



Nova Southeastern University
NSUWorks

HCBE Faculty Presentations

H. Wayne Huizenga College of Business and
Entrepreneurship

10-27-2010

A Cross-Cultural Investigation of Generational Differences in Values between Hispanics in the United States and Four Latin American Countries

Regina A. Greenwood
Nova Southeastern University, rgreenwo@nova.edu

Edward F. Murphy

Julia Teahen

Jaime Ruiz-Gutierrez

Neusa Santos

See next page for additional authors

Follow this and additional works at: http://nsuworks.nova.edu/hcbe_facpres

 Part of the [Business Commons](#)

This Conference Proceeding has supplementary content. View the full record on NSUWorks here:
http://nsuworks.nova.edu/hcbe_facpres/84

NSUWorks Citation

Greenwood, Regina A.; Murphy, Edward F.; Teahen, Julia; Ruiz-Gutierrez, Jaime; Santos, Neusa; Olivas-Lujan, Miguel; and Monserrat, Silvia, "A Cross-Cultural Investigation of Generational Differences in Values between Hispanics in the United States and Four Latin American Countries" (2010). *HCBE Faculty Presentations*. Paper 84.
http://nsuworks.nova.edu/hcbe_facpres/84

This Conference Proceeding is brought to you for free and open access by the H. Wayne Huizenga College of Business and Entrepreneurship at NSUWorks. It has been accepted for inclusion in HCBE Faculty Presentations by an authorized administrator of NSUWorks. For more information, please contact nsuworks@nova.edu.

Presenter(s)

Regina A. Greenwood, Edward F. Murphy, Julia Teahen, Jaime Ruiz-Gutierrez, Neusa Santos, Miguel Olivas-Lujan, and Silvia Monserrat

A Cross-Cultural Investigation of Generational Differences in Values between Hispanics in the United States and Four Latin American Countries

Edward F. Murphy, Embry-Riddle Aeronautical University (efmurphy@msn.com)

Julia Teahen, Baker College Online (julia@baker.edu)

Regina A. Greenwood, Nova Southeastern University (rgreenwo@nova.edu)

Jaime A. Ruiz-Gutierrez, University of Los Andes (jar@adm.uniandes.edu.co)

Neusa Bastos F. Santos, Pontificia Universidade Catolica de Sao Paulo (admneusa@pucsp.br)

Miguel Olivas-Lujan, Clarion University (molivas@clarion.edu)

Silvia Ines Monserrat, Universidad Nacional del Centro (silviaines@lluna.org)

ABSTRACT

We examined similarities and differences in generational values and value orientation of 4,952 working adults in Argentina, Brazil, Colombia, and Mexico as compared to those of US Hispanics. US Hispanics demonstrated a primary value orientation of High Social/High Moral that is different from the four Latin American countries but closer to respondents from Argentina and Brazil because their primary value orientation type matches the secondary value orientation type of US respondents. Additionally, generational value schema was more similar in Latin American countries than in the US. Implications of these findings, study limitations and recommendations for further research are also discussed.

The increased flow of goods and services and knowledge across borders, increased international marketing and trade, increased communications and transportation, increased use of the internet in developed and developing countries and increased movement of employees around the globe indicate that globalization is taking place (Norris & Inglehart, 2009). Such activities make it imperative that companies understand the values of their customers and employees and the cultures of countries in which they do business. A question of significant importance to managers and organizations throughout the world is: Are values and value orientation types converging or diverging across generations and cultures? One basic problem is the scant research on Hispanics. This study fills some research gaps by exploring generation and cross-cultural differences in values in four Latin American nations as compared to Hispanics living in the US.

THEORY AND HYPOTHESES

This study compared cross-cultural values and value orientation types across Hispanic generations in the US and in four Latin American countries. Few studies have explored cross-cultural generation-based similarities in the values and four value orientation types originally proposed by Rokeach (1973, 1979) and further developed by Weber (1990, 1993) and Musser and Orke (1992). Even fewer have done so comparing the generations of Hispanics in the US and in Latin America. The research gap is addressed in this paper by comparing the values of Generation Y, Generation X and Baby Boomer working adults in four Latin American nations (Argentina, Brazil, Colombia and Mexico) to the same three generations of US Hispanics.

