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EFFECTS OF ETHICAL CONGRUENCE ON PERSON-ORGANIZATION

FIT AND EMPLOYEE ATTITUDES

A Thesis

Presented to the

Faculty of

California State University,

San Bernardino

In Partial Fulfillment

of the Requirements for the Degree

Master of Science

in

Psychology:

Industrial/Organizational

by

Ryan Lee Curry

June 2001

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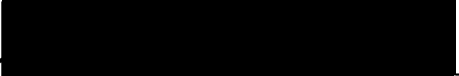California State University,

San Bernardino

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by

Ryan Lee Curry

June 2001

Approved by:

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Janelle Gilbert, Chair, Psychology   Date

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Mark Agars

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Gloria Cowan

ABSTRACT

While the main component of person-organization fit has been defined as value congruence, the definition of values is often blurred within the literature. By differentiating between the definitions of values and ethics, as well as contrasting value congruence with ethical congruence, this research aimed to gain a greater understanding of person-organization fit. In addition, it examined how these concepts effect organizational commitment. Surveys measuring value congruence, ethical congruence, affective commitment, continuance commitment, and normative commitment were used to determine the relationships between value congruence, ethical congruence, and organizational commitment. Ethical congruence was found to account for additional variance in organizational commitment when added with value congruence, suggesting that there is in fact a difference between value congruence and ethical congruence. Analysis suggests that value congruence and ethical congruence are two separate constructs. Additionally, ethical congruence was significantly related to affective commitment, suggesting that the construct of ethical congruence might play an important role in organizational commitment.

ACKNOWLEDGMENTS

First and foremost, I would like to thank Dr. Janelle Gilbert for her guidance, dedication, inspiration, and most importantly her patience. Without her continued support I probably would not have finished on time. A special thank you to my insightful committee: Dr. Mark Agars and Dr. Gloria Cowan. Your suggestions greatly improved my research. Thank you Janice for your superb courier service. I owe you one. Last, but certainly not least, a big thanks to my mom. Without her I would not be where I am today.

To my allicat

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CHAPTER ONE

INTRODUCTION

When recruiting, the emphasis of any organization is to attract quality employees. However, the recruitment and hiring of these employees does not guarantee long-term organizational success. In order to protect their investments, organizations must focus on retaining quality employees. A major factor that plays a role in an employee's intention to leave is their level of comfort within the organization (DeConick & Bachman, 1994; Sims & Kroeck, 1994). This comfort can stem from satisfaction with work, satisfaction with the organization, or their perceptions of fit within the various contexts and environments of their organization. Past research has labeled this concept as Person-Organization (P-O) fit. Specifically, literature suggests that P-O fit relates to the level of congruence between an employee and her/his organization on a variety of contextual variables (Adkins, Russell & Werbel, 1994; Cable & Judge, 1996; Kristof, 1996; O'Reilly, Chatman & Caldwell, 1991; Posner, 1992; Vancouver & Schmitt, 1991). Such variables include goal congruence, demographic similarity, and most commonly value congruence

(Cable & Judge, 1996; Kristof, 1996; O'Reilly et al., 1991; Vancouver & Schmitt, 1991). While the literature regarding P-O fit and value congruence has implied the importance of ethics to the model of fit, research has not specifically included ethical congruence as an individual variable within the P-O fit model. Ethical congruence between the organization and an employee may have a serious impact on the satisfaction and retention of employees. Work in organizational settings presents a variety of situations where employees are required to make business choices based on the organization's principles or standards. However, if these principles or standards conflict with the employee's personal principles or standards, the employee may find that their fit within the organization is not as ideal as desired.

