

**Antecedents and Consequences of Materialistic Values: A Systematic  
Literature Review**

## **ABSTRACT**

Using a systematic literature review technique, authors analyze and develop an understanding of the antecedents and consequences of materialistic values being studied within literature. Out of 1,191 articles, 191 articles are thoroughly analyzed pertaining to the scope of the study. Even though materialistic values have been discussed in literature, this stream of literature lacks in the context of work setting and thus far no reviews have been conducted focusing on materialistic values in the organizational context. This paper thus looks to consolidate the literature into theoretical frameworks. In addition, the authors propose theoretical developments along with the future research directions.

## INTRODUCTION

With the ever increasing significance attached to material possessions, how materialism influences different life domains has been a topic of great interest among researchers. Researchers for years have pondered on the ramifications of the concept ‘materialism’ (Kasser, 2016). Having said that, how organizations are dealing with the concept of materialism still remains a largely unexplored research domain (Unanue et.al. 2017). With that research gap in mind, this paper systematically reviews the literature on the concept of materialistic values and its work related correlates.

Literature defines materialistic values as the significance one attaches to the material possessions and material gains (Unanue et.al. 2017). Xie, Shi and Zhou (2016) indicate that the most cited definition of materialism is given by Richins and Dawson (1992: 304): “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”. Even though few studies, to some extent, have reviewed the literature on the concept of materialism (Kasser, 2016, Kasser et.al. 2004), but none has highlighted its correlates in the organizational context. Thus, this paper looks to add value by developing a consolidated framework for work related correlates of materialistic values, first within the literature. Such thorough analysis of the work related literature allows us to propose future theoretical developments along with the research directions, a major contribution in the literature. In addition the nature of the review itself adds

to the literature. No matter how many traditional literature reviews are conducted, they can never match the objectivity of a systematic literature review (Newbert, 2007) as they help in achieving greater levels of academic rigor (Crossan and Apaydin, 2010).

Considering millennial generation (those born after 1980) would be entering the workforce (McGinnis and Ng, 2016) in some abundance, it is significant to understand what 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 (McGinnis and Ng, 2016). With that fact considered, it's highly significant to understand the impact that materialistic values of employees might have on the organizations.

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: 1) 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 the domain (Deckop, Giacalone and Jurkiewicz, 2015) but a lot is still to be explored. According to Deckop, Jurkiewicz and Giacalone (2010: 1008): “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”. They believe that because of the dominance of money in the organizational context, materialistic

implications impact individuals whether they are materialistically oriented or not and therefore authors emphasize the significance of extending the theoretical spectrum regarding materialism within the organizational context.

To fill such a significant gap in existing literature, the objective of this paper was to thoroughly investigate the literature on materialistic values and analyze the future research potential within the domain. We analyzed and developed an understanding of the antecedents and consequences of materialistic values being studied within literature and more specifically within the work setting and proposed potential theoretical developments along with the potential correlates of materialistic values. Based upon our analysis, we looked to consolidate all the relevant drivers and consequences of materialistic values into comprehensive theoretical frameworks. Thus research questions guiding this study were:

*Research Question 1: What are the drivers of materialistic values among employees within the organizational context?*

*Research Question 2: What are the consequences of materialistic values among employees within the organizational context?*

In terms of understanding the drivers and consequences of any phenomenon, it's significant to gauge the processes through which they are actualized. In this paper, we therefore analyzed the processes through which materialistic values were connected with its antecedents and consequences and thus studied the mediators discussed within the literature and more specifically within the organizational context. In addition, by highlighting the moderators discussed, boundary

conditions under which such relationships strengthen or weaken were also analyzed. We believed studying such mechanisms within the organizational context would add value to literature as well as to the implications of the concept within the organizational environment. Therefore, our third research question was:

*Research Question 3: What are the mediators through which materialistic values are connected with its antecedents and consequences and what moderators define the boundaries under which these relationships work within the organizational context?*

The remainder of the paper unfolds by first highlighting and explaining our research methodology. Then we discuss the descriptive and analyze the theoretical spectrum within the literature. We follow then by synthesizing our results and explaining the theoretical frameworks. Then we explain the proposed theoretical developments along with the potential future research directions, which are followed by the theoretical implications and research limitations. Finally, we give some concluding remarks.

## **METHODOLOGY**

### **Choosing a Methodology**

The objective of the paper was multifold; to explore the concept of materialism by reviewing the literature thoroughly, highlight what research had been done in the domain and finally what future research could be done. Keeping in mind the goal of the paper, systematic literature review seemed the best solution. It helps in

critical and exhaustive search of the literature and thus allows one to evaluate the literature in a comprehensive manner (Crossan and Apaydin, 2010). The authors explain that such a review can be categorized in three different stages: Data Collection, Data Analysis and Data Synthesis.

*Data collection:* Various data collection techniques can be applied to evaluate the literature e.g. reading seminal papers and identifying the domain's themes (traditional literature review) etc. Based on the understanding from seminal papers and other relevant literature, keywords were identified and using those keywords, data was gathered from a specific data source.