Culture is a socialized set of values, attitudes and behaviors of a particular society, generation, organization, group, or sub-group (Rokeach, 1973). Connor and Becker (2003) explained that this interrelated set of values, attitudes and behaviors that not only form cultures, but also value schemas, value systems or value orientation types. Rokeach's research on values, attitudes and behaviors contributes to the understanding of the ground breaking studies of Karl Mannheim (1953, 1970), whose work set the stage for research on generations. Historical and societal events or "cultural upheaval" (Rokeach, 1973: 37) and pressures impact people's values, attitudes and throughout their lifetimes. Feather (1979: 111) noted that generations "reflect historical events and other effects that occur because different generations belong to different age cohorts and are subject to different influences (e.g., differences in education, war and its aftermath, economic frustrations)". Mannheim (1953), Shuman and Scott (1989) and Crumpacker and Crumpacker (2007) explain that we can understand each generation by exploring the significant events that took place during the formative years of each generation. For example, each generation is impacted by the music, heroes, passions, headlines, national catastrophes and common history developed during these formative years (Inglehart, Nevitte & Basanez, 1996; Zemke, Raines & Filipczak, 2000).

Of the various generational bands seen in the research and public media today, this study used the generational bands proposed by Strauss and Howe (1997, 2000): Baby Boomers, born 1946 to 1964; Generation X, born 1965 to 1979; and Generation Y, born 1980-2003. Our study will only consider these generations because they make up the majority of employees and managers in the workforce and global marketplace (Pew Research Center, 2007).

The Rokeach Value Survey (RVS) (1973), which we will use to examine values, considers 36 values across each culture and each generation. For three generations in five countries there would be 540 values to examine and such numbers would undermine developing a clear portrait of value structures that managers and researchers would find useful. Instead we will use a value orientation typology that organizes the 36 values into 4 value orientation typologies.

To create a value orientation topology the 36 RVS terminal and instrumental values must be divided into two value orientation types. Terminal values are divided into two orientation types: personal or social values. The 18 personal values are self-centered and intrapersonal (individualism) and the social values are society-centered and interpersonal (collectivism). The 18 instrumental values are subdivided into two value orientation types: moral (collectivism) and competence values (individualism). Moral values have an interpersonal focus and competence or achievement values have an intrapersonal (individualism) orientation (Rokeach, 1973).

Weber's (1990, 1993) research expanded Rokeach's value orientation typology by indicating that people could be classified by their preference for one of the personal or social terminal values and one of the moral and competence instrumental value types. For example, each person could prefer: (1) personal terminal and competence instrumental values or (2) personal terminal and moral instrumental values or (3) social terminal and competence instrumental values or (4) social terminal and moral instrumental values. While Weber and his associates validated this typology for the RVS in the US and in several cross-cultural studies, Musser and Orke (1992) extended the typology further by developing a two by two matrix that classified each person's value

orientation type. This study has combined Rokeach's, Weber's and Musser and Orke's typologies together to form an RVS Value Orientation Typology (Figure 2).

Greenwood et al. (2009) suggested that respondents from the US, Argentina and Mexico had High Personal and High Moral value orientation typologies, while respondents from Mexico and Colombia had High Personal and High Competence value orientation typologies. Monserrat et al. (2009) and Santos et al. (2009) explored the value orientation typologies of Argentina, Brazil, Colombia and Mexico as compared to respondents from the US, finding that US respondents placed higher emphasis on the personal and moral value orientation type and the Latin American countries as a group placed higher emphasis on the social value orientation types. Finally, Murphy, Olivas-Lujan, and Greenwood's (2009) study of the Hispanic generations in the US suggested that the Hispanic generations in the US have a primary collectivist culture combined with a secondary emphasis on individualism. As a result, the following research hypotheses were developed:

H1: US Hispanics have a primary High Social and High Moral value orientation typology.

H2: Respondents from Argentina have a primary High Personal and High Moral value orientation typology.

H3: Respondents from Brazil have a primary High Personal and High Moral value orientation typology.

H4: Respondents from Colombia have a primary High Personal and High Competence value orientation typology.

H5: Respondents from Mexico have a primary High Personal and High Competence value orientation typology.

H6: Generation Y and Baby Boomers have a primary High Social and High Moral value orientation typology.

H7: Generation X have a High Personal and High Moral value orientation typology.

