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## Female and Male Value Orientation Types in the Americas: A New Look

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**FEMALE AND MALE VALUE ORIENTATION TYPES IN THE AMERICAS: A  
NEW LOOK**

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**ABSTRACT**

We examined the value orientation types of working adults in Argentina, Brazil, Colombia, Honduras, Mexico and the United States. Respondents from Argentina, Brazil, and the US placed higher priority on personal and moral value orientation types; those in Colombia, Honduras and Mexico on personal and competences value orientation types. Respondents in Argentina, the US and males in Brazil shared a high personal and high moral value orientation type, while all respondents in Colombia, Honduras and Mexico shared high personal and high competence value orientation types. Finally, Brazilian females had a high social and high moral value orientation type. We discuss the implications and limitations of the study and make recommendations for further research.

**INTRODUCTION**

As barriers to international trade and employment decrease, it is imperative that companies reach a fuller understanding of the values, attitudes and behaviors of their diverse communities of male and female managers, employees, customers and competitors (Leung et al., 2005). Questions of significance to managers and organizations throughout the world include: Are the value orientations of males and females in different countries becoming similar because of globalization of the marketplace? More specifically, are the value orientations of males and females in Argentina, Brazil, Colombia, Honduras and Mexico similar or dissimilar with those of the United States (US) males and females? Yet, we could find little research in that addresses the topic. We fill this research gap by exploring whether male and female values in five Latin American nations are similar or different, and we will compare our results to findings for males and females from the US. The paper is divided into four sections: theory and hypotheses, research methodology, discussion of findings, and limitations, implications for management and suggestions for future research.

**THEORY AND HYPOTHESES**

Are cross-cultural values and value orientations of females and males similar or dissimilar in the US and Latin America? The topic has extreme importance as companies develop global production processes, hire employees in the global marketplace, and market their products globally (Lenartowicz & Johnson, 2002; Ryckman & Houston, 2003). For example, in discussing gender issues in Latin American, Fox (2006) explains, “we have plenty of stereotypes—but few facts...A failure to understand how women succeed in widely different

cultures puts corporations and educators at a disadvantage in this time of globalization” . Despite the importance of the topic, few studies have explored cross-cultural sex-based similarities (convergence) and dissimilarities (divergence) in the four value orientation types originally proposed by Rokeach (1973, 1979) and more recently adapted by Weber (1990, 1993) and Musser and Orke (1992); even fewer have done so comparing Latin American countries to each other and to the US. We address this research gap by examining the value orientation of male and female working adults in Argentina, Brazil, Colombia, Honduras and Mexico, as compared to those in the US.

### **Culture**

Culture can be seen in the different traditions, language, artifacts, and espoused values of male and female managers from countries (Schein, 1991). Hofstede (2001) calls culture the “collective programming of the mind; it manifests itself not only in values, but in more superficial ways: in symbols, heroes and rituals” . Basically, culture is a socialized set of values, attitudes and behaviors of a particular society, organization, group, or sub-group.

Research indicates that values as part of culture are socialized from the moment of conception, with socialization continuing until death. Children are socialized through the influence of families, friends, significant others, teachers, and organizations, as socialization teaches each person how to behave and succeed in society (Kluckhohn, 1951; Kohlberg, 1970). Throughout the world males and females are socialized to perform different functions in society, with males tending to learn individualistic value structures and females learning collectivistic value structures (Rokeach, 1979). Values, attitudes and behavior interrelate to form a culture, value system, personality or value orientation type (Connor & Becker 2003; Connor et al. 2006; Rokeach 1979, 1986).

### **Latin American Culture and Workforce**

Latin American culture is based on a set of values, attitudes and behaviors that emphasizes the family and close companionship/friendships, what is commonly called a collectivist value structure. Children tend to live longer at home, sometimes remaining with their parents until age 25 or older. The extended family of grandparents, parents, and other relatives are very important in the lives of children (Garcia-Gonzalez, 2002).