*Data analysis:* With the research objective of identifying the empirical work done in the domain and thus recognizing future research gaps, the authors opted for a qualitative analysis. The goals were to highlight the critical concepts discussed within the domain, identify the antecedents and consequences studied along with the relevant moderators and mediators, identify the theories applied, identify the trends in research and come up with authentic and insightful future research directions.

*Data synthesis:* Evaluating the gathered data to synthesize it into something beneficial for future researchers is the major contributing stage of a systematic literature review. In the current paper, the authors built frameworks explaining the antecedents and consequences of materialistic values in the work setting, something that previous researches hadn't incorporated. In addition, after analyzing the theoretical spectrum of materialistic values, the authors proposed

theoretical foundations for future researchers and came up with a theoretical framework to suggest possible future research directions.

### **Application of the Methodology**

Initially, some seminal studies (Sarracino and Mikucka, 2018; Sirgy, 2018; Promislo, Giacalone and Deckop, 2017; Unanue et.al., 2017; Kasser, 2016; Kasser et.al., 2004 etc.) were gone through to get the theoretical understanding of the concept materialism. As found out, the concept of materialism was discussed in different domains with different understandings with philosophy being an example (Jaworski, 2016). With such loose application of the concept within literature, one perspective also relates to the human behavior in totality. Materialism is defined as the importance one attaches with the material possession. Kasser (2016) defines materialism as a concept comprising of values and objectives where material possession, status, material wealth and image are of utmost significance. Continuing with this concept, the aim was to analyze the drivers of materialistic values within the work setting and also to evaluate the consequences of such values within the organizational setting. Keeping the literature as well as the research objective in mind, four keyword research filters were applied “Materialism, Organization, values and materialistic” along with the Boolean operator of ‘AND’. These keywords were searched for within the Title, Abstract and Keywords of an article. Scopus database was used for collecting the relevant articles. With the filters applied, the initial search returned 1,191 articles. Based upon the definition and concept of materialism relevant to our research question, these articles were evaluated on their abstracts and the relevant articles

were then reduced to 736. After removing the replications, 557 articles were left. Considering the objective of the review was to highlight the antecedents and consequences of materialistic values within the management literature, the data was narrowed further. First, empirical papers were opted for. Second, to ensure inclusion of any remotely linked literature to management domain, the articles published in those journals which were classified by the ABDC Journal ranking system in the fields of Management, Accounting, Business and Taxation Law, Economics, Finance, Information Systems (also the journals which were categorized as 'Not listed in ABDC') and Other Commerce, Management, tourism and services were analyzed. The final number of articles was reduced to 191 relevant articles.

## **RESULTS**

This section provides the descriptive analysis of the literature to help understand the work done in the domain of management related to the concept of materialistic values. Publications trend in terms of the article categorization is discussed, theoretical approaches so far applied are highlighted and also to extrapolate useful future research directions, samples and level of analysis are also analyzed.

### **Descriptive Analysis**

As Deckop, Giacalone and Jurkiewicz (2015) suggest that materialistic values have only been studied recently in the context of work setting. Looking at the trend of publications (Figure 1), even though there was a steep increase in the last

five years, the increase was still infancy in terms of the volume of such publications. In addition, majority of these researches were still not accounting for the organizational setting.

In terms of the article design, it was important to investigate the kind of researches being conducted relating to the concept. It was believed that such results would help in gauging the literature in a thorough manner. Only 11% of the studies were focusing on empirical theory building while 14% were theoretical papers (Figure 2) and with 72% of the papers empirically testing the theories, results were quite indicative. Results suggested that the domain was pretty much immature and theoretical developments were far from being exhaustive. To add to the hindsight, results from Figure 3 also suggested towards the formative years of the literature. With individuals being the narrowed down focus, other levels of analysis were still neglected.

-----  
*Insert Figure 1, 2 and 3 about here*  
-----

### **Analyzing the Theoretical Spectrum of Materialistic Values**

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 technique was adopted from Crossan and Apaydin (2010) paper where they themselves conducted a systematic review in the field of organizational innovation.

*Theories applied in the work setting:* Out of 191 articles only 33 articles were grounded in a proper theory. With such evidence, it was evident as to why the literature relating to materialistic values was loosely narrated. Giacalone, Jurkiewicz and Deckop (2008) in their paper indicate towards the same phenomenon when they highlight the lack of studies incorporating Materialist - Post Materialist Theory of Values. They suggest that the reason materialistic – post materialistic values relationship with other variables isn't properly understood, is because of the fact that such concepts are not properly grounded in the relevant theories. The results thus suggested that future researchers need to incorporate proper theoretical grounding in order to develop a conceptual understanding of the concept of materialistic values, an understanding far more definitive than what it was.

Keeping in mind the research question and the aim of the paper, theories applied were analyzed from an organizational lens. Papers which studied materialistic values in the work domain were few and far between. Thus analyzing their theoretical grounding was quite significant to get a hold of the field and in understanding the future research path for materialistic values. Researchers saw materialistic values as a concept which was ingrained among individuals (Table 1). For example, Unanue et.al (2017), Xie, Shi and Zhou (2016), Deckop, Giacalone and Jurkiewicz (2015), all in their work related exploration of the concept 'materialistic values' used self determination theory (SDT) to develop their theoretical arguments. Self determination theory suggests that human behavior is primarily self motivated, their choices are not greatly influenced by

the external factors rather they are self determined (Deci and Ryan, 1985). Thus, emphasis was lacking in terms of the influence external factors could have (Table 1). As per the other level of analysis, for example organization level, not even a single study was conducted with organizational culture and dynamics being the center of attention. In what manner for example do the organizational strategies influence employee's materialistic values or the role organizational culture plays in doing so, were far from being explored within the literature.

