

Antecedents and Consequences of Materialistic Values: A Systematic Literature Review

Muhammad Hamza Nawaz Butt¹, Muhammad Abdur Rahman Malik²

Abstract

By applying systematic literature review technique, this paper focuses on the existing research on materialistic values. Although materialistic values have widely been discussed in the literature, this stream of literature lacks in the context of work setting. To the best of our knowledge, reviews focusing on materialistic values haven't been conducted in the organizational context. Initial search returned a total of 1,191 articles, out of which 209 articles were thoroughly analyzed based on their relevance to the topic. After studying the antecedents, correlates and consequences of materialistic values within literature, the paper identifies three important theoretical and empirical gaps in the literature. Firstly, the literature on materialistic values is vaguely scattered and needs consolidation. Secondly, most of research on materialistic values is a-theoretical in nature. Thirdly, literature on materialistic values lacks within the organizational setting. To fill these gaps, this paper consolidates the literature into theoretical frameworks and proposes theoretical foundations for the future researchers. In addition, the paper points towards some fertile areas largely missing in existing literature. In the end, some managerial implications and limitations of the study are discussed.

Keywords: *Materialistic values; Post materialistic values; Organizational setting; Systematic review.*

1. Introduction

Considering that majority of workforce entering the market belong to millennials (Johnson & Ng, 2016), it is high time to understand the values this generation brings with them to the workplace. Millennials emphasize material rewards (i.e., the importance of money and material gains), are weak at establishing relationships as they are individualistic and show lack of concern for others as compared to themselves (Johnson & Ng, 2016; Twenge, Campbell & Freeman, 2012; Twenge, Campbell, Hoffman & Lance, 2010; Twenge & Kasser, 2013). These values differ from those of earlier generations, yet while we cite literature and characterize millennials with such values, our aim is not to over simplify and make generalizations. Rather the goal is

¹ PhD Scholar, Lahore University of Management Sciences (LUMS) Email: hamza.nawaz727@gmail.com

² Assistant Professor, Lahore University of Management Sciences (LUMS).

ARTICLE HISTORY

25 Sep, 2023 Submission Received

23 Nov, 2023 First Review

13 Jan, 2024 Second Review

01 Mar, 2024 Accepted

to emphasize the significance and importance of understanding materialistic values within the organizational context.

Literature defines materialistic values as the significance one attaches to the material possessions and material gains (Unanue, Rempel, Gómez & Van den Broeck, 2017). The most cited definition of materialism is given by Richins and Dawson (1992): “Materialists place possessions and their acquisition at the center of their lives [...]. They view these as essential to their satisfaction and well-being in life [...] and tend to judge their own and others’ success by the number and quality of possessions accumulated”. In context of the popular Schwartz’s value system (Schwartz, 1992), Burroughs and Rindfleisch (2002) found materialistic values next to Achievement and Power and opposite to Universalism. Further, literature sees materialistic values as opposing to post materialistic values (Giacalone & Jurkiewicz, 2004), where post materialistic values are seen as values emphasizing relationships, belongingness and community etc. With the ever increasing significance attached to material possessions, how materialism influences different life domains has been a topic of interest among researchers. Researchers for years have pondered on the ramifications of the concept ‘materialism’ (Kasser, 2016), and have tried to explore its correlates, antecedents and consequences in various life domains. Despite the research interest to study materialism and materialistic values, the relevant literature is largely scattered and lacks coherence and consolidation. With this research gap in mind, this paper systematically reviews the literature on the concept of materialistic values and consolidates the otherwise scattered literature. The paper provides frameworks of the antecedents and consequences of materialistic values being studied within the work as well as non-work setting. The paper also highlights the empirical gaps within this domain, and proposes some potential antecedents, consequences, mediators and moderators of materialistic values.

As mentioned earlier, materialistic values have been discussed in literature for decades, but this literature lacks in context of work setting. Unanue et al. (2017) suggest: “[...] although materialism may be detrimental in some life domains, studies in materialistic contexts such as work are lacking, particularly in the non-Western world”. Recently some work has been done in this domain (Deckop, Giacalone & Jurkiewicz, 2015), but a lot is still to be explored. How organizations are dealing with the concept of materialism and how materialism affects organizational outcomes still remains a largely unexplored research domain (Unanue et al., 2017). According to Deckop, Jurkiewicz and Giacalone (2010): “Organizations present a rich context for investigating the effects of materialism [...] because of the connection to economic rewards it distributes as pay, the organization is an arena where materialistic concerns are firmly entrenched and salient”. These authors believe that due to the salience of

monetary rewards in the organizational context, materialistic values would impact individuals whether they are materialistically oriented or not, and therefore these authors emphasize to extend the theoretical spectrum regarding materialism within the organizational context.

Although few studies have reviewed the literature on the concept of materialism (Kasser, 2016; Kasser, Ryan, Couchman & Sheldon, 2004), none has done this in the organizational context. Further, most of the research on materialistic values is limited to studying the direct relationship between these values and their antecedents and consequences, without capturing the intermediate processes and boundary conditions within which these relationships hold. This paper fills these gaps by developing a consolidated framework for work related antecedents, correlates and consequences of materialistic values, the first attempt within the literature. The paper also analyzes the processes through which materialistic values are connected with its antecedents and consequences and thus studies the mediators discussed within the literature and more specifically within the organizational context. In addition, the paper highlights some potential boundary conditions within which such relationships might get strengthened or weakened.

More specifically, the review identifies three theoretical gaps within the domain: Firstly, the literature on materialistic values is vaguely scattered and needs consolidation. Secondly, most of research on materialistic values is a-theoretical in nature. Weak theoretical foundations have been cited as a significant reason of our poor understanding about how various factors affect materialistic values, and how these values affect organizational outcomes (Giacalone, Jurkiewicz & Deckop, 2008). Thirdly, literature on materialistic values lacks within the organizational setting. To address these gaps, the following work is done: Firstly, theoretical frameworks are developed to consolidate literature on materialistic values. Secondly, theoretical developments are proposed in light of which future research directions are explained. Thirdly, potential correlates of materialistic values within the organizational setting are highlighted, allowing us to identify the study of moderators and that of antecedents of materialistic values as having future research potential.