With the popularity of the institutionalization of corporate ethical standards on the rise, there is a growing need to examine the effects that these standards will have on the employee. Research has examined the need for corporate ethics, the creation and sources of ethics, and even methods of institutionalizing ethics (Froelich & Kottke, 1991; Kelley & Dorsch, 1991; Sims, 1991). However, little has been done to examine the impact that corporate

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ethics has on the employees' perceptions of fit. In their examination of the organizational bases of ethical climate, Victor and Cullen (1988) state that future research should consider the "impact of fit between the individual's level of moral development and the organization's ethical climate."

Following their suggestion, this study examined the impact of ethical congruence on P-O fit. Specifically, this research is suggesting that ethical congruence contributes to P-O fit beyond the dimensions the current literature considers. Since retaining employees is a priority of organizations, and because P-O fit affects the organizations ability to retain employees, this study also measured employee's organizational commitment and intention to quit in order to determine the impact that ethical congruence may have on such employee outcomes.

CHAPTER TWO

LITERATURE REVIEW

Person-Organization Fit

There is an abundance of research that has focused on exploring the concept of fit between an employee and her/his organization, including examinations of person-environment fit, person-culture fit, person-job fit, and person-organization fit (Kristof, 1996). In assessing the level of employee organizational commitment, it appears that the most appropriate indicator of identification with an organization is P-O fit. P-O fit has been consistently defined as the congruence between an employee and an organization (Kristof, 1996). Within the literature, a variety of variables are used to measure P-O fit (Adkins et al., 1994; Cable & Judge, 1996; Kristof, 1996; O'Reilly et al., 1991; Posner, 1992; Vancouver & Schmitt, 1991). These include value congruence, goal congruence, attitude fit, and demographic similarity. Goal congruence refers to the match between the goals of the organization and the goals of the employee. Attitude/personality fit relates to the level of congruence between the employee's personality traits and the organizational climate/atmosphere.

Individuals who are demographically similar to other organizational members are seen as having high demographic fit/similarity.

Value congruence, which is recognized as one of the most common constructs used to assess P-O fit, represents the match between the employee's values and the values of the organization. Throughout the literature on the concept of value congruence, the idea of "value" is often discussed or used synonymously with the idea of "ethics". This is evident even with only a cursory examination of the literature. However, this paper proposes that a thorough examination of the two terms reveals that they are in fact different, and therefore should not be used interchangeably. It is important to note that although there has been a great amount of work previously done on P-O fit, only five percent of the variance in the model has been accounted for (Furnham, 2001). It is believed that measuring ethical congruence between an employee and her/his organization can help account for more of the variance in the P-O fit model, which in turn could be used to better understand the desired outcome of organizational commitment.

The concept of P-O fit has been studied and reviewed from a variety of angles. The underlying principle of P-O fit is that it assesses the compatibility between individuals and organizations (Kristof, 1996). In defining such compatibility, however, a distinction has been made to specify different perspectives of P-O fit: supplementary fit, and complementary fit (Kristof, 1996; Muchinsky & Monahan, 1987). Supplementary fit occurs when an employee "supplements, embellishes, or possesses characteristics which are similar to other individuals" in the work environment. This includes values and goals (Muchinsky & Monahan, 1987, p. 269). This differs from complementary fit, which takes place when a person's individual characteristics "make whole" the work environment or add what was missing (Muchinsky & Monahan, 1987, p. 271). Complementary fit includes needs/supplies and personality/environment fit. P-O fit has been defined as supplementary fit, complementary fit, or both. However, complementary fit offers a definition that suggests a needs-supplies situation. Since this research is concerned with assessing the congruence between an employee's "individual" ethics and values and the "organizational" ethics and values, P-O fit will be defined as the match or

resemblance between the individual characteristics and the organizational characteristics. Therefore, only supplementary fit was examined in this study.

There exists a potential measurement problem in the examination of supplementary fit that may make it difficult to accurately determine the match between employee characteristics and organizational characteristics. The problem lies in determining how to measure the organizational characteristics. Should the measure be taken from the employee's direct supervisor? Perhaps the survey should be given to upper management or to the CEOs? If surveys were given to each of these three levels, it is possible that the result will be three varying sets of scores for the organizational characteristic in question, making the measurement of fit with the individual employee a frustrating task. However, it is also possible to construct a survey that will measure an employee's perception of fit. Such a measure would utilize questions that would ask the employee to rate their level of congruence, or fit, within the organization.