Hofstede’s (1997, 2001) studies focused on four primary dimensions of national culture: Power Distance, Individualism, Masculinity, and Uncertainty Avoidance. Hofstede included four of the countries in this research in his studies; he did not survey Honduras. In general terms, the Latin-American countries included in our study have similar profiles along the four dimensions. Mexico has a high power distance (5/6) compared to the Brazil ranking (14), Colombia (17), Argentina (35/36) and US (30) (Hofstede, 2001). This acceptance of high power distance could come from colonialism. For uncertainty avoidance, Argentina leads Latin American countries with a (10/15), Mexico is next highest (18), Colombia (20) and Brazil (21/22), and finally, the US (43) (Hofstede, 2001). This shows that Latin American cultures value certainty in their lives. For individualism/collectivism, the US has an individualism ranking of (1), Argentina (22/23), Brazil (26/27), Mexico (32) and Colombia (49) follow. This suggests that Mexico and Colombia more collectivistic than individualistic, while Argentina and Brazil are more individualistic than collectivistic (Hofstede, 2001). On the Masculinity/Femininity scale, Mexico has a ranking of (6), Colombia (11/12), US (15),

Argentina (20/21), Brazil (27). Again, Mexico and Colombia are grouped together as are Argentina and Brazil (Hofstede, 2001).

### **Cross-cultural Value Research**

In cross-cultural value research, Rokeach (1973), England (1975), and Feather (1979) explored cross-cultural differences in managerial values. Kahle, Beatty and Homer (1986), Grunert and Scherhorn (1990), and Murphy, Greenwood and Lawn-Neiborer (2004) studied cross-cultural marketing and consumer behaviors, and Kawasaki (1994), Bond and Smith (1996), Schooler (1996), Ralston, Thang and Napier (1999), Jayawardhena (2004), explored a myriad of other value and cross-cultural-related research topics. Tihanyl, Griffith, and Russell (2005) explored the impact of cultural distance on multinational corporations and found that companies operate better with closer value structures.

Researchers have also examined cross-cultural sex differences in values. Wolin (2003) reviewed the research on sex differences in advertising; Hoeken et al. (2003) explored sex differences in cross-cultural advertising in Europe. Phalet et al. (2001) and Lyons, Duxbury and Higgins (2005) investigated both sex and generation differences. Ryckman and Houston (2003) investigated and found cross-cultural sex differences in the value priorities of American and British female and male university students. Duffy et al. (2006) explored the personal characteristics of successful women as compared to students across the Americas.

In cross-cultural research using the Rokeach Value Survey (RVS), Feather (1984) investigated the values of Australian undergraduate students, finding that different occupations have similar values, despite cross-cultural differences. Dio, Sargovi, Koestner and Aube (1996) found sex differences in values between different demographic groups in Canada and Johnson (1999) scrutinized sex-based differences in the values of Japanese male and female managers. Murphy, Greenwood, and Lawn-Neiborer (2004) investigated sex differences and similarities in the US, Japan and United Kingdom and Fitzpatrick et al. (2006) studied cross-cultural sex differences in cross-cultural values in the US and China.

Among cross cultural studies of female and male values, Olivas-Lujan et al. (2009) explored values and attitudes towards women in Argentina, Brazil, Colombia and Mexico, finding that female respondents were more equalitarian in their attitudes towards women as compare to the men in all four countries.

Based on this literature review we can affirm that cross cultural values suggest different types of hypotheses, which could be articulated in a more structural perspective.

### **Rokeach Value Survey**

The instrument used in our research study is the Rokeach Value Survey (RVS). It consists of 36 values that, Rokeach (1986) believed, most societies will possess and, as such, they can be used to explored similarities and differences across cultures and across most demographic sub-groups. The RVS values are divided into 18 terminal and 18 instrumental values. Terminal values are end-state of existence values or the most important goals in the lives or respondents. Instrumental values are the means-based values or the behavioral means respondents might use to obtain their terminal value goals. Terminal and instrumental values are rank ordered in a hierarchy of importance separately, with each person and each society

possessing a unique hierarchical arrangement of these two sets of values from (1) most to (18) least important.