2. Methodology

2.1. Choosing a methodology

Systematic literature review seemed the best methodology as it's defined as having a transparent and replicable design for identifying and analyzing the existing literature (Athwal, Wells, Carrigan & Henninger, 2019). In light of the explanation given by Tranfield, Denyer and Smart (2003), we conducted the systematic literature review

by adopting the formulized approach of PRISMA protocol.

2.2. Application of the methodology

Initially, some seminal studies were gone through to get the theoretical understanding of values in general (Bardi, Buchanan, Goodwin, Slabu & Robinson, 2014; Fischer, 2017; Schwartz, 1992) and materialistic values in specific (Kasser, 2016; Promislo, Giacalone & Deckop, 2017; Unanue et al., 2017). Keeping the literature as well as the research objective in mind, four keyword research filters were applied. These keywords were searched for within the Title, Abstract and Keywords of an article. Scopus database was used for collecting the relevant articles as it is one of the most comprehensive and highly cited databases, the largest abstract searching database (Chadegani et al., 2013). Apart from the keywords filter, studies written in English language were opted and the document type was limited to Articles, Reviews, Articles in Press and Conference Papers.

Based upon the conceptual definition of materialism relevant to our research question, these articles were evaluated on their abstracts (736 articles). After removing the replications, the list reduced to 556 studies. In accordance with the practice followed by Özbilgin, Beauregard, Tatli and Bell (2011), to ensure inclusion of high impact studies, studies validated by ABDC list (A*, A, B and C ratings) were included and that left us with 342 studies. In scope of our study, empirical papers that focused on the antecedents and consequences of materialistic values were retained (198 studies). Further, 2 seminal studies were included based upon cross referencing technique while 9 studies were included (cited in journals which aren't categorized by ABDC) as part of grey literature (Adams, Smart & Huff, 2017). Overall, these 11 articles were cited often in seminal studies and given the relevance to the scope of our research, these were retained. That meant a total of 209 articles (Figure 1).

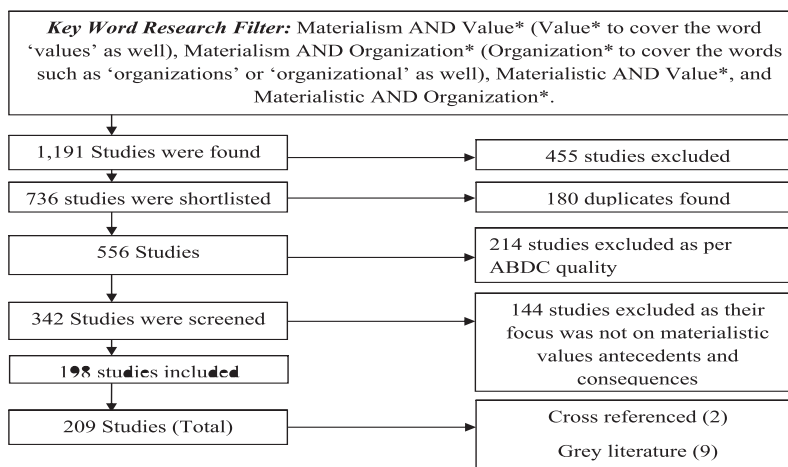


Figure 1: Search Criteria and Sampling process

3. Results

This section provides descriptive analysis of research on materialistic values in the domain of management. We also analyzed closely associated concepts such as post-materialistic values, religious values and spiritual values. Publication trends, theoretical approaches, sample details and level of analysis are also analyzed.

3.1. Descriptive analysis

Materialistic values - as a concept - have remained under investigation for several years; however, how these values manifest themselves in organizational settings is largely unexplored. Trend of publications (Figure 2) reflect an increased interest in studying the antecedents, correlates and consequences of materialistic values (106 articles published during the last five years), although majority of these researches were not conducted in an organizational setting.

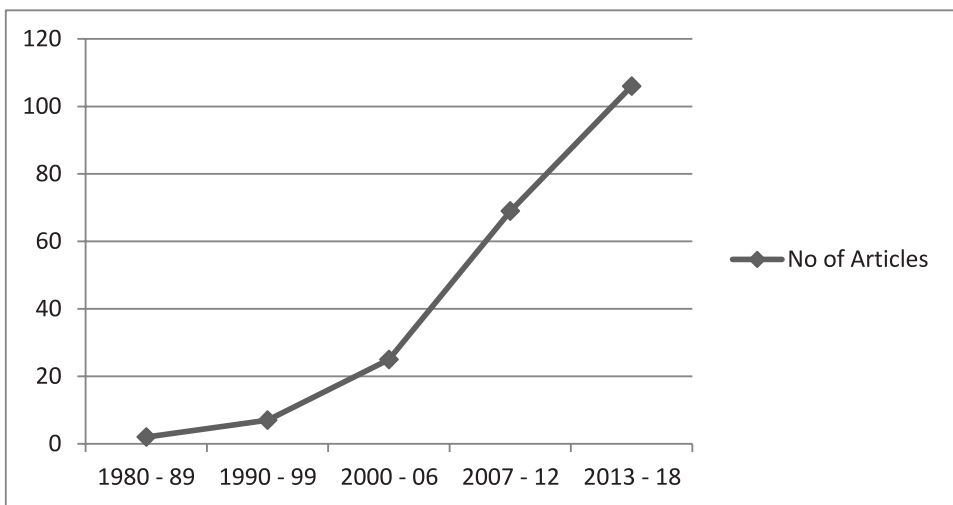


Figure 2: Growth of Articles on Materialistic Values

As mentioned earlier, we also conducted a preliminary level analysis for the anti-concepts of materialistic values. Literature suggested that post materialistic, spiritual and religious values were seen as opposing mechanisms for the materialistic values (Masoom & Sarker, 2017; Promislo et al., 2017; Zsolnai & Illes, 2017). A huge percentage of studies (86%) were only focusing on the concept of materialism with post materialism almost being neglected. Although materialistic and post materialistic values - when studied together - explain the outcomes more efficiently, literature lacks the investigation of the multidimensional concept of materialism.