The measurement of perceived fit is actually more appropriate and relevant to this study. A major contribution of P-O fit is that it suggests that desirable

organizational and employee outcomes are linked to the level of congruence between the employee and the organization across a variety of variables. More importantly, employee outcomes, such as satisfaction and commitment, are the result of the employee's individual perceptions of their organization. The employee's cognitive appraisal of the job situation is what dictates their attitudes, resulting in employee outcomes. Past research has concluded that perceived P-O fit is a satisfactory surrogate for actual P-O fit (Cable & Judge, 1996). Therefore, this research only looked at an employee's perception of their organization's characteristics in addition to their individual characteristics, thus resulting in a measurement of perceived P-O fit.

The two most commonly used scales measuring P-O fit are O'Reilly's 1991 Organizational Culture Profile (OCP) and Ravlin & Meglino's 1987 Comparative Emphasis Scale (CES). Both measures aim to assess P-O fit by a comparative measurement of individual and organizational values. The OCP, for example, utilizes such values as flexibility, autonomy, and informality. Although value congruence is not the only possible construct used to assess P-O fit, it is recognized as one of the most important variables in the P-

O fit model. Additionally, value congruence is the most

commonly used variable when assessing supplementary P-O fit

(Kristof, 1996). Since this research focused on the use of

ethical congruence in assessing P-O fit according to the

definition of supplementary fit, value congruence was used

as a point of comparison in measuring supplementary ethical

fit.

Value Congruence

Value congruence refers to the similarity of work

values between the organization and its employees (Posner,

1992). The use of value congruence in measuring P-O fit is

important because values are seen as components of

organizational culture that are relatively enduring and

guide the behavior of employees (Cable et. al., 1996;

Kristof, 1996). Values could include timeliness, loyalty,

innovation, risk taking, and customer service. A variety of

research has recognized important relationships between the

construct of value congruence and various employee

outcomes.

Research suggests that an employee who values the same

thing as her/his organization is more likely to perceive a

good fit, thus having more positive work attitudes than

employees who do not perceive a good fit. In developing the Organizational Culture Profile (OCP), O'Reilly et al. (1991) found that P-O fit, defined as value congruence, predicted job satisfaction and organizational commitment a year after fit was measured, and actual turnover two years after fit was measured. Examples of values utilized in the OCP include flexibility, adaptability, stability, and autonomy (See Appendix L for a complete list). Chatman (1991), who also defined P-O fit as value congruence between the employee and the organization, utilized the OCP to measure the effects of P-O fit on selection and socialization within accounting firms. Her study found that employees with high person-organization value congruence adjusted to the organization more quickly, were more satisfied, and had a greater intent to stay with the organization than did those with low value congruence. Meglino, Ravlin and Adkins (1989) examined value congruence between supervisors and subordinates utilizing the Comparative Emphasis Scale. They found that congruence between the values of employees and those of their supervisors was positively related to job satisfaction, organizational commitment, and reporting to work on time. Cable & Judge (1996) utilized the OCP to measure P-O fit,

again conceptualized as value congruence, and found that prior to organizational entry, value congruence predicted the job choice intentions of job seekers. After organizational entry, they found that congruence significantly predicted organizational commitment, job satisfaction, turnover intentions, and willingness to recommend their organization to others. Thus, value congruence, a main underlying construct of P-O fit, has shown to be related to a variety of important individual and organizational outcomes.