*Issues and gaps:* After analyzing the literature from a theoretical lens, it was quite evident that the literature lacked a coherent and a well structured theoretical grounding. With that being a tremendous gap within literature, we believed that future research needed to apply the theory to solidify the research domain. In addition, within the work domain, we believed that those theories must be incorporated which give a broader perspective to the concept of materialistic values. Materialistic values among the employees might well be ingrained, but for example what role the external factors could possibly have in defining these values, that was something missing from the literature. In order to cater such issues and gaps within literature, theories that can broaden the domain's literature and can provide sound foundations for future researchers are proposed in discussion section of the paper.

## SYNTHESIS

### **Materialistic Values and its Work Related Correlates**

After going through all the literature, one thing was pretty obvious; a huge gap remain to be filled as far as the materialistic values concept was concerned in the context of work setting. In this section of the paper, we highlighted studies which discussed materialistic values in the work setting specifically. Adapting to Erdogan's et.al. (2012) approach, those articles work correlates were analyzed in which employees were taken as the sampling unit. Thorough analysis of these studies was conducted and major findings were reported along with the work related antecedents and consequences (Table 3) of materialistic values. In addition a comprehensive theoretical framework was developed (Figure 4), where all the work correlates were collectively placed into broader work related constructs. This nature of materialistic values framework in context of work setting was first among the literature as of our humble literature understanding..

*Work related antecedents:* Literature was scarce when it came to work related antecedents of materialistic values. Only few studies were seen where employees were used as the sampling unit to analyze the antecedents of materialistic values in work setting. Boyne (2002) conducted a study comparing private organizations versus public organizations. And he found that managers in private organizations were more materialistic in their practices as compared to managers employed in public organizations. Cheung and Chow (1999) in their study showed that previously the belief was that scarcity of material wealth resulted in increase in materialistic values of an individual and the extent of which varied among

cultures. Whereas in their study, they showed that pragmatic approach towards materialistic tendencies was the cause for desiring to attain more wealth and thus becoming more materialistic.

*Workplace values as consequences:* Even though there existed scarce literature on materialistic values in the work setting context, studies recently were conducted where consequences of materialistic values in form of work place values were examined. Negative relationships were found between materialistic values and meaning at work whereas job insecurity, burnout and turnover intentions of the employees had positive relationships (Unanue et.al. 2017). In addition it was found that employees who emphasized materialistic gains and rewards within organizational environment experienced more need frustration and less basic need satisfaction at work. In another study, Xie, Shi and Zhou (2016) suggested that employees' materialistic values were negatively related with the employees' autonomy need satisfaction. Another study highlighted that materialistic individuals were not only less satisfied with their external rewards satisfaction but also with their internal reward satisfaction (Deckop, Jurkiewicz and Giacalone, 2010). Giacalone, Jurkiewicz and Deckop (2008) in their paper suggested that materialistic employees had negative relationship with the beliefs and values regarding the work ethics at work and with the extent to which they believed ethics to be significant factor in proper organizational functionality.

*Emotions at work as consequences:* Even though not many studies were conducted focusing on emotions at work but few were being conducted with such focus. Unanue et.al. (2017) in their paper suggested that employees with high

levels of materialism showed higher tendencies for emotional exhaustion at work. In another study, Promislo, Giacalone and Deckop (2017) highlighted that materialistic individuals had a positive relationship with stress at work while they suggested that such individuals tend to experience less subjective vitality at work.

*Attitude and work behavior as consequences:* Numerous studies recently were conducted where the impact of materialistic values was studied on the behaviors and attitudes of the employees (Xie, Shi and Zhou, 2016; Deckop, Giacalone and Jurkiewicz, 2015; Torlak and Koc, 2007 etc.). Organizational citizenship behavior and workplace deviance were studied together in one of the studies. Deckop, Giacalone and Jurkiewicz (2015) in their paper suggested that materialistic values were negatively related with organizational citizenship behavior while positively related with workplace deviance. In a similar kind of study, the authors found out that materialistic values among managers encourage them into unethical behavior (Pattanaik, Modi and Budhiraja, 2015). Unanue et.al. (2017) in their paper stated that materialistic employees show less engagement at work and that they are less committed to their organizations but having said that other studies showed that such employees still experienced work family conflict due to the work overload they had to bear (Promislo, Deckop, Giacalone and Jurkiewicz, 2010).

---

*Insert Table 1 and Figure 4 about here*

---

## DISCUSSION

Materialism today influences lives of so many, whether it's related to their consumption, religious values or work setting etc. As witnessed in literature, its significance has been studied in numerous domains. However, as our review suggests materialistic values is loosely developed and lacks theoretical grounding within literature. Therefore, a lot needs to be explored as far as the conceptual understanding of the concept is concerned and in addition, significant domain such as work setting needs exploration in regard to materialistic values.