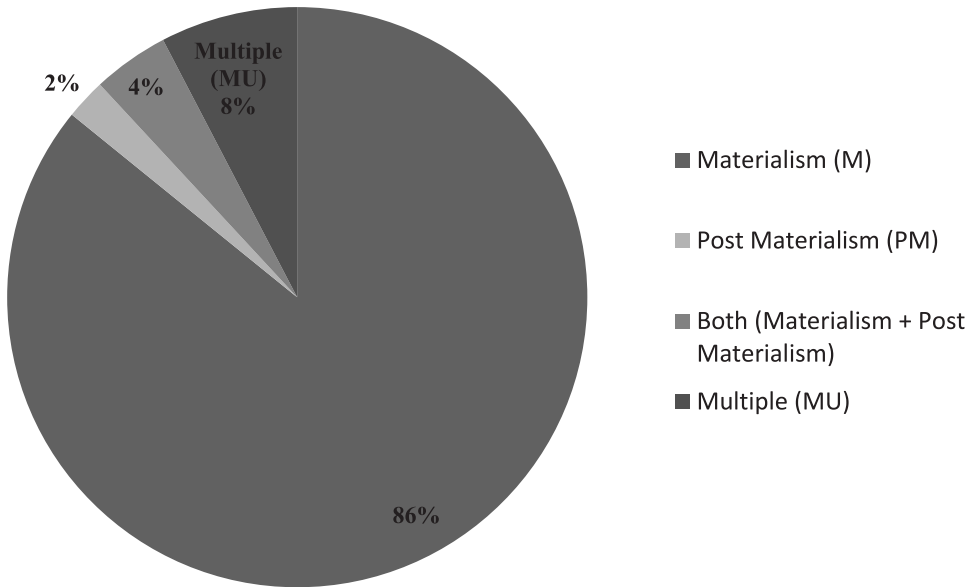


Figure 3: Articles with Materialism and Related Concepts

14% of the studies were focusing on empirical theory building while 7% were theoretical papers and 76% of the papers were empirically testing the theories (Figure 4). The most frequent level of analysis was at individual level (81% of total studies) (Figure 5).