While the importance of value congruence to the P-O fit model is easily seen, the specific definition of the term "value" used throughout all these studies is vague. In fact, of all the studies listed above, only O'Reilly et al. attempts to provide a conclusive definition of values. He gives two descriptions, the first being that values are elements "of a shared symbolic system which serves as a criterion or standard for selection among the alternatives of orientation, which are intrinsically open in a situation," (O'Reilly et al., 1991, p. 492). The second states that a value is "an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of

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conduct or end-state of existence." (O'Reilly et al., 1991, p. 492) Although Cable and Judge, Chatman, and Meglino et al. agree with O'Reilly's definition of values as enduring beliefs, none provide a detailed conceptualization of values. Chatman, however, does add that, "values guide actions, attitudes, and judgments beyond immediate goals to more ultimate goals." (Chatman, 1991, p. 460) As mentioned before, the term "values" is sometimes used in conjunction with or even interchangeably with the term "ethics" throughout the literature (Meglino et al., 1989). Although the term "values" and the term "ethics" are closely related, they have very different meanings and thus should have separate but additive effects on the measurement of supplementary P-O fit.

According to the American Heritage Dictionary, a value is defined as "a principle, standard, or quality considered worthwhile or desirable" (American Heritage Dictionary, 1996, p. 1972). Ethics, on the other hand, are defined as "a set of principles of right conduct; a theory of systems of moral values; the rules or standards governing the conduct of a person or the members of a profession" (American Heritage Dictionary, 1996, p. 630). Ethics relate closely to O'Reilly's definitions of values in that they

both function to shape an employee's behavior and actions.
However, it is important to note that the term "ethics"
implies a definitively more concrete understanding of right
and wrong. Values simply imply that one path of action or
behavior is favored over another, whether that path is
morally right or not. The distinction between individual
values and an individual's understanding of morality can
clearly be seen in the dimensions measured by the OCP.
Examples include working long hours, developing friends at
work, and high pay for good performance (see Appendix L for
complete list).

Research examining the roots of ethics and factors
that influence ethical decisions suggest that an
individual's moral philosophy is a key variable (Ferrell &
Gresham, 1985; Fraedrich & Ferrell, 1992; Victor & Cullen,
1988). Moral philosophy can be classified into teleology
and deontology. Teleology suggests that individuals make
ethical choices based on the "worth" of the overall
behavioral outcome, attempting to maximize the greatest
good for the greatest amount of people. Rather than focus
on outcomes, deontology stresses that the intentions of
behavior are what dictates moral and ethical behavior.
Simply stated, any action or behavior that one feels

comfortable having everyone in the world see her/him commit, and that they would like to see other people doing the same is considered ethical (Ferrell & Gresham, 1985; Fraedrich & Ferrell, 1992). In their review of organizational bases of ethical work climates, Victor & Cullen state that psychological development theories, such as those by Kohlberg (Kohlberg, 1984), use similar criteria for the development of ethical reasoning. Such theory helps to further differentiate ethics from values, in that an act or behavior that is considered a value may not seek to maximize the greatest good, and may not be an act that one would like to see the entire world commit. It is also important because it suggests the methods used by individuals in order to determine what is ethical. This is what leads people to determine what is ethical. Further, it implies that ethics are not universal and can vary from person to person, or from situation to situation.

For example, most people would agree that it is unethical, or concretely wrong, to lie. However, a mechanic may be placed in a situation where falsification becomes tempting. Pressures from management on that individual to maintain high maintenance sales combined with the temptation of great rewards if high sales is attained could

conflict with consumer pressures to provide high quality, honest service. Given the situation, the mechanic may choose to comply with organizational pressures and exaggerate the services needed on an automobile knowing full well that the client is being cheated. Such behavior would represent a situation where the individual's value of job security takes precedence over their ethics. Lying is seen as a means to an end, in which the employee receives praise from management and a much-desired bonus. In regards to moral reasoning, the chosen behavior certainly does not lead to the greatest good for the greatest number of people. In fact, the employee may be the one who benefits the most, and the employee would most likely not want anyone else to know that she/he was lying in order to increase her/his sales. However, if another mechanic was placed in the same situation it may be his ethics that guide his behaviors and not his individual work values. The use of unethical tactics simply to achieve personal gain may not appeal to the mechanic, who recognizes that the greatest good lies in providing honest service to her/his customers. In this situation, the mechanic's ethics dictate her/his behavior and actions, which she/he would be most proud to have the entire world witness.

