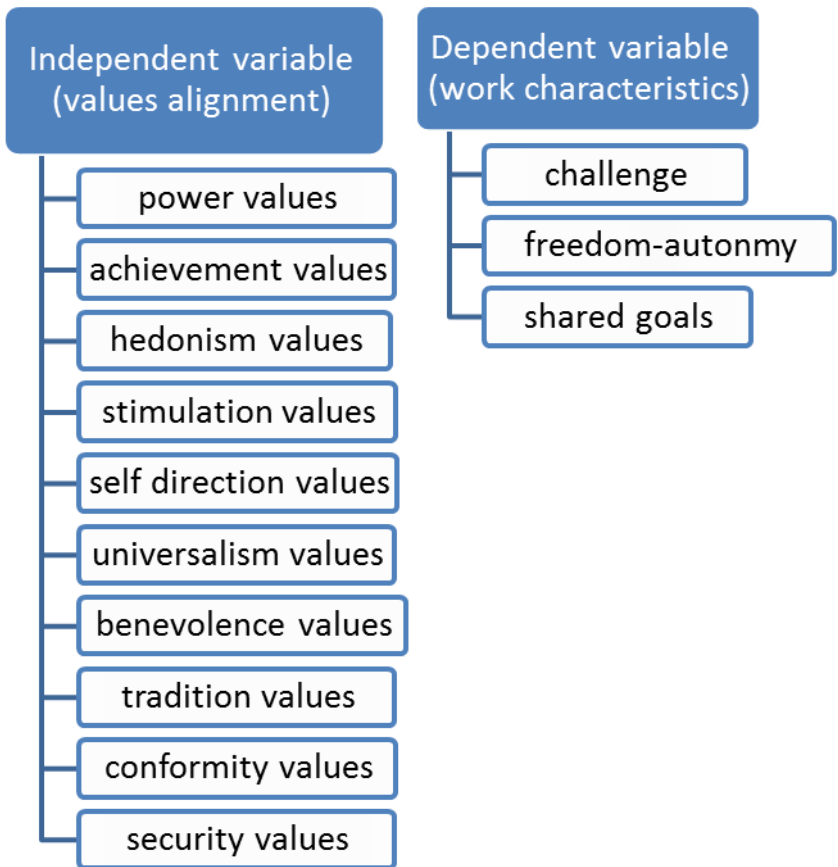
Chatman et al. (1998) suggested that dissimilar people may be more likely to produce highly creative output in collectivist cultures than in individualistic cultures, which may encourage a lack of trust between people and may prevent the sharing of ideas and information with other employees.

From this perspective, it can be argued that being similar or different is not the issue. The characteristics of work environments may prevent or encourage employees' creativity in the workplace through interactions with personal characteristics or preferences, also (Amabile, 1990), argued that although a large number of influences on creativity have been identified, none of them definitely increase nor decreases creative work, at least not without taking the individual's interpretive tendencies into account.

So, this research examines the relationship and impacts of values alignment and work characteristics as an attribute of creative climate in the organizations by one hypothesis:

H: there is no significant relation between values alignment and work characteristics.

And the **research variables and sub variables** can be summarized in the following table:



METHODOLOGY

1-Data

To achieve the study objective, the study population includes the following three categories: Teacher, assistant professor and Professor. To get reliable information, the researcher distributed several questionnaires lists on the participants at Menoufia university and Ain Shams university.

The study sample consisted of (179) forms were distributed, (160) of them were received, the lists that could be analyzed were (150), as well as the electronic forms that were distributed were (90) and thus the total for the sample was (240).

The study sample consisted of (163) Teacher with a percentage of (67.9%), (55) of assistant professor with a percentage of (22.9%) and (22) Professor with a percentage of (9.2%).

A big number of the respondents are female, as they represent (58.7%) more than half of the respondents. the highest level of respondents age, as (184) of the respondents have From 30 to 40 years old with corresponding percentage 76.7 % .On the other hand, the lowest level of respondents age, as (8) of the respondents have From 51 to 60 years old with corresponding percentage 3.3 %.

2- measuring values alignment

Depending on the Schwartz theory of basic values summarized / organized by motivational similarities and dissimilarities and applying the portrait values questionnaire (PVQ) by (schwartz 2003) to identify personal and organizational values and values priorities to interpret the alignment.

3-Measuring work characteristics for creativity

Using KEYS questionnaire developed by amabile (1996) measuring creativity through creative climate attributes.