### **Value Orientation Typology**

We chose to use Rokeach's value orientation typology (1973) in order to reduce complexity. In the RVS, one explores 36 values across each culture. For sex differences in six countries there would be a total of 432 values to examine; such numbers would undermine developing a clear portrait of value structures that managers, and even researchers, would find useful.

To create a value orientation topology, Rokeach (1973) categorized terminal and instrumental values into four value orientation types. Terminal value orientation types are personal or social values. Personal values are self-centered and intrapersonal (individualism) whereas social values are society-centered and interpersonal (collectivism). Instrumental values are subdivided into two value orientation types: moral (collectivism) and competence values (individualism). Moral values have an interpersonal focus and "when violated, arouse pangs of conscience or feelings of guilt for wrongdoing" (8) and competence or achievement values have an intrapersonal orientations because, when violated, they cause "feelings of shame about personal inadequacy" (8). Four personal value orientation types result.

Weber's (1990, 1993) research indicated that people could be classified by their value orientation or preference for personal, social, moral and competence value types. For example, a 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. Weber and his associates (1990, 1993) validated this typology in the US and in several cross-cultural studies. Musser and Orke (1992) extended Weber's personal value orientation typologies by developing a two by two matrix that classified each person's value orientation type. We have combined them to form a Value Orientation Typology.

In one of the few non-Western studies using the Value Orientation Typology, Giacomino, Fujita and Johnson (1999) explored sex differences in the value orientations of Japanese managers. Their results indicated that males placed higher importance on competence instrumental values and women placed overall higher importance than males on the social terminals values and on moral instrumental values. Further, the largest percentage of Japanese male (54%) and female (42%) managers were personal and moral focused.

More recently, Murphy et al. (2007) explored Rokeach's value orientation typology in a study comparing the value orientation types of four Western versus four Eastern countries. Research results indicated that all countries shared High Personal and High Moral primary value orientation types, but Western countries had a High Social and Moral secondary orientation type and Eastern countries had a High Personal and Competence secondary orientation type. Western country males and females possessed High Personal and High Moral primary value orientation types, while males possessed a secondary High Social and High Competence type; females possessed a secondary high personal and competence secondary value orientation type.

In additional Latin American research, Monserrat et al. (2009) explored generational differences in values in Argentina and Brazil. That study found similarities in the values of

working adults in Argentina and Brazil. Greenwood et al.'s (2009) study of males and females in Latin America suggested that males and females in Argentina and Brazil had High Personal and Moral value orientation typologies, much like the US. On the other hand, males and females in Colombia and Mexico possessed High Personal and Competence value orientation typologies.

Murphy et al. (2011) explored value similarities and differences between managers in Argentina, Brazil, Colombia, Mexico, and the Philippines. For value orientation types by culture, managers from the Philippines, Argentina and Brazil were more alike as they were classified as possessing High Personal and Moral value orientations, while managers from Colombia and Mexico were most alike as they possessed a High Personal and Competence value orientations. We expect males and females from Honduras to be more like males and females in Colombia and Mexico as Honduras is part of the northern cone of Latin American countries and, like Colombia and Mexico, have Spanish as their national language and a history of Spanish colonization. As a result of the literature review we developed the following hypotheses:

*H1: Respondents Argentina, Brazil, and US will possess High Personal and High Moral value orientation types.*

*H2: Respondents from Colombia, Honduras and Mexico will possess High Personal and High Competence value orientation types.*

*H3: Males and females from Argentina, Brazil, and US will possess High Personal and High Moral value orientation types.*

*H4: Males and females from Colombia, Honduras and Mexico will possess High Personal and High Competence value orientation types.*

## **RESEARCH METHODOLOGY**

Our study extends Greenwood et al.'s (2009) study of Latin American sex roles using additional respondents in Brazil and Colombia, adds respondents from Honduras and extends previous sex role research in the region to value orientation typologies. We used a Value Orientation Typology originally developed by Rokeach, modified further by Weber (1990, 1993) and Musser and Orke (1992), to explore cross-cultural and sex-based similarities and differences in values among working adult from the US and five Latin American nations, Argentina, Bahamas, Brazil, Colombia, Honduras and Mexico.