As a result of the difference between values and ethics, this paper proposes that the construct of ethical congruence be included in the domain of P-O fit. Upon further examination of the definitions of values and ethics, it becomes apparent that the two terms have different meanings within the organizational setting. Values suggest an importance being placed on some behavior or action, such as an organization valuing adaptability or decisiveness. Ethics, on the other hand, refers to an implied moral obligation to behave or act in one manner, such as organizations prohibiting bribery or kickbacks, because such behavior is seen as morally wrong.

Ethics

Organizational ethics have become an important topic in the review of corporate behavior. Articles on ethics range from the institutionalization of ethics (Sims, 1991), to the measurement of employee beliefs concerning organizational ethics (Froelich et al, 1991), to the effects of ethical climate within specific business sectors (Kelley et al, 1991). Common to most articles that discuss ethics is the idea that ethics have a significant impact on various aspects of the organization. Within an

organization, ethics can be viewed as the organization's attempt to do the right thing in the face of various contradictory demands (Froelich & Kottke, 1991). An organization may implement a set of ethical guidelines to help direct employees regarding corporate policy and organizational identity (Fritz, Arnett & Conkel, 1999). For example, an organization may implement a policy stating that it is unethical to accept gifts or gratuities from clients, and therefore no gifts or gratuities of any kind will be accepted. Generally speaking, an organization's ethics provide employees with a guideline consisting of the "right" and "wrong" ways to perform their organizational duties.

However, a different set of ethics may exist within the individual employee that guide and direct them throughout their daily life. These personal ethics may align with the organization's ethical standards; for example, when both agree that accepting client gifts or gratuities is appropriate behavior for business conduct. However, when an employee believes that the acceptance of gifts or gratuities has no relevance or bearing on how business should be conducted even though the organization encourages such action (e.g. dinners, golf outings and

sporting events), personal ethics strongly contradict the organization's ethics. Either way, it is important to note that the existence of personal ethics may be just as influential in guiding an employee's behavior as an organization's ethical standards.

The importance of ethical congruence between an organization and its employees can be apparent when assessing the problems to which incongruence can lead. Employees who are placed in situations where the ethics of the organization challenge or contradict their personal ethics are essentially being forced to choose what they think is "right" from what the organization says is "right". Such a dilemma may cause an employee to become disenchanted and to distance themselves from the organization, essentially leading to lower organizational commitment, lower job satisfaction, higher intention to quit, and lower productivity. Previous research by Sims and Keon (1997) examined the match between an employee's moral development and their organization's ethical climate. Utilizing a moral judgment scale as an indicator of moral behavior, they modeled their concept of moral development after the ethical climate research of Victor and Cullen and the moral development literature of Kohlberg. They then

categorized ethical theory into three groups: egoism, benevolence, and principle. According to the definitions that Sims & Keon provide, egoism and benevolence would fall into the teleology category of moral philosophy, and principle would be representative of deontology. Their research found that an employee is more likely to work in an organization whose ethical climate matches the employee's level of moral development.

Furthermore, the greater the match between an individual's present work climate and their preferred work climate, the more satisfied the employee will be. This research suggests that the different levels of moral reasoning can lead to separate ethical interpretations of situations. Therefore, ethics vary among individuals. Sims and Keon suggest that there is in fact a need to examine ethical congruence within the organization. Such an examination could lead to a more complete conceptualization of supplementary P-O fit, which would result in a better assessment of organizational antecedents such as organizational commitment.