Our major contribution in this paper is to consolidate the literature on materialistic values in terms of its drivers and consequences and thus proposing future theoretical foundations along with the potential research directions. We developed frameworks for work related correlates of materialistic values as well as for the broader overview of the remainder of the literature. It helped us in analyzing the literature in detail and allowed us to propose future research directions with potential theoretical developments.

In addition, even though literature reviews have been conducted relating to materialistic values, but a systematic literature review of this kind is first to our knowledge and thus also adds value to the literature. As Newbert (2007) suggested that a systematic literature is always required for any field to excel as it adds objectivity and reliability to the methodology and hence adds scholarly value to the literature.

By studying literature in such thorough manner we believe our future research directions would be immensely helpful in developing this domain and thus helping researchers as well as the practitioners. In the following section of the paper, we propose some theoretical foundations along with some future research directions. Considering the lack of theoretical grounding in the literature, we will be using theories to explain the potential future developments in this domain. The major focus of these discussions 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. These potential antecedents and consequences of materialistic values along with their potential moderators are then proposed in form of a theoretical framework (Figure 5). Managerial implications and limitations are also discussed while ending with an overall conclusion.

### **Proposed Theoretical Foundations**

*Social learning theory (Bandura, 1977) and antecedents of materialistic values:*

The theory describes how individual behavior is learnt by observing others and thus imitating their behaviors. Based upon this theory, we believe that literature on materialistic values lacks in terms of the antecedents studied. Literature mainly highlighted that materialistic values are a result of personal motivation and values and thus one makes choices without any external influence or impact. Using social learning theory we suggest, that in an organization setting there are other external factors as well that employees

observe and imitate and thus by doing so adopt materialistic values. One of those external factors is discussed below:

Perceived Organizational Justice - How employees believe and perceive organizational justice is important in terms of defining their behavior and work values. Greenberg (1987) defines perceived organizational justice as the employees perception regarding the fairness practiced within a workplace and categorized it into three types; distributive justice, procedural justice and interactional justice. In regard to materialistic values we believe that distributive justice is the most relevant. If employees perceive that even though they are working up to the set standards and yet are not receiving deserved rewards whereas their counterparts are getting rewards without actually deserving them, the social learning theory suggests that then they will start imitating their peers behavior and thus they will also adopt to the materialistic values in order to gain those perceived deserved rewards. Therefore, we believe that perceived organizational justice is another antecedent mechanism that future research needs to explore. It highlights the significance of studying organizational systems and their policies in regard to understanding the potential drivers of materialistic values among the employees. In addition, highlights the importance of studying antecedents of materialistic values at the organizational and group levels.

*Trait Activation Theory (Tett and Guterman, 2000; Tett and Burnett, 2003):*

The theory highlights towards the interaction of situations and individuals traits in explaining individuals' behavior. It suggests that individuals' traits are activated when they see certain situations feasible and appropriate for those traits.

The expression of their traits thus depends upon the situational cues they find themselves in. Following the theory, employees' activation of the trait of materialistic values could be dependent upon the situational cues they find themselves in. Thus, from this theoretical perspective, the employee's materialistic values could be best explained by the interaction of situational factors and 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. Further, such interactions could also be studied with situational factors being defined at the organizational or group levels.

*Team Effectiveness (Hackman, 1987) and Consequences of Materialistic Values:*

Team effectiveness theory as described by Hackman (1987) refers to the ability of a team to meet the demand and challenges delegated to them by someone in supervision or authority. Accordingly, a team is where individuals within it are interdependent and see themselves as one. They share the responsibilities of one another to ensure that a given task is done completely and efficiently. And this a team makes possible by developing individual relationships and understandings. Materialistic individuals are categorized as people who are not good at developing relationships, are unlikely to behave in social and cooperative manner and try and alienate themselves from social settings (Xie, Shi and Zhou, 2016). Given the two conflicting perspectives discussed where materialistic individuals don't seem to be aligned with the required characteristics of an effective team, we believe that by applying the team effectiveness theory

future research need to understand the relationship between employees' materialistic values and the team effectiveness.

---

*Insert Figure 5 about here*

---

### **Managerial Implications and Limitations**

The paper not only contributes to literature but also suggests handful insights for the practitioners. Considering millennial generation who prioritizes material rewards will be defining the major percentage of the workforce within few years, it's of paramount importance to study what impact can employees materialistic values bring to the organization's plate. Therefore, by studying and consolidating the literature and suggesting future research this paper adds value for both the streams of management (researchers as well as practitioners). Some of the limitations were; Firstly, even though the database used covers extensive literature and is one of the most widely accepted databases, 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. Secondly, as is the case with any systematic review, our filters might have led us into missing some relevant papers. Even though we tried to be as much relevant as possible with our filters, some studies still might not have met the criteria.