RESEARCH METHODOLOGY

The Rokeach Value Survey (RVS), the instrument in our study, measures values and value orientation typologies. The RVS is divided into 18 terminal and 18 instrumental values which are rank ordered in a hierarchy of importance separately; each person, generation, sub-cultural group, or societal group possesses a unique hierarchical arrangement of these two sets of values from (1) most to (18) least important. An integration of Rokeach's (1973) value orientation types, and Weber (1990, 1993) and Musser and Orke's (1992) expansion of the typology, was used to explore cross-cultural and generation-based similarities and differences in values and value orientation types among Hispanic working adults from four Latin American and the US.

Survey Instrument

Cross-cultural generational similarities and differences in values and value orientation types were investigated using the RVS, the most commonly used instrument for the measurement of values (Kamakura & Novak, 1992). The RVS was because research the past 18 years indicates that the RVS is much simpler and easier to use, is shorter, and is easier to statistically analyze than the other comparable instruments (Connor and Becker, 1994) The reliability and validity of

the RVS has been established in hundreds of research studies over the past 30 years (Connor & Becker, 2003, 2006).

A native speaker in each country translated the RVS into the local language; another native speaker translated the instrument back to English, making an independent confirmation of the translation. The English version was left in place beside the translated version (Adler, 1983; Sekaran, 1983). Instructions to those taking the survey are standard, with each respondent rank ordering the terminal and then instrumental values from one (most important) to 18 (least important) "in order of importance to you, as guiding principles in your life" (Obot, 1988: 367).

Research Population

As part of a larger set of studies exploring values, attitudes and behaviors in 20 countries, the surveys were administered from 2004 to 2009 to convenience samples of working adults living in major cities in the Latin American countries of Argentina, Brazil, Colombia and Mexico and in the US. The researchers chose working adults because their values represent those of working professionals in those countries. All US respondents who did not classify themselves as Hispanics were eliminated in this study. The final sample consisted of 1,207 respondents from Argentina, 900 from Brazil, 1,258 from Colombia, 1,018 from Mexico and 569 were US Hispanics. The sample consisted of 2,323 males and 2,629 females, for a total sample size of 4,952.

Statistical Analysis Techniques

First, the means and medians for terminal and instrumental values were developed. Terminal values were divided into personal and social terminal values and instrumental values into moral and competence values (Figures 1 and 2). As values range in ranking from one (most important) to 18 (least important), the lowest means signifies the more important value orientation type. In order to develop the value orientation typology, the mean scores were summed for each value orientation typology and then the grand means were developed for each generation across each culture. This allowed categorization of each generation and culture by value orientation priorities to form the following value orientation types: (1) higher importance on personal and competence values; (2) higher importance on personal and moral values; (3) higher importance on social and competence values, or (4) higher importance on social and moral values (Figure 3)

Since the RVS is a ranking instrument that produces non-normative data, data was first analyzed using the Kruskal-Wallis ANOVA median test non-parametric statistical analysis technique. This was followed by hierarchical regression analysis in order to explore the possible impact of other demographic variables. Research by Rokeach (1973, 1979, 1986), Schwartz and Bilsky (1990), Kamakura and Novak (1992), and Connor and Becker (1994, 2003) support these techniques for statistical analysis of the RVS value systems and value orientations.

RESEARCH RESULTS

We first explored whether there were cross-cultural and generation differences in values and then value orientation types, with culture and generation as the independent variables and values and value orientation types as the dependent variables. We used hierarchical regression analysis to

explore the impact of culture, generation, sex, education and occupation together on the constructs. The Kruskal-Wallis ANOVA (Table 1) showed statistically significant cross-cultural differences for all 18 terminal and all 18 instrumental values. The regression analysis beta scores indicated that generation and culture together produced the majority of the variance, but for some values sex, education and occupation contributed to some of the statistically significant cross-cultural generational differences.

Next, differences in the value orientations types were explored with culture as the independent variable and value orientation types as the dependent variables with the Kruskal-Wallis ANOVA (Table 1), which indicated that there were statistically significant cross-cultural differences across all four value orientation types. The regression analysis indicated that culture and generation interacted to produce the majority of the variance, but some value orientation types were slightly influenced by sex, education and occupation. Cross-cultural rankings for Hispanics in the US as compared to Latin American countries as combined groups were developed. The Kruskal-Wallis ANOVA indicated 13 terminal and 16 instrumental values were statistically different between the Hispanics in the US and Latin Americans (Table 2). The four value orientation types were also statistically significant for differences across the cultures (Table 3).