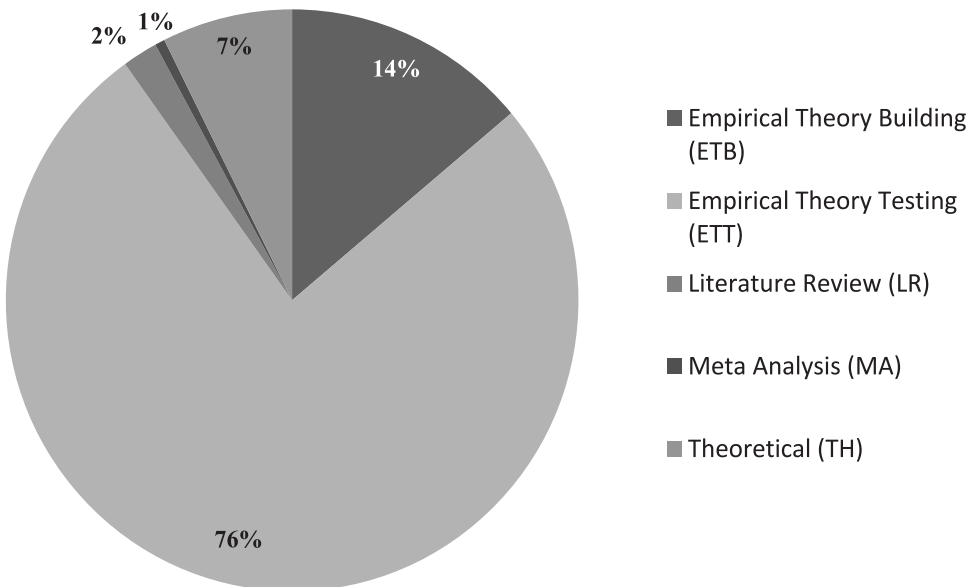


Figure 4: Division of Articles Based on Paper Type

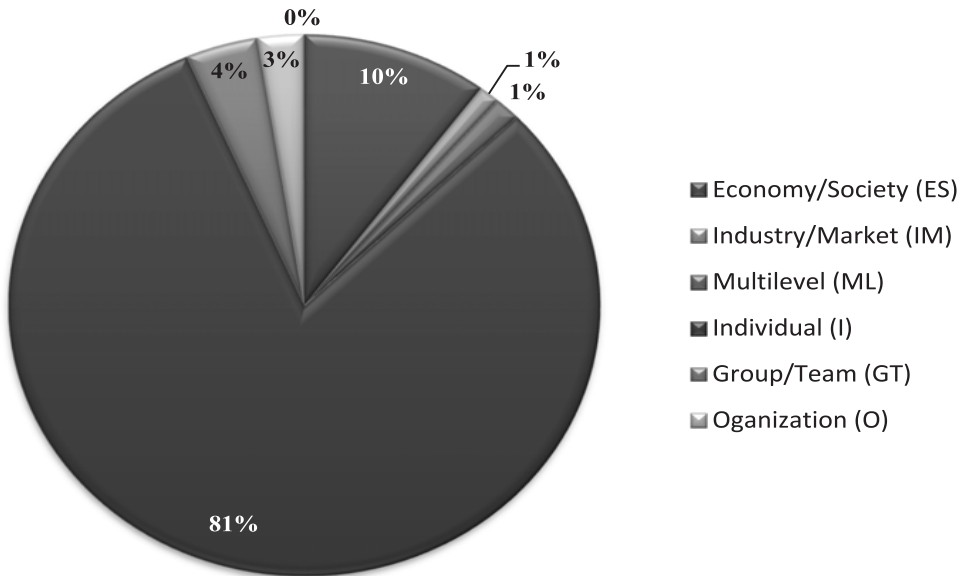


Figure 5: Division of Articles Based on Level of Analysis

3.2. Analyzing the theoretical spectrum of research on materialistic values

Over the years, literature on materialism has seen multiple and broad theoretical developments. Inglehart (1971) studied materialism in the context of values and while he investigated the concept of materialistic values in parallel with post materialistic values, he mainly explored them from a political science perspective. Later, Belk (1985) explored materialism from the consumers' perspective and studied it as a personality trait encompassing three facets: possessiveness, non-generosity and envy. Richins and Dawson (1992) further developed the concept and while studying it from consumers' psychology perspective, conceptualized materialism as an individual value. Kasser (2003) also discussed the concept from values perspective and studied materialistic values using a psychological lens. Even though materialism is also considered as part of an individual's identity (Dittmar, 2007), empirical literature has mainly conceptualized materialism as a value (Kasser, 2016; Kilbourne & LaForge, 2010).

To evaluate the literature and synthesize its findings, it's important to gauge the theoretical developments within the domain. The following analyses were done to understand what theories had been discussed within the domain and at what level were they applied. The level categorization was adopted from a systematic review in the field of organizational innovation (Crossan & Apaydin, 2010).

Out of 209 articles, only 29 articles grounded their argumentation in a proper theory. Giacalone et al. (2008) pointed towards the same phenomenon when they

highlighted the lack of studies incorporating Materialist - Post Materialist Theory of Values and suggested that our understanding on the topic is low because these concepts are not properly grounded in relevant theories. Further, the theories applied were at the individual level only.

Table 1: Theories Applied in Papers - By level of Analysis

	Micro (group/team/individual)	Multilevel	Macro (economy/industry/market)	Organizations
Theory of social change and human development	Park, Twenge and Greenfield (2014), Greenfield (2013)			
Self determination theory	Unanue et al. (2017), Xie, Shi and Zhou (2016), Deckop et al. (2015), Stone, Bryant and Wier (2010), Deckop et al. (2010), Van Hiel, Cornelis and Roets (2010)			
Cultural and consumer theories	Awanis, Schlegelmilch and Cui (2017)			
Materialist - Post Materialist Theory of Values	Promislo et al. (2017), Giacalone et al. (2008), Giacalone and Jurkiewicz (2004), Ahuvia and Wong (2002), Van Hiel, Cornelis and Roets (2010)			
Self-expression and social exclusion theory	Bıçakcıoğlu, Ögel and Ilter (2017)			
Marital paradigms theory	LeBaron, Allsop, Hill, Willoughby and Britt-Lutter (2017)			
Self oriented perspective theory	McGinnis, Gao, Jun and Gentry (2017)			
Altruism theory	Pratono and Tjahjono (2017)			
Socioemotional Selectivity theory (SST)	Wei, Donthu and Bernhardt (2012)			

Spiritual - based creative business model	Zsolnai and Illes (2017)			
Theory of reasoned action	Phau, Sequeira and Dix (2009)			
Social cognitive theory	Nga and Yeoh (2015)			
Attachment theory	Keefer, Landau, Rothschild and Sullivan (2012)			
Terror management theory	Dar-Nimrod (2012), Rindfleisch, Burroughs and Wong (2009), Kasser and Sheldon (2000)			
Prototype theory	Kim (2011)			
Role conflict theory	Promislo, Deckop, Giacalone and Jurkiewicz (2010)			
Historical generation theory	Gu and Hung (2009)			

4. Synthesis

Erdogan, Bauer, Truxillo and Mansfield (2012) believed synthesis to be the most value adding portion of a systematic literature review. In order to systematically synthesize the literature, the analyses were performed in three steps. During the first step, all the shortlisted articles (209) were categorized into relevant themes. During the second step, study variables were categorized into antecedents and consequences of materialistic values and by classifying them in relevant themes, theoretical framework was developed (Figure 6). In addition, moderators discussed in context of materialistic values were also analyzed. In the third step, we analyzed studies specifically conducted in organizational setting, and identified work related antecedents, correlates and consequences of materialistic values.

4.1. Materialistic values – identifying key themes within literature

4.1.1. Materialistic values and consumer behavior

A significant portion of literature on materialistic values was related to the marketing domain. During the past decade or two, numerous researchers have explored the relationship between materialistic values and consumer behavior (Dittmar, 2005; Donnelly, Ksendzova & Howell, 2013; Kim & Jang, 2017). Results suggested that more

than 30% of the studies used consumers as the sampling unit. In general, materialistic values were found to play a significant role in both purchasing and consuming goods. Some researchers have shown concerns regarding the effects of materialistic values on ethical consumption (Arlı, Tjiptono & Winit, 2015). Bhatia (2018) suggested that consumers' materialistic values positively relate to their intention of purchasing counterfeit products by influencing their attitudes towards counterfeit products. Media and celebrities were found to have significant impact on materialistic values of individuals in general and consumers in particular. In turn, these values significantly affected consumers' purchasing behavior and their attitude towards products (Wang, 2016). This relationship can become so intense that individuals with materialistic values may even start worshipping some of the endorsed celebrities (Green, Griffith, Aruguete, Edman & McCutcheon, 2014), putting their own well-being at stake (Sung, 2017).