## REFERENCES

- Bandura, A., & Walters, R. H. (1977). *Social learning theory*(Vol. 1). Englewood Cliffs, NJ: Prentice-hall.
- Boyne, G. A. (2002). Public and private management: what's the difference?. *Journal of management studies*, 39(1), 97-122.
- Cheung, G. W., & Chow, I. H. S. (1999). Subcultures in Greater China: A comparison of managerial values in the People's Republic of China, Hong Kong, and Taiwan. *Asia Pacific Journal of Management*, 16(3), 369-387.
- Crossan, M. M., & Apaydin, M. (2010). A multi-dimensional framework of organizational innovation: A systematic review of the literature. *Journal of management studies*, 47(6), 1154-1191.
- Deci, E., & Ryan, R. M. (1985). *Intrinsic motivation and self-determination in human behavior*. Springer Science & Business Media.
- Deckop, J. R., Giacalone, R. A., & Jurkiewicz, C. L. (2015). Materialism and workplace behaviors: Does wanting more result in less?. *Social Indicators Research*, 121(3), 787-803.
- Deckop, J. R., Jurkiewicz, C. L., & Giacalone, R. A. (2010). Effects of materialism on work-related personal well-being. *Human Relations*, 63(7), 1007-1030.
- Giacalone, R. A., Jurkiewicz, C. L., & Deckop, J. R. (2008). On ethics and social responsibility: The impact of materialism, postmaterialism, and hope. *Human Relations*, 61(4), 483-514.
- Greenberg, J. (1987). A taxonomy of organizational justice theories. *Academy of Management review*, 12(1), 9-22.
- Hackman, J. R. (1987). The design of work teams. in j. lorsch (ed.), *Handbook of organizational behavior* (pp. 315-342).
- Jaworski, W. (2016). Why Materialism Is False, and Why It Has Nothing To Do with the Mind. *Philosophy*, 91(2), 183-213
- Kasser, T. (2016). Materialistic values and goals. *Annual review of psychology*, 67, 489-514
- Kasser, T., Ryan, R. M., Couchman, C. E., & Sheldon, K. M. (2004). Materialistic values: Their causes and consequences. *Psychology and consumer culture: The struggle for a good life in a materialistic world*, 1(2), 11-28.
- Kasser, T., & Sheldon, K. M. (2000). Of wealth and death: Materialism, mortality salience, and consumption behavior. *Psychological science*, 11(4), 348-351.

- Kolodinsky, R. W., Madden, T. M., Zisk, D. S., & Henkel, E. T. (2010). Attitudes about corporate social responsibility: Business student predictors. *Journal of Business Ethics, 91*(2), 167-181.
- Li, X., Yang, H., & Wang, K. (2009, September). A study on the model for psychological motives of compulsive buying online in China. In *Management and Service Science, 2009. MASS'09. International Conference on* (pp. 1-4). IEEE
- McGinnis Johnson, J., & Ng, E. S. (2016). Money talks or millennials walk: The effect of compensation on nonprofit millennial workers sector-switching intentions. *Review of Public Personnel Administration, 36*(3), 283-305.
- Newbert, S. L. (2007). Empirical research on the resource-based view of the firm: an assessment and suggestions for future research. *Strategic management journal, 28*(2), 121-146.
- Ng, E. S., Schweitzer, L., & Lyons, S. T. (2010). New generation, great expectations: A field study of the millennial generation. *Journal of Business and Psychology, 25*(2), 281-292.
- Promislo, M. D., Deckop, J. R., Giacalone, R. A., & Jurkiewicz, C. L. (2010). Valuing money more than people: The effects of materialism on work–family conflict. *Journal of Occupational and Organizational Psychology, 83*(4), 935-953.
- Promislo, M. D., Giacalone, R. A., & Deckop, J. R. (2017). Assessing Three Models of Materialism–Postmaterialism and Their Relationship with Well-Being: A Theoretical Extension. *Journal of Business Ethics, 143*(3), 531-541.
- Sirgy, M. J. The Psychology of Material Well-Being. *Applied Research in Quality of Life, 1*-29.
- Tett, R. P., & Burnett, D. D. (2003). A personality trait-based interactionist model of job performance. *Journal of Applied psychology, 88*(3), 500.
- Tett, R. P., & Guterman, H. A. (2000). Situation trait relevance, trait expression, and cross-situational consistency: Testing a principle of trait activation. *Journal of Research in Personality, 34*(4), 397-423.
- Torlak, O., & Koc, U. (2007). Materialistic attitude as an antecedent of organizational citizenship behavior. *Management Research News, 30*(8), 581-596.
- Unanue, W., Rempel, K., Gómez, M. E., & Van den Broeck, A. (2017). When and why does materialism relate to employees' attitudes and well-being: The mediational role of need satisfaction and need frustration. *Frontiers in psychology, 8*, 1755.
- Xie, Shi and Zhou (2016)Erdogan, B., Bauer, T. N., Truxillo, D. M., & Mansfield, L. R. (2012). Whistle while you work: A review of the life satisfaction literature. *Journal of Management, 38*(4), 1038-1083.