DATA ANALYSIS

1- Testing the validity and reliability of the questionnaire list

The Cronbach's Alpha test, which gauges the survey's dependability and stability, can be used by the researcher to assess the effectiveness of the questionnaire list. When the necessary limitations are met (equal to or greater than 60%), the value is acceptable for applying the findings to the research population (Sekaran & Bougie, 2016). the value of the reliability coefficient at the survey level in general is (74.1%), which is statistically good. The reliability coefficient values for all the questions and statements of the survey list are also statistically good. The reliability coefficient is 60% or more. Therefore, the survey list has a high degree of internal consistency and reliability, and the researcher can rely on them to achieve the objectives of the study and popularize the results.(table 1):

Basic Axes of the Questionnaire	Coding	Number of statements	Reliability coefficient	Validity coefficient
Power values	X1	3	0.814	0.902
Achievement values	X2	4	0.832	0.912
Hedonism values	X3	3	0.779	0.883
Stimulation values	X4	3	0.754	0.868
Self-direction values	X5	4	0.703	0.839
Universalism values	X6	6	0.700	0.837
Benevolence values	X7	3	0.696	0.834
Tradition values	X8	4	0.693	0.832
Conformity values	X9	4	0.689	0.830
Security values	X10	4	0.686	0.828
Independent variable Alignment values	X	38	0.682	0.826
Freedom values	Y1	4	0.679	0.824
Challenging work values	Y2	4	0.658	0.811

2- Analyze the normal distribution of the data

The researcher depends on the test of One-Sample Kolmogorov Smirnov to determine whether the study data follows the normal distribution or not, then the researcher can choose the appropriate statistical tests to analyze the study data. Table (2):

Coding	Questionnaire Axes	Test Statistic	P-value
X1	Power values	0.216	.000
X2	Achievement values	0.267	.000
X3	Hedonism values	0.187	.000
X4	Stimulation values	0.153	.000
X5	Self –direction values	0.160	.000
X6	Universalism values	0.140	.000
X7	Benevolence values	0.153	.000
X8	Tradition values	0.248	.000
X9	Conformity values	0.201	.000
X10	Security values	0.336	.000
X	Independent variable (Alignment values)	0.263	.000
Y1	Freedom values	0.163	.000
Y2	Challenging work values	0.216	.000

that P-value (significant) for test statistic in Kolmogorov test is less than (0.05), so the data does not follow the normal distribution. On the other hand, the researcher will rely on nonparametric tests to prove the hypotheses validity and achieve more accurate results.

4- Descriptive analysis of the study variables

The outcomes of a descriptive statistical analysis relating to the influence of values alignment on creativity are presented in table 3 and 4

Table 3: Summary of the descriptive statistical measures for independent variable (X)

Variables		Mean	Standard Deviation	Coefficient of Variation	Ranking
X1	Power values	3.59	0.60	16.81	8
X2	Achievement values	3.86	0.69	17.85	4
X3	Hedonism values	3.56	0.88	24.69	9
X4	Stimulation values	3.38	0.81	24.02	10
X5	Self-direction values	3.70	0.80	21.59	6
X6	Universalism values	3.95	0.68	17.25	2
X7	Benevolence values	3.98	0.90	22.70	1
X8	Tradition values	3.61	0.74	20.60	7
X9	Conformity values	3.76	0.80	21.19	5
X10	Security values	3.89	0.79	20.33	3
X	Alignment values	3.73	0.58	15.48	

(Source: researcher's calculation)

According to the rank in table (3), in the range from the highest agreement to the lowest agreement, the researcher can consider the seventh independent sub-variable (Benevolence values) is the highest agreement one, with a coefficient of variation (22.7%), followed by the sixth independent variable (Universalism values) with a coefficient of variation (17.25%), and the fourth independent variable (Stimulation values) is considered as the lowest agreement variable with a coefficient of variation (24.02%).

Table 4: Summary of the descriptive statistical measures for dependent variable (Y)

Variables		Mean	Standard Deviation	Coefficient of Variation	Ranking
Y1	Freedom	3.40	0.91	26.77	1
Y2	Challenging work	3.39	0.81	23.83	2

In the range from the highest agreement to the lowest agreement, the researcher can consider the first dependent variable (Freedom values) is the highest agreement one, with a coefficient of variation (26.77%), followed by the second dependent variable (Challenging work values) with a coefficient of variation (23.83%),

5- Testing the study hypotheses and analyzing the results

To test this hypothesis, the spearman coefficient will be used for correlation analysis and table (5) can show the results of this test as follows:

VARIABLES		Y1	Y2
		Freedom	Challenging work
X1	Power values	.260**	.434**
X2	Achievement values	.189**	0.07
X3	Hedonism values	0.038	0.11
X4	Stimulation values	.245**	.420**
X5	Self –direction values	.146*	.382**
X6	Universalism values	0.055	.227**
X7	Benevolence values	0.059	.261**
X8	Tradition values	.626**	.497**
X9	Conformity values	.527**	.569**
X10	Security values	.380**	.246**
X	Alignment values	.245**	.314**