4.1.2. Materialistic values and religion

Literature suggested that materialistic values have negative association with religious values and individuals high in religious values were likely to possess less desire for materialistic possessions (Burroughs & Rindfleisch, 2002). Authors suggested that religion preaches against the desire for material possession and prohibit individuals from being occupied with the longing for material gains. In another research, Masoom and Sarker (2017) found a similar relationship where materialism negatively affected individual's religiosity. Spiritual values were also found to have negative association with materialistic values as spirituality emphasizes belongingness and relationships as opposed to material significance (Zsolnai & Illes, 2017).

4.1.3. Materialistic values and family

Another domain in literature has studied the effects of family behavior, practices and history on the materialistic values of the individuals. Parents' education, their level of materialism, and inclination of a family towards materialistic desires have strong effects on materialistic values of the family members. However, these relationships are dependent upon the networking and coordination within the family, and are stronger in a closely bonded family. Moschis, Ong, Mathur, Yamashita and Benmoyal-Bouzaglo (2011) suggested that the impact of television viewing on individual's materialistic values orientation is dependent upon the social interaction within the family. They argued that in a family with high social communication, television viewing has less effect on family members' materialistic values. Fu, Kou and Yang (2015) suggested that parental rejection was positively related to an individual's level of materialistic values and they suggested that this relationship is moderated by the self-esteem of the individual.

4.1.4. Materialistic values and ecological behavior

Literature suggests a negative relationship between materialistic values and environmental attitudes (Joung, 2013). Segev, Shoham and Gavish (2015) explained materialistic individuals as self-oriented and suggested that these individuals depict less ecological behavior in their normal lives and didn't see environmental friendly behavior as their responsibility. Similarly, Tilikidou and Delistavrou (2014) suggested that materialistic individuals were less likely to adopt pro-environmental purchasing behaviors. In terms of environmental friendly tourism, Hultman, Kazeminia and Ghasemi (2015) suggested that materialists are less likely to depict eco-touristic intentions.

4.1.5. Materialistic values and social networking

Islam, Sheikh, Hameed, Khan and Azam (2018) suggested that frequent use of social media leads people towards comparing their material possessions with others and that it thus plays a significant role in developing materialistic values. Dondolo (2017) suggested that social networking sites promote materialistic values through advertisements, whereas Mirmehdi, Sanayei and Dolatabadi (2017) suggested that attitudes towards advertisements altered due to the materialistic values of individuals.

4.2. Antecedents of materialistic values

4.2.1. Personal characteristics

Literature highlights the significance of personality characteristics in defining individuals' materialistic values (Puente-Diaz & Arroyo, 2015). Although some of the literature suggests materialistic orientations themselves as part of personality characteristics (Belk, 1985), majority of it has conceptualized materialism as values (Kasser, 2016; Richins & Dawson, 1992). Kim, Callan, Gheorghiu and Matthews (2017) in their paper studied the concept of personal relative deprivation and associated the concept with materialistic values. They suggested that the personality dimension of humans to associate and compare themselves with other humans, lead them towards feeling of relative deprivation and thus encourages materialistic values among them. Górnik-Durose and Pilch (2016) studied the concept of HEXACO personality traits (Honesty-Humility, Emotionality, Extraversion, Agreeableness, Conscientiousness and Openness to Experience) in relation to individuals' materialistic values. Results suggested that HEXACO factors have significant effects on materialistic values. For example, they suggested that individuals having low levels of emotionality, honesty-humility and agreeableness with high levels of extraversion were more materialistic in nature and thus were more inclined towards financial gains. Kasser and Sheldon (2000) conducted a study where they explored the emotions relating to feelings of

insecurity. The results suggested that individuals emotionally feeling insecurity were more prone towards materialistic orientation. In terms of values (Schwartz, 1992), Karabati and Cemalcilar (2010) discussed Schwartz Value system in relation to materialism. Self enhancement values (power and achievement) were found to be significant predictors of materialistic values. In addition, Openness value – Hedonism, predicted a significant and positive relationship with materialism. Thus, literature highlights towards the significance of emotions, personality and values, in defining the materialistic values of individuals.

4.2.2. Culture, society and religion

Studies have investigated the effects of various cultural and religious values on individuals' materialistic values (Cleveland & Chang, 2009; Ogden & Cheng, 2011; Tobacyk et al., 2011). Ilter, Bayraktaroglu and Ipek (2017) discussed materialism in context of Islamic religiosity and found Islamic religiosity to have negative effect on materialism. In another study, Bartolini and Sarracino (2015) discussed significance of social capital and explained how social comparisons and decrease in social capital are outputs of increased materialistic orientations. Greenfield (2013) suggested that urban cultures encouraged materialistic values, whereas rural cultures discouraged materialistic values by encouraging social responsibility, social belongingness, religion etc. Further, literature highlighted how materialistic values were magnified under situations of economic deprivation (Park et al., 2014).

4.2.3. Demographics and media

Literature has suggested that media influences individuals' materialistic values and that this affect varied with age. Oprea and Kühne (2016) discussed how 'Generation Millennials' were believed to be more materialistic and individualistic, and that how media is cultivating these values. The authors suggested that celebrities get presented like they are perfect, and thus in mimicking such celebrities individuals are ingrained with materialistic values, without them noticing. A number of researches suggested that advertisements had great influence on the individual's desire to possess material things (Cartwright & Oprea, 2016; Chan & Cai, 2009; Mirmehdi et al., 2017). This affect differs across age groups, as Casas, Figuer, González and Malo (2007) highlighted that younger individuals were more materialistic whereas older people attached more importance towards interpersonal relationships. The authors also reported differences across gender with boys scoring significantly higher than girls on materialistic values.

4.3. Consequences of materialistic values

4.3.1. Values

Materialistic values impact the value system of individuals in general. Even though

such studies were scarce, some significant relationships were reported. For example, Ashikali and Dittmar (2012) highlighted towards the systematic impact of materialistic values on the women's body ideal values. Exploring religious values, Masoom and Sarker (2017) found a negative impact of materialism on individual's religiosity.