### **Survey Instrument**

We investigated cross-cultural sex similarities and differences in values and value orientation types using the RVS, "the most commonly used instrument for the measurement of values" (Kamakura & Novak, 1992). The RVS is shorter, was found to be easier to translate, and has shown its reliability and validity in numerous cross-cultural research studies in the past 30 years (Connor & Becker, 2003). Reliability of the RVS was established by Rokeach (1973, 1979) and Rokeach and Ball-Rokeach (1989). Test-retest reliability for each of the 18 terminal values considered separately, from seven weeks to eighteen months later, ranged from a low of .51 for *a sense of accomplishment* to a high of .88 for *salvation*. Comparable test-retest reliability scores for instrumental values ranged from .45 for *responsible* to .70 for *ambitious*. With a 14-16 month test interval, median reliability was .69 for terminal and .61 for instrumental values.

A native speaker in each nation studied translated the RVS into the local language and another native speaker translated the instrument back to English, making an independent confirmation of the translation. For clarification, the English version was left in place beside the translated version (Adler, 1983; Sekaran, 1983). Instructions to those taking the survey are standard: Each individual is asked to order the values "in order of importance to you, as guiding principles in your life" (Obot, 1988: 367), from one (most important) to 18 (least important).

We first developed the means and medians for terminal and instrumental values, then divided the terminal values into personal and social terminal values and instrumental values into moral and competence values (Tables 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, we summed the mean scores for each value orientation typology (personal and social terminal values and moral and competence instrumental values), and then developed the grand means for each sex, each culture, for Latin American countries combined, and for each male and female group in each culture. We could thus categorize each group by where they placed their value orientation priorities, forming their 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.

### **Research Population**

As part of larger studies exploring values, attitudes and behaviors in 15 countries, we administered the surveys from 2004 to 2011 to convenience samples of working adults living in major cities in the Latin American countries of Argentina, Brazil, Colombia, Honduras, and Mexico and in the US in California. The researchers chose adults who were working full or part-time because their values represent the values of working professionals in those countries.

The final sample consisted of 5,303 adult respondents from Argentina (1197), Brazil (636), Colombia (989), Honduras (325), Mexico (1156) and the US. (1000). The sample consisted of 2,660 males and 2,643 females.

### **Statistical Analysis Techniques**

Since the Rokeach Value Survey is a ranking instrument that produces non-normative data, data must be analyzed first using non-parametric statistical techniques like the Kolmogorov-Smirnov two sample test for male and female differences and for differences across the cultures with the Kruskal-Wallis ANOVA median test. This was followed by hierarchical regression analysis. Recent research by Schwartz and Bilsky (1987, 1990), Kamakura and Novak (1992), Bigoness and Blakely (1996), Lenartowicz and Johnson (2002), Connor and Becker (2003), Connor et al. (2006) supports Rokeach's findings for statistical analysis of the RVS as ways to evaluate value systems or value orientations.

### **Research Results**

We first explored cross-cultural differences in values and then cross-cultural differences in orientation types, with culture as the independent variable and values and value orientations as the dependent variables. Since some studies have shown that age, sex, education, and occupation can impact values, we used hierarchical regression analysis to explore their impact



together on the constructs. Kruskal-Wallis ANOVA (Table 1) showed statistically significant cross-cultural differences for all 18 terminal and all 18 instrumental values, but the regression analysis beta scores indicated that age, sex, education and occupation contributed to some of the statistically significant cross-cultural differences. We next explored the differences in the value orientations with country 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. Finally, we explored sex differences across each culture for values and for value orientation types, finding statistically significant sex differences across each culture.