6- The results of multiple regression test related to the most important variables affecting the Freedom :table 6

Sym bol	Variables	Unstandardized coefficients		Standardized Coefficients	T	P value	TOL	VIF
		B	Std. Error					
X1	Power values	0.118	0.080	0.079	1.480	0.140	0.295	3.393
X2	Achievement values	0.512	0.079	0.388	6.475	0.000	0.232	4.316
X3	Hedonism values	0.421	0.059	0.407	7.166	0.000	0.257	3.887
X4	Stimulation values	0.574	0.067	0.512	8.570	0.000	0.232	4.302
X5	Self –direction values	0.398	0.091	0.349	4.365	0.000	0.129	7.722
X6	Universalism values	0.344	0.075	0.258	4.610	0.000	0.266	3.766
X7	Benevolence values	0.056	0.087	0.055	0.644	0.520	0.112	8.909
X8	Tradition values	0.941	0.071	0.770	13.172	0.000	0.243	4.117
X9	Conformity values	0.545	0.067	0.477	8.079	0.000	0.238	4.203
X10	Security values	0.014	0.074	0.012	0.194	0.847	0.200	5.006
Correlation coefficient (R)				.900a				
Determination Coefficient (R2)				0.810				
Adjusted determination coefficient (Adj.R2)				0.802				
F-test				97.615				
P-value				.000b				

significance of the model in testing the most important variables affecting the dependent variable (Freedom), as (F-test) is (97.615) and (P-value) is (0.000), which can show that the model is valid for predicting the value of (Freedom) and the results have a statistical significance as the significance level is (0.000) less than (5%), which helps us in making the decision. Moreover, the variance inflation factor (VIF) for each variable is less than (10) and tolerance (T) is greater than (0.1) for each variable, meaning that there is no multi-collinearity among the explanatory variables so the researcher can rely on the results of this model. There is a high correlation (.90) between the independent variables in the previous table and the dependent variable (Y: **Freedom**), and the determination coefficient (R2)

reveals that the explanatory variables are contributing to explain 81. % of the variation in (Y) dependent variable.

The results show that the variables (Achievement values, Hedonism values, Stimulation values, Self –direction values, Universalism values, Tradition values and Conformity values) have a positive impact on the dependent variable (Y: **Freedom**) at 5% significance level.

6-The results of multiple regression test related to the most important variables affecting the Challenging work

Symbol	Variables	Unstandardized coefficients		Standardized Coefficients	T	P-value	TOL	VIF
		B	Std. Error					
X1	Power values	0.006	0.074	0.004	0.077	0.939	0.295	3.393
X2	Achievement values	0.024	0.073	0.021	0.332	0.740	0.232	4.316
X3	Hedonism values	0.426	0.054	0.462	7.826	0.000	0.257	3.887
X4	Stimulation values	0.643	0.062	0.645	10.374	0.000	0.232	4.302
X5	Self –direction values	0.094	0.084	0.093	1.115	0.266	0.129	7.722
X6	Universalism values	0.098	0.069	0.083	1.424	0.156	0.266	3.766
X7	Benevolence values	0.181	0.080	0.202	2.258	0.025	0.112	8.909
X8	Tradition values	0.328	0.066	0.302	4.959	0.000	0.243	4.117
X9	Conformity values	0.675	0.062	0.665	10.827	0.000	0.238	4.203
X10	Security values	0.359	0.068	0.352	5.249	0.000	0.200	5.006
Correlation coefficient (R)				.891a				
Determination Coefficient (R2)				0.794				
Adjusted determination coefficient (Adj.R2)				0.785				
F-test				88.415				
P-value				.000b				

(Source: researcher’s calculation)

Table (6) explains the significance of the model in testing the most important variables affecting the dependent variable (**Challenging work**), as (F-test) is (88.415) and (P-value) is (0.000), which can show that the model is valid for predicting the value of (Y) and the results have a

statistical significance as the significance level is (0.000) less than (5%), which helps us in making the decision. Moreover, the variance inflation factor (VIF) for each variable is less than (10) and tolerance (T) is greater than (0.1) for each variable, meaning that there is no multi-collinearity among the explanatory variables so the researcher can rely on the results of this model. There is a high correlation (.891) between the independent variables in the previous table and the dependent variable (Y: **Challenging work**), and the determination coefficient (R²) reveals that the explanatory variables are contributing to explain 79.4% of the variation in (Y) dependent variable.

The results show that the variables (Hedonism values, Stimulation values, Benevolence values, Tradition values, Conformity values and Security values) have a positive impact on the dependent variable (Y: **Challenging work**) at 5% significance level.