Organizational Commitment

Increasing employee organizational commitment is an important goal in business. Research has suggested that organizational commitment may have a significant impact on various sought-after individual outcomes, such as employee satisfaction, absenteeism, flexibility, and decreased turnover (Hunt, Wood & Chonko, 1989; Mottaz 1988). In defining organizational commitment, research has recognized the concept as being "the extent to which an employee dedicates him or herself to the firm. In particular, organizational commitment involves the relative strength of an individual's identification with and involvement in a particular organization" (Kelley & Dorsch, 1991, p. 56). Mottaz states that organizational commitment is "an affective response (attitude) resulting from an evaluation of the work situation which links or attaches the individual to the organization" (Mottaz, 1988, p. 468).

The most general and widely accepted definition of organizational commitment characterizes the concept as containing three factors: (1) a strong belief in, and acceptance of, the organization's goals and values, (2) a willingness to exert effort for the benefit of the organization, and (3) a desire to remain in the

organization (McCaul, H.S., Hinsz, V.B. & McCaul, K.D., 1995; Kelley & Dorsch, 1991; Putti, J.M., Aryee, S. & Liang, T.K., 1989; Mottaz, 1988). Thus, it can be inferred that the more employees identify with an organization, the lower their intention to quit will be, and the less likely they will be to leave the organization. Similarly, the stronger the identification, the more likely the employee will work harder and longer, positively contributing to the organization's success. Identification is used rather broadly, and could refer to how well an employee understands her/his organization, the level of knowledge she/he has about the organization, or more simply how much the employee feels that she/he "fits" with the organization.

Numerous research studies have examined the various facets of this concept, some with a focus on organizational commitment's association with various employee behaviors. For instance, employees committed to their organization are more likely to find their involvement meaningful and satisfying, and display higher levels of motivation, resulting in higher levels of overall performance (Oliver, 1990). In addition to research that has shown the impact that organizational commitment can have on employee

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behavior, a large amount of research has been concerned with the identification of organizational commitment's determining factors (Mottaz, 1988). The literature suggests that there are two specific groups of variables that serve as antecedents to organizational commitment: individual variables and organizational variables. The individual variables are composed of demographic and status variables such as age, gender, job tenure, income, and education. Organizational variables refer to the overall work experience, and include variables such as task characteristics, pay, social environment, and supervision.

Although a great number of studies have attempted to examine these determinants of organizational commitment, there is little agreement as to whether individual or organizational variables have a greater impact on an employee's commitment (Mottaz, 1988; Putti et al, 1989). The concept of P-O fit utilizes both individual variables and organizational variables to explain outcomes such as organizational commitment. Specifically, supplementary P-O fit measures the level of congruence between individuals and organizations on a variety of variables, such as the previously discussed values and ethics. Given the similarity between values and ethics, and the importance of

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value congruence to supplementary P-O fit, this paper proposes that the addition of ethical congruence to the supplementary P-O fit model will create a more complete assessment, resulting in a more accurate understanding and conceptualization of organizational commitment.

The impact of ethics on organizational commitment is an area of research that has not been thoroughly explored. It is generally agreed that when an organization's ethical standards of practice are shared or agreed upon by its members, overall organizational success will be increased (Sims, 1991; Hunt et al, 1989). Although there is little research relating ethics directly to organizational commitment, there seems to be a definite theoretical association. At the heart of this relationship between an organization's ethics and an employee's organizational commitment is the congruence between both parties concerning these set standards. Sims (1991) suggests that the clearer the ethical expectations are between both the organization and the employee, the more likely these ethics will be agreed upon and accepted by both parties. In terms of organizational commitment, it might not be enough that an organization establishes ethical standards that are clearly understood and obeyed by its employees. It is

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possible that the established organizational ethical standards do not align with the employee's personal ethics, and such discrepancy may have a negative impact on an employee's organizational commitment.