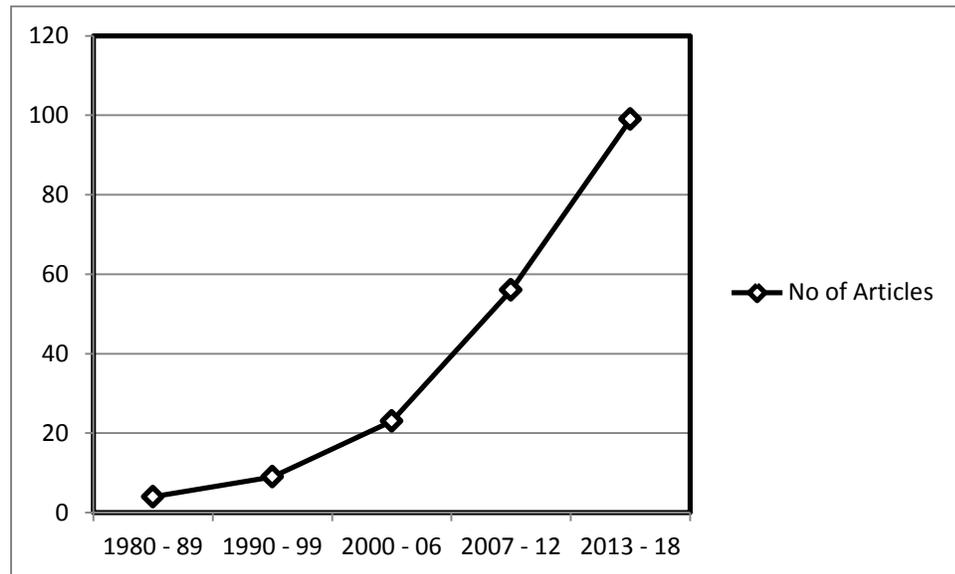
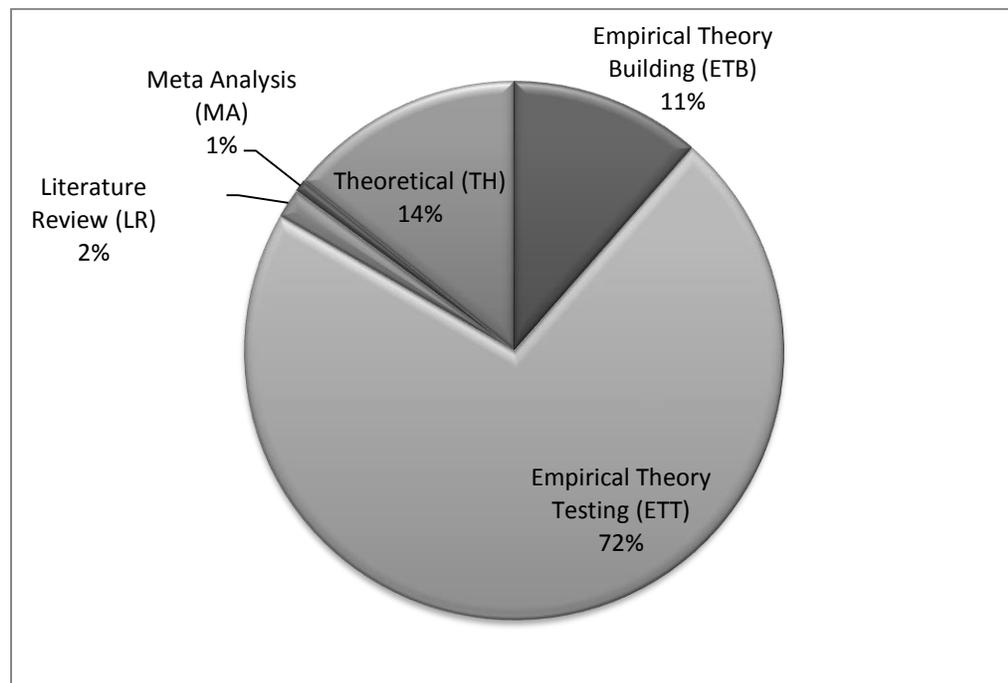
Xie, T., Shi, Y. N., & Zhou, J. (2016). The adverse effect of materialism on employee engagement in China. *Journal of Chinese Human Resource Management*, 7(2), 100-114.