Table 1  
 Kruskal-Wallis ANOVA, and Multivariate regression analysis for cross-cultural and generation differences

	ANOVA		Multivariate Regression Beta Scores				
	H	Alphas	Culture	Generation	Sex	Education	Occupation
Comfortable life	14	***		.055	.033		
An exciting life	52	***		.097	.046	.033	
Accomplishment	42	***	.087	.067			
World at peace	25	***		.069	.041	.059	
World of beauty	39	***		.08			
Equality	17	***	.045	.05		.06	
Family security	41	***		.082	.05		
Freedom	N/S	N/S	.091				
Health	8.6	**	.03	.05	.037		.002
Inner harmony	9	**	.127	.047	.062	.066	
Mature love	N/S	N/S	.038				.015
Nati security	67	***		.126	.03	.05	
Pleasure	34	***		.089	.069	.045	
Salvation	30	***	.059	.039	.039	.061	
Self-respect	13	**		.064	.068	.061	
Soc Recog	26	***		.074	.08		
True friendship	37	***		.087	.041		.05
Wisdom	11	**	.033	.058		.04	
Ambitious	32	***	.075	.073	.047	.043	
Broadminded	8	**	.093		.041		
Capable	7	*		.035	.047	.129	
Clean	N/S	N/S	.14		.066	.047	
Courageous	8.5	**	.044	.033	.039		
Forgiving	N/S	N/S	.126		.033	.036	
Helpful	12	**		.047			
Honest	32	***	.05	.073			
Imaginative	12	**		.056	.087	.08	.036
Independent	N/S	N/S	.082		.044		
Intellectual	18	***	.079	.084		.126	
Logical	N/S	N/S			.069	.071	

Loving	N/S	N/S			.047	.077	
Loyal	N/S	N/S		.034	.039		
Obedient	28	***	.082	.052		.18	
Polite	N/S	N/S	.079			.055	.045
Responsible	N/S	N/S				.064	.061
Self-controlled	39	***	.079	.077	.032	.031	

\*= p < .05; \*\*= p < .01; \*\*\*= p < .001

As shown in Tables 2 and 3 respondents from the US, Argentina, and Brazil had High Personal and High Moral primary value orientations types, allowing us to accept **H1**. Conversely, respondents from Colombia, Honduras and Mexico had High Personal and High Competence primary value orientation types, allowing us to accept H2.

TABLE 2  
Latin American Cross-Cultural Terminal and Instrumental Value Orientations

Terminal Values	Argentina N=1197	Brazil N=636	Colombia N=989	Mexico N=1156	Honduras N=325
Social Values interpersonal focus	9.723	9.533	10.039	10.233	10.392
Personal Values intrapersonal focus	9.246	8.942	8.837	8.752	8.607
Instrumental Values					
Moral Values interpersonal focus	9.130	8.633	10.463	9.802	10.376
Competence Values intrapersonal focus	9.813	9.781	8.408	9.185	8.625

TABLE 3  
U. S. Cross-Cultural Terminal and Instrumental Value Orientations

Terminal Values	US N=1000
Social Values interpersonal focus	10.088
Personal Values intrapersonal focus	8.874
Instrumental Values	
Moral Values interpersonal focus	9.093
Competence Values intrapersonal focus	9.832

We next developed the value orientation means by sex (male/female) for each country (Table 4) and developed the value orientation types (Table 5). **H3** was not supported because males and females from Argentina and the US and males from Brazil possessed High Personal and High Moral value orientation types, but females from Brazil possessed High Social and High Moral value orientation types. We accepted **H4** because males and females from Colombia, Honduras and Mexico possessed High Personal and High Competence value orientation types (Tables 4 & 5).