4.3.2. Attitudes

It was seen that materialism affected our attitudes towards other activities. Numerous studies highlighted the significance of materialistic values in defining individuals' attitudes (Dondolo, 2017; Furnham & Valgeirsson, 2007; Tatzel, 2002). Majority of these researches were from the consumers' attitude perspective, suggesting that materialistic values influenced the consumers spending habits and their purchasing attitudes (Wang, 2016). A study highlighted that women's self-objectification and body surveillance were directly linked to the level of their materialism (Teng et al., 2017). Materialistic values also affected attitude towards education, which for materialistic individuals was more of a source to attain material gains and economic benefits (Bai, 2008; Wood & Essien-Wood, 2012).

4.3.3. Behavior

Researchers have studied the effects of materialistic values on variety of behaviors such as investment behavior (Kashyap & Iyer, 2009), conspicuous donations (Wallace, Buil & De Chernatony, 2017), charitable giving (Bock, Eastman & Eastman, 2018), ethical consumption behaviors (Sharif, 2016), pro-environmental behaviors (Tilikidou & Delistavrou, 2014) etc. Further, Wei et al. (2012) suggest that individuals volunteering behaviors are dependent upon their levels of materialism.

4.3.4. Wellbeing, stress and health

Numerous studies have highlighted negative impact of materialistic values on individuals' wellbeing (Ayala, Flores, Quintanilla & Castaño, 2017; Wang, Liu, Tan & Zheng, 2017). Kumari and Sharma (2018) showed that individuals, who were more materialistic, tended to be lonelier and witnessed more depression and anxiety. Shrum, Lee, Burroughs and Rindfleisch (2011) suggested that life satisfaction was negatively influenced by materialistic values, whereas Muñoz-Velázquez, Gomez-Baya and Lopez-Casquete (2017) showed that happiness was negatively related with materialistic values.

4.4. Materialistic values and its work related correlates

Systematic review of literature on materialistic values pointed towards a significant research gap, which is, how these values are influenced by, and in turn influence

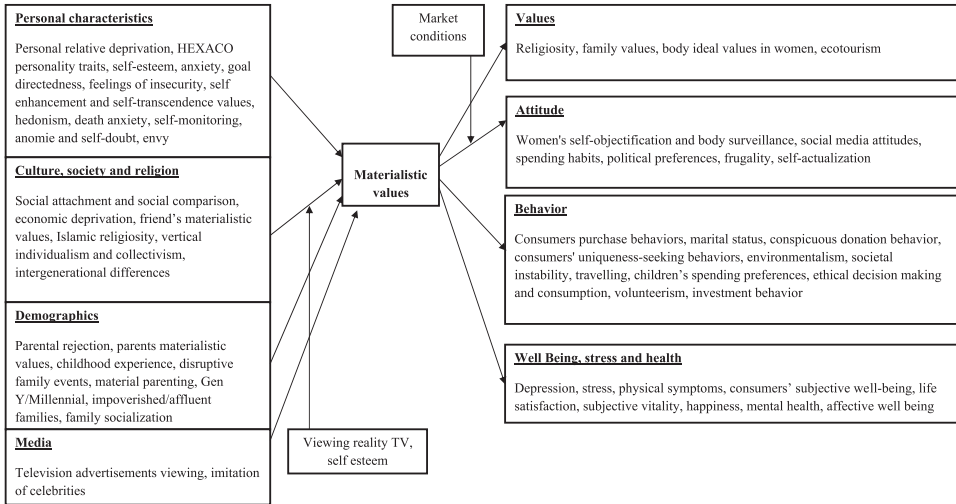


Figure 6: Framework for the Antecedents and Consequences of Materialistic Values

factors related to work setting. In this section, we review studies which have discussed materialistic values specifically in the work setting (Figure 7). To the best of our knowledge, this is the first attempt to summarize literature on materialistic values in the context of work setting.

4.4.1. Work related antecedents

Very few studies have analyzed the antecedents of materialistic values in work settings. Boyne (2002) compared private and public organizations, and found that managers in private organizations were more materialistic in their practices as compared to managers employed in public organizations. Cheung and Chow (1999) showed that contrary to popular belief that scarcity of material wealth resulted in increased materialistic values: it was pragmatic approach towards materialistic tendencies that resulted in desire to attain more wealth, and thus increased materialistic values.

4.4.2. Work related consequences

Materialistic values positively affect job insecurity, stress at work, emotional exhaustion, burnout, turnover intentions, work-family conflict and frustration, whereas negatively affect organizational commitment, work engagement, meaning at work and satisfaction at work (Promislo et al., 2010; Promislo et al., 2017; Unanue et al., 2017). Further, materialistic values have been shown to negatively affect employees' autonomy need satisfaction (Xie et al., 2016) and their external and internal reward satisfaction (Deckop et al., 2010). Materialistic values were also found to be negatively associated with employees' values related with work ethics and social responsibilities (Giacalone et al., 2008).