More specifically, it is the relationship between both the employee's individual ethics and the established organizational ethics, or ethical congruence, which should affect organizational commitment. Employees placed in situations where their individual ethics do not match or align with the organizational ethics might display lower organizational commitment than employees who are placed in situations where their individual ethics align with the organizational ethics. Such situations exist in a variety of industries and throughout various positions. For example, doctors are sworn by the Hippocratic Oath to provide the best type of care necessary to help a patient. However, HMO guidelines may require doctors employed by them to offer less expensive, but possibly more ineffective treatment alternatives. Doctors in such situation may continually find that their individual ethics and the HMO's organizational ethics are in conflict. Similarly, lawyers often do not have a choice in who they represent in court, and instead are assigned cases by their law firm. Such instances may provide

an ethical conflict if a lawyer is assigned to represent a couple defending their right to a same sex marriage if in fact the lawyer feels that same sex marriages are unethical.

Further research has identified three specific types of organizational commitment: affective commitment, continuance commitment, and normative commitment (Allen & Meyer, 1990). Affective commitment refers to an employee's desire to remain with their organization because they agree with its goals and values. This is the most prevalent approach to organizational commitment within the literature (Allen & Meyer, 1990). Such commitment is seen more as an emotional attachment or identification with the organization. The most commonly used scale of organizational commitment, the Organizational Commitment Questionnaire by Porter, Mowday, and Steers (1979), defines organizational commitment as the strength of identification with a particular organization. Continuance commitment is an employee's desire to remain with their organization because of his/her belief that it may be too costly to leave. More specifically, an employee risks losing all that they have invested over their years of service (such as retirement plans and friendships) if they leave the organization. Finally, normative commitment is an

employee's obligation to stay with the organization because of pressure from others, such as friends, family, and fellow employees. Such literature suggests that organizational commitment function as the result of different work experiences. Different aspect of an organization can affect an employee's commitment, thus suggesting that the idea of fit between an employee and an organization across different variables may be important. Since P-O fit is measuring the congruence between organizational and individual attributes, it is logical that P-O fit measures will be most accurate at measuring affective organizational commitment.

Intention to Quit

An underlying goal in understanding P-O fit and organizational commitment is to identify their relationship with employee turnover. High turnover caused by a lack of fit and/or organizational commitment can negatively affect an organization in several ways. First, organizations can incur direct costs by having to recruit and train new employees. Indirectly, turnover may impact organizational culture, thereby affecting employee performance.

Organizations can take steps to reduce turnover by addressing the importance of organizational commitment. By taking steps aimed at increasing an employee's organizational commitment, a business could reduce not only an employee's intention to quit, but also reduce absenteeism and increase such desired factors as job satisfaction, productivity, and flexibility.

Intention to quit is often recognized as being related to an employee's level of organizational commitment (DeConinck & Bachman, 1994; Hunt, et al., 1989; Mottaz 1988). This outcome variable has been examined in a variety of research regarding commitment, and is recognized as the strongest predictor of actual employee turnover (Mobley, Horner & Hollingsworth, 1978). The inclusion of intention to quit in this study will add clarity to the importance of ethical congruence to employee outcome variables.

Hypothesis 1: Ethical congruence will predict variance in organizational commitment and intention to quit above and beyond value congruence.

Hypothesis 2: There will be a stronger, positive relationship between ethical congruence and affective commitment than there will be between ethical congruence and either normative commitment or continuance commitment.

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CHAPTER THREE

METHODOLOGY

Participants

This research utilized a total of 70 participants, consisting of 54 females and 16 males. Their ages ranged from 19 to 65, with an average age of $\underline{x} = 40.06$. Participants represented a variety of ethnic backgrounds, with 45 being Caucasian, 11 being Hispanic-Latino, 6 being Asian, 5 being African-American, and 2 representing other ethnic backgrounds. There was one missing case from the ethnic race demographic. In addition to surveying a variety of ethnic backgrounds, this research surveyed a variety of different industrial settings. 36 participants represented a U.S Courthouse, 15 represented a Hospital, 15 represented a public transportation agency, 2 represented a Labor Union, and 1 represented higher education.