## APPENDIX

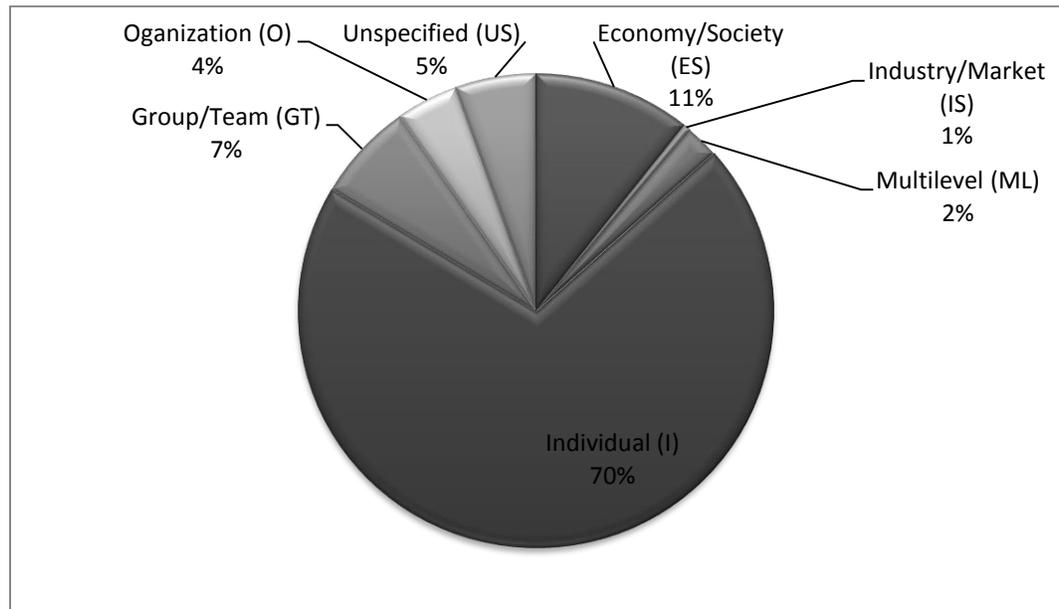
<b>Table 1: Work Related Antecedents and Consequences of Materialistic Values</b>		
<b>Authors</b>	<b>Work Related Consequences of Materialistic Values</b>	<b>Major Findings</b>
Promislo, Giacalone and Deckop (2017)	Well Being (physical symptoms, stress, and subjective vitality)	<b>1)</b> The interactive model of Materialism-Post Materialism is more explanatory than the unidimensional or bidimensional <b>2)</b> Including three dimensions (Happiness, Centrality and Success) adds to explanatory power of materialism and results in more accurate results
Unanue et.al. (2017)	Engagement, Organizational Commitment, Meaning at Work, Negative Emotions at Work, Job Insecurity, Work Satisfaction, Burnout and Turnover Intention and as mediators Basic Need Satisfaction and Basic Need Frustration	<b>1)</b> Materialistic strivings at work associates with lower work engagement and less job and career satisfaction (Deckop et al., 2010), higher emotional exhaustion and turn-over intention (Vansteenkiste et al., 2007), less citizenship behavior and more workplace deviance <b>2)</b> Negative link between materialism and employee attitudes and well-being <b>3)</b> higher materialism at work is associated with lower organizational commitment, and meaning at work as well with higher negative emotions at work, and job insecurity <b>4)</b> Employees who primarily focus on material success, image and recognition (i.e., extrinsic values) instead of personal growth, altruism and developing good relations (i.e., intrinsic values), experienced less basic need satisfaction and higher need frustration at work, which, in turn, led them to have more negative and less positive outcomes at work
Xie, Shi and Zhou (2016)	Employee Engagement	<b>1)</b> Autonomy need satisfaction experienced in the workplace fully mediated the relationship between materialism and employees engagement. <b>2)</b> level of materialism held by employees had an inverse relationship with the autonomy need satisfaction of the employees in the workplace <b>3)</b> Autonomy Need Satisfaction is positively related to employees engagement in workplace
McGinnis and Ng (2016)	sector-switching intentions among Millennial nonprofit workers	<b>1)</b> Millennials place a strong emphasis on material rewards (i.e., the importance of money), display a lower concern for others, and espouse lower levels of altruism <b>2)</b> No evidence was found that Millennial nonprofit workers, who are purported to value extrinsic and materialistic rewards, expressed sector-switching intentions on account of pay.

Deckop, Giacalone and Jurkiewicz (2015)	organizational citizenship behavior and workplace deviance	<p><b>1)</b> Materialism was negatively linked with organizational citizenship behavior and positively related to work place deviance <b>2)</b> One way through which people become materialistic is by imitating important individuals such as parents, peers, media personalities, and those above them in the organizational hierarchy, who behave in ways that imply the acquisition of material possessions as an important striving to pursue in life (e.g., Kasser 2002, Kasser et al. 2006). <b>3)</b> Materialists are less likely to establish close, trusting relationships at work, and our results suggest that they are more likely to engage in deviant behaviors directed at fellow employees</p>
Promislo, Deckop, Giacalone and Jurkiewicz (2010)	work-family conflict: work interference with family (WIF) and family interference with work (FIW) and Work Overload as a mediator	<p><b>1)</b> Materialism is associated with both forms of work–family conflict (work interference with family and family interference with work). Further, work overload mediated the relationship between materialism and WIF, while FIW moderated the association between materialism and work overload <b>2)</b> While there has been extensive research on the consequences of materialism, most has been conducted in the non-work context <b>3)</b> Materialists tend to have difficulty establishing close and trusting relationships with others. Materialistic individuals are less empathetic to others, are more competitive, are more socially objective, and are not at ease with the society subjectively (authors believe such behavior leads to future direction, in terms of Team work and what role trust can have in deciding the performance of materialists in a team).</p>
Deckop, Jurkiewicz and Giacalone (2010)	indicators of work-related personal well-being, including intrinsic and extrinsic reward satisfaction, job satisfaction, and career satisfaction	<p><b>1)</b> Results suggested that materialistic values were negatively associated with intrinsic motivation, extrinsic motivation, job satisfaction, and career satisfaction <b>2)</b> Even though organizations might not want to establish a materialistic culture as such, but they believe materialistic values to be an important antecedent of performance and productivity <b>3)</b> When materialism is a central element of the corporate culture, pay and other organizationally-mediated rewards are critical ways in which the organization and employees keep score of employee success.</p>
Giacalone, Jurkiewicz and Deckop (2008)	standards of ethics and social responsibility at work	<p><b>1)</b> Materialism had a negative relationship with ethical beliefs about appropriate ethical behavior at work, personal importance of social responsibility, and perceived functional role of ethics and social responsibility in organizational effectiveness</p>