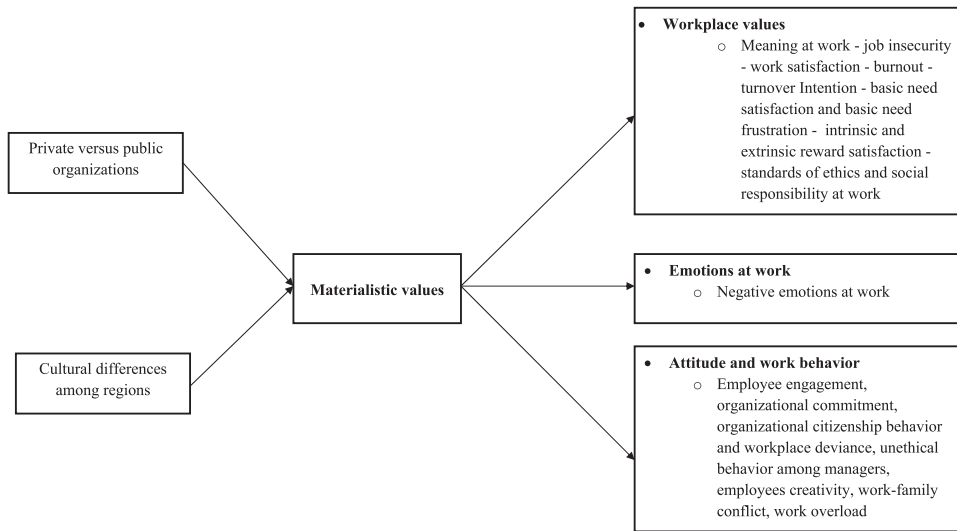


Figure 7: Organizational Factors – Framework for the Antecedents and Consequences of Materialism/Materialistic Values

Studying the effects of materialistic values on employees' behavior, Deckop et al. (2015) suggested that materialistic values were negatively related with organizational citizenship behavior, while positively related with workplace deviance, especially deviance directed towards individual employees. Torlak and Koc (2007) suggested that materialistic employees have poor interpersonal relationships with other employees. Pattanaik, Modi and Budhiraja (2015) found positive association between materialistic values and unethical behavior at work.

5. Proposed Theoretical Foundations

In the following section, we propose some theoretical foundations that can be used to explore theoretically meaningful antecedents and consequences of materialistic values. Although these theories can be used in both work and non-work settings, the major focus of our discussion would be related to the work environment, as the objective of the paper was to highlight the work related antecedents and consequences of materialistic values.

5.1. Social learning theory (Bandura & Walters, 1977) and antecedents of materialistic values

The theory describes how individual behavior is learnt by observing others and by imitating their behaviors. Existing literature on materialistic values is based on assumption that these values are shaped by personal motivations and individual

differences, and thus one makes conscious choices without any external influence. Using social learning theory, we suggest that in an organizational setting there are external factors that affect employees' materialistic values. Schwartz and Bardi (1997) suggest that value change can occur as a result of individuals observing the environments contingent reinforcements. Such that, imitating the socially encouraged values becomes salient, and thus the down gradation of previous values brings about the value change. In light of these theoretical perspectives, two of the important external factors are discussed below.

5.1.1. Leadership behavior

Leadership defines the norms and culture of any organization (Bass & Avolio, 1993). Employees internalize the beliefs and value system of their leaders, and then imitate similar values. Therefore, it's important to study how leaders and their value systems influence employees' level of materialistic values, and thus study the cognitive mechanisms that connect leadership and employees' values.

5.1.2. Perceived organizational justice

Greenberg (1987) defined perceived organizational justice as employees' perception regarding the fairness practiced within a workplace, and categorized it into three types: distributive justice, procedural justice and interactional justice. Employees' perceptions regarding organizational justice are important in terms of defining their behavior and work values (Greenberg, 1987). If employees perceive that they are not receiving deserved rewards, whereas their counterparts are getting rewards without actually deserving them, they might start imitating their peers' behavior, and might adapt to materialistic values.

5.2. Social identity theory (Tajfel & Turner, 1979)

The theory suggests that how individuals define themselves is dependent upon the social group they belong to. In other words, the sense of one's own identity is linked with one's social group. Employees see and categorize their colleagues in certain in-groups and out-groups, and depending upon these groups' characteristics – such as values - they might develop certain social identities and internalize their values (Bardi & Goodwin, 2011). Fischer (2020) points towards the same phenomenon and suggests that socializing in different professional groups can play a significant role in structuring one's values. Using the lens of social identity theory, future research can identify some unique drivers of materialistic values at the work group level. And thus by exploring cognitive mechanisms through which employees learn and internalize group values, an uncharted domain for researchers can be investigated (Fischer, 2020).

5.3. Trait activation theory (Tett & Burnett, 2003; Tett & Guterman, 2000)

The theory highlights the interaction of situation and individual traits in explaining individuals' behavior. It suggests that individuals' traits are activated when they see certain situations feasible and relevant for those traits. Thus, the expression of their traits depends upon the situational cues they receive.

Following this theory, employees' activation of materialistic orientations could be dependent upon the situational cues they find themselves in. Thus, from this theoretical perspective, employee's materialistic values could be best explained by the interaction of situational factors and the individual traits. Considering that literature thus far ignored the study of this interactional relationship, future research could study the drivers of materialistic values using trait activation theory.

6. Discussion

The review identified three major gaps in literature on materialistic values. First, the literature is loosely developed and needs consolidation. Second, it lacks theoretical grounding, and finally, it requires more exploration within a significant life domain i.e. work setting. To address the first gap, we developed frameworks for work related correlates of materialistic values as well as for the broader overview of the remainder of the literature. This nicely sums up what has been done in this research domain, and what needs to be done in future. To address the second gap, we proposed theoretical foundations that can be used to advance research on materialistic values. The proposed theories can help in advancing research on materialistic values and in identifying those antecedents, correlates and consequences of materialistic values that are yet to be explored. To address the third gap, we identified several potential correlates of materialistic values in the context of work setting, and provided insights for future researchers.

6.1. Future research directions

Two lines of inquiry can enhance our understanding regarding the effects of materialistic values, especially in organizational settings, and hence can help to fill the third gap identified in existing literature.

Firstly, research to find out boundary conditions within which materialistic values affect organizationally relevant outcomes, is extremely scarce. Future researchers can work on finding moderators of the direct relationships that researchers have previously studied - given in Figure 6 and 7 - and of the direct relationships we have proposed in Figure 8. Identification of moderators would add significant value to both research and

practice, as this could help managers in devising strategies to minimize the negative outcomes of materialistic values, and also to maximize the positive outcomes. In this regard, study of affective work behaviors (positive and negative affect - PANAS), core self-evaluation traits, and contextual factors such as leaders' behavior, team dynamics, supervisor traits, organizational climate etc. could help future researchers in identifying potential moderators. Figure 8 highlights some other factors that can potentially moderate the relationship between materialistic values and its consequences.