FINDINGS

The purpose of this study was to examine the relationship between values alignment and creative climate attribute (work characteristics) with sub variables of freedom, achieving goals, and challenge by considering different value priorities in the concept of alignment.

Our results show high correlation between values alignment and work characteristics concerning creativity and that can be shown in many points :

*The most agreement on values alignment was on benevolence values, universalism values and security values- self transcendence and conservation perspectives- and that support the fact that actions in pursuit of any value have consequences that conflict with some values but are congruent with others, as the lowest ranking values are stimulation values and hedonism values –openness to change-which located on the other side of Schwartz circular continuum.

*That shows our respondent appreciate taking care of the welfare of others and the existence of their requirements and consider the nature and world to be free from conflict, that support the initial base of intrinsic motivation.

*regression analysis for the sub-variable (freedom) shows that the most dominant values that affect freedom or autonomy are achievement

values, hedonism values and stimulation values which support ambitious, novelty, challenging in life and having excitement in life. And on the other side benevolence and security values does not affect freedom .

* regression analysis for the sub-variable (challenging work) shows that the most dominant values that affect challenge in work and deciding goals are hedonism and stimulation values but power and achievement values does not affect challenge in work . As showing power, authority and wealth values express extrinsic motivation.

SO, refusing our assumption that there is no relationship between values alignment and work characteristics, and support this relation that openness to change values have a powerful relation with work characteristics (freedom and challenge at work)

Implications for management and managerial practice

A significant relationship was found between values alignment and work characteristics concerning creativity in this study. This relationship is a controversial issue that has been discussed extensively in the management literature but that requires more empirical studies.

Puccio et al. (2000) noted the need for more inter actionist methods of researching and assessing creativity. Thus, the findings of this study contribute to the management literature. The relationship between value alignment and creativity is an important topic for managers and practitioners because these two concepts are closely related to the desired outcomes of organizations. The better the fit, the more committed employees are to their organizations, the more satisfied they are with their organization and job and POF and employee creativity the less likely they are to leave their organizations (Farabee, 2011). According to our results, a strong fit with an organization is not necessarily less likely to be creative. On the contrary, employees who perceive intrinsic motivation and have autonomy at work are more likely to be creative. These findings are important for managers and practitioners who want to encourage creativity.

In light of these findings, managers may review their recruiting processes and proactively hire employees based on their value congruence with the organization in addition to their skills, abilities and job requirements.

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Questionnaire

Question no. 1

Following is a number of statements that are trying to measure the level of values alignment of the university staff, which are shown below on a gradual scale.

Please tick the cell that reflect your view to what extent you agree\ disagree concerning each.

Benevolence

		strongly agree	agree	neutral	disagree	strongly disagree
1	Helping people					
2	Being loyal to friends					
3	Forgiving people					

universalism

4	Justice for everybody					
5	Listen to people					
6	Considering environment					
7	Promoting harmony and peace					
8	Protecting weak people					
9	Fitting to environment					

Self -direction

10	Doing what is original					
11	Making decisions individually					
12	Being curious to understand					
13	Being independent					

stimulation

14	Looking for new things					
15	Taking risk					
16	Having exciting life					

hedonism

17	Having pleasure					
18	Enjoying life					
19	Having good time					

achievement

20	Showing abilities					
21	Being successful					
22	Being ambitious					
23	Striving for the best					

power

24	Being rich					
25	Having authority					
26	Being leader					

security

27	Living secure					
28	Considering social safety and stability					
29	Being organized					
30	Being healthy					

conformity

31	Following rules all the time					
32	Behaving properly					
33	Respecting older					
34	Being polite all the time					

tradition

35	Being satisfied					
36	Being religious					
37	Following customs					
38	Being humble and modest					

Question no 2

Following is a number of statements that are trying to measure the level of creativity of the university staff, which are shown below on a gradual scale. Please tick the cell that reflect your view to what extent you agree\ disagree concerning each.

freedom

		strongly agree	agree	neutral	disagree	strongly disagree
1	I feel free to carry out my projects					
2	I feel little pressure in how I do my work					
3	I decide what projects I am going to do					
4	I have a sense of control over my own work and ideas					

Challenging work

5	I feel am working on important projects					
6	The tasks on my work are challenging					
7	My work call out the best in me					
8	I feel challenged by the work I am currently doing					

Question no.3

Following are some of the personal data that may help in the phase of research analysis, please feel free to answer or not.

- 1- Gender male female
- 2- Age 30 and under 31-40
 41-50 51-60
 61 and over
- 3- Scientific level Professor
 Assistant professor
 Teacher
- 4- University name

Faculty