TABLE 4  
 Cross Cultural Sex Differences In Value Orientation Types

	<b>Argentina Males N=509</b>	<b>Argentina Females N=688</b>	<b>Brazil Males N=378</b>	<b>Brazil Females N=258</b>	<b>US Males N=500</b>	<b>US Females N=500</b>
<b>Social Values</b>	9.758	9.696	9.857	<b>9.183</b>	10.196	10.015
<b>Personal Values</b>	<b>9.266</b>	<b>9.231</b>	<b>9.031</b>	9.745	<b>8.725</b>	<b>8.999</b>
<b>Moral Values</b>	<b>9.351</b>	<b>8.964</b>	<b>8.815</b>	<b>8.558</b>	<b>8.947</b>	<b>9.278</b>
<b>Comp Values</b>	9.617	9.959	10.074	10.409	9.978	9.633
	<b>Colombia Males N=469</b>	<b>Colombia Females N=520</b>	<b>Honduras Males N=123</b>	<b>Honduras Females N=202</b>	<b>Mexico Males N=681</b>	<b>Mexico Females N=475</b>
<b>Social Values</b>	9.981	9.998	10.487	10.333	10.283	10.194
<b>Personal Values</b>	<b>8.811</b>	<b>8.879</b>	<b>8.512</b>	<b>8.666</b>	<b>8.732</b>	<b>8.777</b>
<b>Moral Values</b>	10.329	10.178	10.404	10.359	9.909	9.692
<b>Comp Values</b>	<b>8.515</b>	<b>8.676</b>	<b>8.595</b>	<b>8.644</b>	<b>9.088</b>	<b>9.302</b>

TABLE 5  
 Cross-Cultural Sex Differences in Value Orientation Type Classifications

	Primary	Secondary
Argentina Males	High Personal + High Moral	High Social + High Competence
Argentina Females	High Personal + High Moral	High Social + High Competence
Brazil Males	High Personal + High Moral	High Social + High Competence
Brazil Females	High Social + High Moral	High Personal + High Competence
Colombia Males	High Personal + High Competence	High Social + High Moral
Colombia Females	High Personal + High Competence	High Social + High Moral
Mexico Males	High Personal + High Competence	High Social + High Moral
Mexico Females	High Personal + High Competence	High Social + High Moral
Honduras Males	High Personal + High Competence	High Social + High Moral
Honduras Females	High Personal + High Competence	High Social + High Moral

## DISCUSSION

We sought to determine whether values were more similar or dissimilar in Latin America using Rokeach's value orientation typology, which allows researchers to explore 4-value orientations instead of 36 values across each sex and culture.

Similarities and differences in value orientation types exist among working adults (males and females) from the US and Latin American countries. The countries can be broken into two camps when culture alone is considered: Respondents from Argentina, Brazil, and the US and those from Colombia, Honduras and Mexico. The US more closely resembles Argentina and

Brazil. Argentina and Brazil are major trading partners, after the US. Argentina imports 32.5% from Brazil and Brazil imports 8.7% from Argentina. Argentina exports 17.1% to Brazil and Brazil exports 8.3% to Argentina (CIA, 2011). Mexico, Honduras and Colombia are not major trading partners, but they are closer in proximity and have similar colonial history as part of the Central America and Northern Latin American region. Colombia, Honduras and Mexico are major trade partners with the US, but appear to have retained a non-western value orientation types.

Respondents from Argentina and Brazil were similar as they possessed High Personal and High Moral primary value orientation types and High Social and High Competence secondary value orientations types. This suggests that respondents from Argentina, Brazil and the US are a mix of individualism (personal terminal values) and collectivism (moral instrumental values), but they retain collectivism social terminal values and individualism (Competence values) secondary value orientations. On the other hand, respondents from Colombia, Honduras and Mexico had primary High Personal (individualism) and High Competence (individualism) value orientation types and High Social (collectivism) and High moral (collectivism secondary value orientation types. While the GLOBE project (Chhokar, et al., 2007) clustered only four of our five Latin American countries under study (Argentina, Brazil, Colombia and Mexico) into a Latin American cluster, our results seem to indicate a for Latin America in Southern cluster (Argentina and Brazil) and a Northern cluster (Colombia, Honduras, and Mexico). The GLOBE project did not include Honduras in their studies.

When examined as a combined Latin American sample, Latin American males and females had primary High Personal and High Competence primary value orientation types and secondary High Personal and High Moral value orientation types. On the other hand, US males and females had High Personal and High Moral value orientation types.