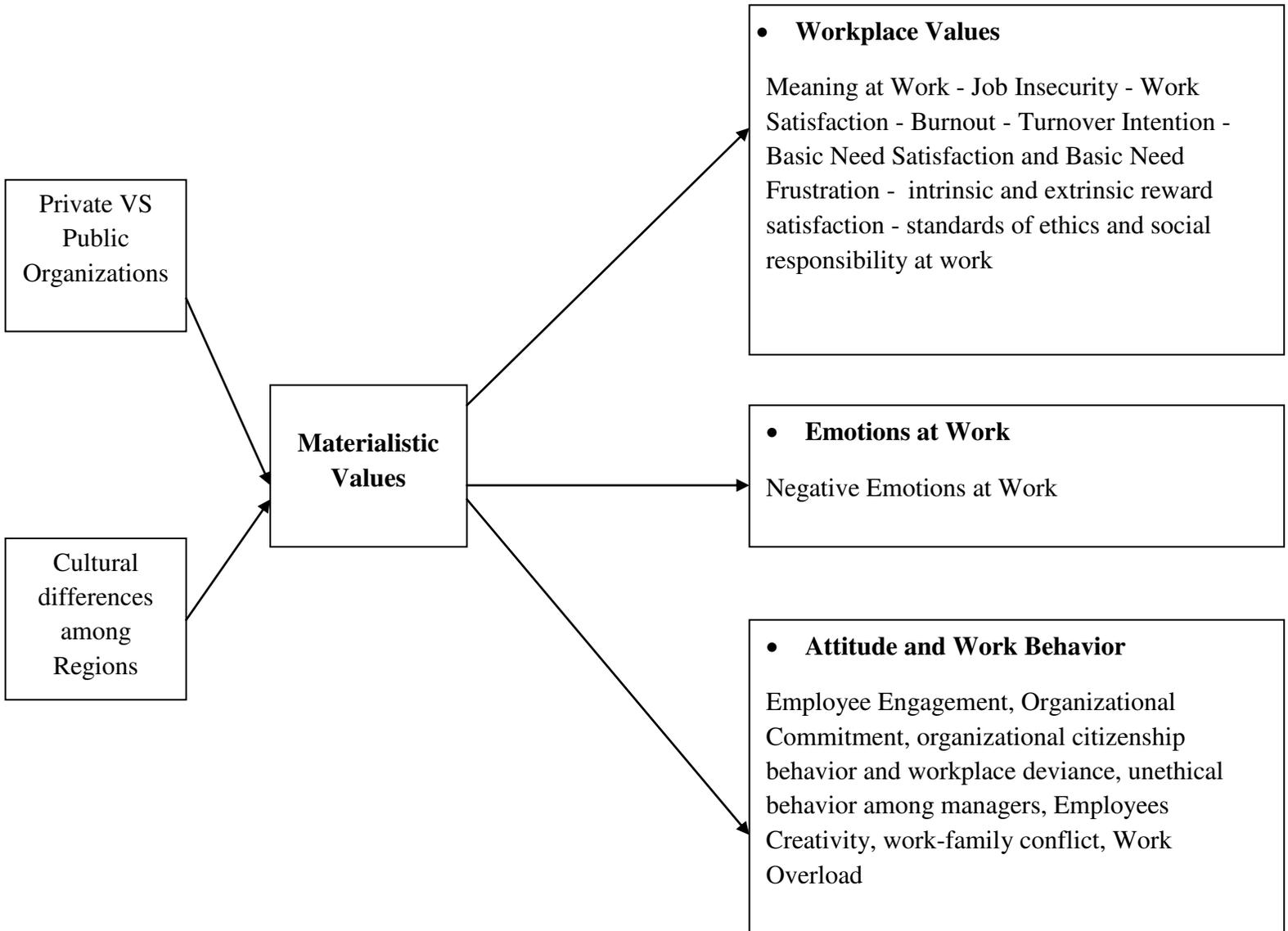
Torlak and Koc (2007)	OCB	<p>1) Materialism is studied as a Trait, a Value as well as an attitude. 2) Findings of the study indicate that materialistic attitude is one of the antecedents that have negative impacts on OCB 3) People who focus on the pursuit of money and goods may suffer from an underlying feeling of insecurity, have poor interpersonal relationships, and have a low or contingent sense of self-esteem.</p>
<b>Authors</b>	<b>Work Related Antecedents of Materialistic Values</b>	<b>Major Findings</b>
Boyne (2002)	Public VS Private Organizations	Public organization managers are less materialistic than the private organization members
Cheung and Chow (1999)	Regions/Cultures	Previous studies generally suggested that scarcity of materials is the reason for high materialism. This study found that pragmatism, as expressed in materialistic tendencies increased the desire to accumulate wealth and thus might increase the levels of materialism

**Figure 1: Growth of articles on materialistic values****Figure 2: Division of articles based on paper type**

**Figure 3: Division of articles based on level of analysis**



**Figure 4: Organizational Factors – Framework for the Antecedents and Consequences of Materialism/Materialistic Values**



**Figure 5: Framework for Potential Future Research Directions**

