

## **The Effect of Culture on Work Values Among Jewish and Muslim Managers**

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### **ABSTRACT**

While there is an increasing number of Muslim managers in Western countries, to the best of our knowledge no study has compared their work values to those of managers of other religions. The present study compares preferred work goals (PWG) of Muslim and Jewish managers in Israel, a Western country where Muslims constitute a substantial but marginalized minority. The 'Meaning of Work' questionnaire was administered to 100 Muslim and 253 Jewish managers. The findings reveal that the values of good pay, interesting work and convenient work hours gain higher importance among Jewish managers, while the value good match between job requirements and abilities / experience and good working conditions gains higher importance among Muslim managers. A regression analysis indicates that overall, demographic variables have a low capability of explaining work goals preferences among the two ethnoreligious groups. The value differences can be explained mainly by cultural differences – individualism vs. collectivism. Implications are discussed in the context of labor market integration of minorities.

**Keywords:** culture, Israel, Jews, managers, Muslims, preferred work goals (PWG)