We next evaluated the value orientations using the Northern (Colombia, Honduras and Mexico) cluster of countries as compared to the Southern cluster of countries (Argentina and Brazil). Males and females in the Northern cluster possessed High Personal and High Competence value orientations and those in the Southern cluster possessed High Personal and High Moral value orientations.

The findings for Argentina and Brazil confirm Murphy et al.'s (2007) studies of Eastern versus Western countries, which also found males and females to possess High Personal and High Moral value orientation types. On the other hand, our findings for Colombia, Honduras and Mexico are the opposite of Murphy et al.'s (2007) study, which indicated that males and females in the East and West had High Personal and High Moral primary orientation types and High Social and High Competence secondary value orientation types. Latin American values, particularly from the Northern cluster of countries, are significantly different from values in Eastern and Western countries, confirming Lenartowicz and Johnson's (2002) findings. Yet, Latin American females in Argentina and Brazil have moved closer to US males and females, suggesting that Latin American females have become more modern; Latin American males have not. This is supported by Olivás-Lujan et al.'s (2009) research on attitudes towards women in Latin America, which indicated that Latin American women have more equalitarian attitudes as compared to Latin American men. When broken down by the male and female subgroups within each culture, we find similarities and differences across the value orientation types.

Argentinean males and females and Brazilian males had High Personal and High Moral primary value orientation types, but Brazilian females had High Social and High Moral primary value orientation types. On the other hand males and females from Colombia, Honduras and Mexico had High Personal and High Competence primary value orientation types.

Our results for the Argentinean males and females and Brazilian males who had High Personal (individualism) and High Moral (collectivism) primary value orientation types, matched the results for males and females from the US, UK, Iceland, Philippines and Thailand and Japanese males (Murphy et al., 2007). On the other hand, females in Brazil were even more collectivistic with their primary High Social (collectivism) and High Moral (collectivism) orientation types which match Japanese females who also possessed High Social and High Moral primary value orientation types (Murphy et al., 2007). Our results indicate that managers doing business in these countries need to understand these similarities and differences because females in Brazil will pursue their social goals through social means, while males and females from Argentina and males from Brazil would pursue their personal goals through social means.

Colombian, Honduran and Mexican males and females had High Personal (individualism) and High Competence (individualism) primary value orientation types, which were only secondary orientation types for males and females from Japan, Philippines, Thailand, and US. This suggests that Colombian, Honduran and Mexican males and females would pursue their personal goals through personal means. Managers operating in Colombia, Honduras and Mexico need to understand this so they can harness this individualism into company centered goals.

Argentineans and Brazilians were motivated primarily by High Personal and High Moral value orientations. This classification implies that respondents have a self-centered or intrapersonal focus for their most important goals in life, tempered with an interpersonal/other-centered or moral instrumental value orientation focus, which means they will use other-centered values to obtain their goals. This is good news for organizations because although respondents are internally focused to obtain their goals, they are morally focused on society and their organizations, supervisors, co-workers and customers in means to obtain those goals. Such high personal and moral focus for the Argentineans and Brazilians is similar to findings by Murphy et al. (2008) for Eastern and Western countries, which also had High Personal and High Moral primary value orientation types. This suggests that values are more similar between many Western, Eastern and Latin American countries like Argentina and Brazil. Previous research (i.e. Hofstede, Schwartz and others) has shown that respondents from Western countries primarily value individualistic (personal terminal values) or self-centered values (competence instrumental values), while respondents from Latin American countries primarily value society-centered (social terminal) values or group-oriented (social instrumental) values. However, Argentina and Brazil were more individualistic than countries like Colombia, Honduras, and Mexico. Hofstede's (2001) research indicated that Argentina and Brazil had individualism country score rankings 22/23 (Argentina) and Brazil (26/27) compared to the rankings of 49 for Colombia and 32 for Mexico and 1 for the US.