Similarly, depending upon how an organization perceives materialistic values and other values in its nomological network e.g. post materialistic values, spiritual values etc. it could either encourage or discourage such values with the help of certain variables. Even though the antecedent side of materialistic values is still in infancy, future researchers can expand the existent literature by exploring moderators at the first leg of the relationship. For example, for for-profit organizations and MNC's, in order to inculcate and encourage materialistic values in employees, researchers can explore the moderating impact of reward based incentive systems. On the contrary, for NGO's and/or non-profit organizations, researchers can examine the discouraging impact, moderators such as organizational citizenship behaviors, CSR etc. can have on employees materialistic values.

Secondly, most of existing studies have focused on the consequences of materialistic values, and literature to find out factors that drive these values, especially in the context of work setting, is extremely scarce. Recent literature highlights the significance of socialization, and suggests how different occupational and labor market settings can actually shape/shift employees' stable value structures (Bardi & Goodwin, 2011; Bardi et al., 2014; Fischer, 2020). Employees work under different kinds of organizational dynamics, and thus by socializing in varied manners, could identify themselves with varying value structures. On such line of inquiry, for example, varied leadership styles (transactional leadership, ethical leadership etc.), organizational climates (Pressure to Produce etc.), perceived organizational justice (distributive justice etc.), perceived organizational politics, organizational spirituality (Kolodinsky, Giacalone & Jurkiewicz, 2008) etc. all could play significant part in shaping employee values.

Similar to organizational setups, employees are also socializing in their families and societies in general, and therefore their value systems can also be defined by these two setups. To that end, future researchers can work on investigating the impact, family and cultural values have on employees; and for example, how these value structures engage with those of the organizations. How employees operating under collectivist/individualist cultures are more/less likely to depict materialistic values; How value structures of spouses and/or families at large, can influence employee values; and thus by understanding these relationships researchers can grasp their impact and can

determine how organizations are to operate efficiently with different value dynamics.

Further, in order to provide greater insights for our current global crisis, researchers need to expand on and understand in greater depth the consequences of certain human values, including materialistic values. To that end, future research can focus on exploring ethical predispositions and that how these are influenced by employee values. In doing so, they can examine employee's ethical and unethical behaviors in more depth, and thus can help organizations better manage employee's ethical/unethical tendencies. Lastly, with longitudinal studies tracing employees' values, lacking overtime (Arieli, Sagiv & Roccas, 2020; Fischer, 2020), future researchers can work with causal techniques in investigating employees' materialistic values.

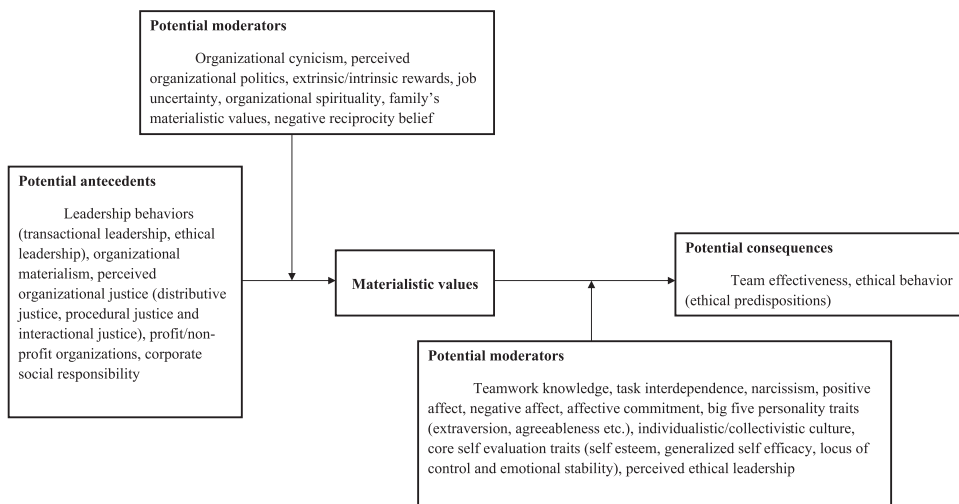


Figure 8: Framework for Potential Future Research Directions

6.2. Limitations

As for any other review, this review has also certain limitations. Firstly, even though systematic reviews are considered more rigorous and objective, slight subjectivity and selection bias associated with keywords could keep out some of the relevant articles. Secondly, even though the database used covers extensive literature, and is the largest abstract searching database (Chadegani et al., 2013), just gathering data from it might have omitted some relevant studies. Having said that, we believe it's highly unlikely considering the rigorous systematic review and the addition of seminal studies. Thirdly, as is the case with any systematic review, our filters might have led us into missing some relevant papers e.g. those not validated by ABDC journals, missing some of the recent literature and/or those not published in English. Even though we tried to deal with the issue by including multiple studies as grey literature, some studies still might

have escaped our attention. Lastly, considering the scattered nature of literature, we do understand the limitation of consolidating existing literature and of paving the way forward for future researchers. Having said that, we believe this work to be of foundational nature from which further theoretical developments should be expected. Also, while we do not claim our proposed framework to be of exhaustive nature, we believe it identifies important gaps in literature and provides directions to fill these gaps, a logical next phase.

7. Conclusion

Given the characteristics associated with upcoming generations, we believe organizations and leadership must emphasize value based organizational setups. Environments where employees are encouraged to give voice to their value systems seem the way forward. To that end, materialistic values are a significant and highly relevant concept, one which researchers as well as practitioners need to explore further.

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