US Hispanics had a primary value orientation type of High Social (mean of 9.42) and High Moral (mean of 8.36), which classified them as Virtuous Advocates, while Latin Americans had primary orientations of High Personal (mean of 8.93) and High Competence (mean of 9.22), classifying them as Effective Crusaders (Table 3). The value orientation types across each country were explored by classifying each country for their primary and secondary value orientation types (Tables 4 and 5).

As predicted in **H1**, US Hispanics had a primary value orientation type of High Social and High Moral. US Hispanics secondary value orientation type was High Social and High Competence (Table 5). Respondents from Argentina and Brazil had primary value orientation types of High Personal and High Moral and they had secondary orientation types of High Social and High Moral, allowing acceptance of **H2** and **H3**. Colombia and Mexico were classified as High Personal and High Competence Maximizers (Table 5) and the possessed secondary orientation types of High Social and High Competence, allowing acceptance of **H4** and **H5**. The primary and secondary orientation types across each culture and generation are shown in Table 6.

All three generations from Argentina and Mexico have primary orientation types of High Personal and High Moral, while the three generations in Colombia and Mexico are High Personal and High Competence. US Hispanics from Generation Y and the Baby Boom generation were classified as High Social and High Moral, while Generation X were High Personal and High Moral (Table 6). **H6** was rejected because only US Generation Y and Baby Boom Hispanics possessed High Social and High Moral value orientation types, while the three generations in Argentina and Brazil were classified as possessing High Personal and High Moral value orientation types, and the three generations in Colombia and Mexico possessed High Personal and High Competence value orientation types (Table 6). **H7** was partially accepted because while Generation X in the US, Argentina and Brazil possessed High Personal and High Moral value orientation types, Generation X in Colombia and Mexico were classified as High Personal and High Competence for value orientation types (Table 6).

DISCUSSION

The findings were unique because Rokeach's Value Orientation Typology was operationalized at the generation's level for US Hispanics and demonstrated regional differences in value orientation types in Latin America (Argentina and Brazil versus Mexico and Colombia). US Hispanics were closer in value orientation types to Argentina and Brazil. On the other hand, respondents from Colombia and Mexico had primary High Personal (individualism) and High Competence (individualism) value orientation types and High Social (collectivism) and High Competence (individualism) secondary value orientation types (Table 5). While the GLOBE project (Chhokar, et al., 2007) clustered all four countries into a Latin American cluster, our current results indicate that the four Latin American countries can be broken into a Southern (Argentina and Brazil) and a Northern cluster (Colombia and Mexico).

All three generations in Argentina and Brazil had the same value orientation types and all three generations in Mexico and Colombia had the same value orientation types (Table 6). In contrast, US Hispanics showed more generational differences in keeping with Inglehart and Welzel's (2006) thesis that post-industrialized nations have more generational differences. In the US, Generation Y and Baby Boom Hispanics held primary value orientation types of High Social and High Moral, matching the secondary value orientation types in Argentina and Brazil. US Hispanics from Generation X had primary value orientation types of High Personal and High Moral, matching the primary value orientation types of the generations in Argentina and Brazil. Thus US Generation X Hispanics are more like all generations in Argentina and Brazil; US Generation Y and Baby Boom Hispanics are similar to the generations in Argentina and Brazil.

Our results suggest that Generation Y and Baby Boom US Hispanics value collectivism first and individualism second, while Generation X US Hispanics and all three generations in Latin America are individualistic first, tempered with collectivism. In addition, collectivism is stronger in Argentina and Brazil as compared to US Generation X Hispanics and the generations in Mexico and Brazil. Research results indicate that the generations in Argentina, Brazil, Colombia, and Mexico and US Hispanics have many similarities in their value orientations. Also important is the finding that Mexico and Colombia form one cultural cluster and Argentina and Brazil another. This confirms Hofstede's (2001) findings.

LIMITATIONS AND RECOMMENDATIONS

The limitations of this study include using convenience samples of working adults from the major cities in each country with a larger number of 18 to 39 year olds in comparison to those over 40 years old. Another limitation lay in trying to compare these results to other studies published in the research literature in that few researchers using the RVS report the means, medians and rankings for each value and for each demographic variable studied. Future research should compare these results to other studies of working adults throughout the world and comparing the public versus private sector, using value orientation typology as a lens

References, Figures and Tables are available upon request from rgreenwo@nova.edu