Our research results do not confirm Hofstede's (2001) findings of stronger individualism scores for Argentina and Brazil as compared to Colombia and Mexico. In our study, respondents from Argentina and Brazil had primary High Personal terminal value orientation types, which have an intrapersonal or individualism focus, but these are tempered with an emphasis of High Moral instrumental values, which have an interpersonal or collectivism focus.

The Hondurans, Colombians and Mexicans were more individualistic as compared to respondents from Argentina and Brazil as they more highly valued High Personal (intrapersonal focus; individualistic) and High Competence (intrapersonal; individualistic) value orientation types. This suggests these respondents have moved away from primary collectivistic orientations to more individualistic ones. Since Hofstede's studies were completed more than 10 years ago, perhaps some Latin American countries have become more individualistic as they compete in the global marketplace.

The results of our study will help managers and practitioners lead their employees in interactions with customers, employees, and competitors. Managers would know that males and females in Argentina and males in Brazil will primarily focus on their own goals, tempered with a focus on societal or organizational goals, while Brazilian females focus on satisfying the social goals through social or organizational means. However, male and female respondents from Colombia, Honduras and Mexico will focus on personal goals and the means to obtain them. If this is not understood, employees could work against organizational goals.

Males have a primary intrapersonal and moral focus while females have an interpersonal social and moral focus. This suggests that females will place group goals above personal goals, while males will place personal goals above group goals. The individualism of males is also shown by their secondary personal and competence orientation which is intrapersonal focused for goals and intrapersonal competence means based values. The secondary style for females was a personal goal orientation with moral means. Such findings support previous studies by Hofstede, Schwartz and others that indicated women possess a social orientation; men possess a more individualistic orientation.

Cross-cultural similarities in values are important because values influence attitudes and intended behavior. An understanding of the values of countries can give managers an insight into how they can develop better world-wide customer relationships, develop better human resources programs for their employees throughout the world, and how they can develop closer relationships and predict the behaviors of other companies or competitors and their employees operating in the global marketplace (Hofstede, 2001; Lenartowicz & Johnson, 2002; Lyons, Duxbury & Higgins, 2005; Murphy et al., 2006).

### **CONCLUDING REMARKS AND LIMITATIONS**

Our research indicates that exploring similarities and differences across sexes and cultures using a value orientation typology is a worthwhile endeavor. The new typology, first developed by Rokeach, lends itself more easily to explorations of similarities across cultures. Research results indicate that males and females in Argentina, Brazil, Colombia, Honduras, Mexico and the US have similarities and differences in their value orientations. The majority of male and female respondents are similar in a personal focus for goals and either had social

moral or competence focused instrumental means to obtain those goals. The individualistic nature of males is being tempered with a social focus and the social focus of females is being influenced by a competence focus.

In addition, Latin American females have adopted more US oriented value orientations, with the exception of Brazilian females who remain highly collectivistic. Further, the importance of studying these value orientations below the national level is highlighted by the fact that subgroups differ in their value orientation types.

Understanding values and value orientation types allows managers to gain insight into what is important to their employees and customers. This study will also help practitioners and managers who supervise foreign nationals understand what motivates them and will help companies operating globally develop international human resources management strategies that not only meet company needs but also the cultural needs of their organizational members. Finally, by understanding values and culture, companies should be able to achieve better performance outcomes that positively impact their profitability.

The limitations of this study include the research populations, as they were generally convenience samples of working adults from the capitals or major cities in each country. Respondents were limited to those working in full-time positions. Our sample sizes were also limited by the larger number of 18 to 39 year olds in comparison to those over 40 years old. We controlled for this through hierarchical regression analysis, which indicated that age did impact some of the values and their significance. Further research should also be conducted in other cities in the cities and extended to other Central and Latin American countries.

Our final recommendation for future research is to investigate possible shifts in work place values across countries, cultures, age groups, and gender. Further research and better data reporting in the literature will allow others to study and track changes in values. Understanding difference and similarities in workplace values will lead to better working relationships, leading to improved employee morale and productivity.

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