Materials

Participants were provided an informed consent form, a demographic information form, and a debriefing statement. A packet of questionnaires was also provided to the participants in order to measure the predictor and criterion variables. This packet included the ethical

congruence scale, the modified OCP, and Meyer and Allen's measures of affective, normative, and continuance commitment.

Informed Consent

The consent form (Appendix F) contained the following information: identification of the researcher, explanation of the purpose and nature of the study and research method, duration of research participation, discussion of how confidentiality will be maintained, participant's rights, any possible foreseeable risks or benefits to the participant, the voluntary nature of his or her participation, and who to contact regarding any questions about subject's rights or injuries.

Value Congruence Survey

In measuring value congruence, a modified version of O'Reilly et al.'s Organizational Culture Profile was utilized (Appendix G). The scale consisted of 14 Likert-type questions on a seven-point scale, with a score of "1" representing "Not at all" and a score of "7" representing "Completely". Summing and averaging their answers to the 14 likert-type questions calculated a participant's overall value congruence score. The internal reliability of this scale was found to be $\underline{\alpha} = 0.94$.

Organizational Commitment Survey

Meyer and Allen's 1990 commitment scales were utilized in order to calculate Organizational Commitment (Appendix H), with specific recognition of Affective, Continuance, and Normative commitment. Each of the three scales consisted of 8 Likert-type questions on a seven-point scale, with an answer of "1" representing "Strongly Disagree and an answer of "7" representing "Strongly Agree". Summing and averaging a participants answers to each of the three scales yielded three separate commitment scores. The affective commitment portion contained four items that were reverse scored during analysis. The continuance commitment scale contained two items that required reverse scoring during analysis. The normative commitment portion contained three questions that needed to be reverse scored during analysis. In reverse scoring, an answer of "1" represented "Strongly Agree" and a score of "Strongly Disagree". The internal reliabilities for the affective, continuance, and normative commitments scales were found to be $\alpha = 0.85$, $\alpha = 0.79$, and $\alpha = 0.73$ respectively.

The measurement of intention to quit was done so by the use of Hackman & Oldham's sub-scale (1976). The

intention to quit scale consisted of three Likert-type items on a seven-point scale (see questions 1,10, and 19 in Appendix H), with a score of "1" representing "Strongly Disagree" and a score of 7" representing "Strongly Agree". Summing and averaging a participant's scores to each of the three questions resulted in their overall intention to quit score. The reliability of this scale was found to be α = 0.80.

Ethical Congruence Survey

The measurement of ethical congruence was conducted through the use of a survey specifically created for this research (Appendix I). Based on research by Chatov (1980), the survey consisted of 10 Likert-type questions on a seven-point scale, with a score of "1" representing "Not at All" and a score of "7" representing "Completely". Summing and averaging their answers to each of the 10 Likert-type survey questions calculated a participants' overall ethical congruence score. The internal reliability for this scale was calculated to be α = 0.93.

In addition, an exploratory question regarding the strength of an organization's ethical guidelines was included in this study. The Likert-type question asked participants to respond to the following statement: Ethics

are defined as a set of principles of right conduct; a theory of systems of moral values; the rules or standards governing the conduct of a person or the members of a profession. According to the given definition, to what extent does your organization provide information, or make clear, their policies regarding ethical behavior? Responses were given according to a 6-point scale, with a response of "1" representing "My organization does not provide any information whatsoever" and a score of "6" representing " My organization provides distinct, clear cut guidelines regarding such behavior".

Demographic Questionnaire

The demographic sheet (Appendix J) included questions regarding the participant's age, gender, type of organization they work for, number of years working within his or her current organization, ethnicity, and level of education.

Debriefing Statement

The debriefing statement (Appendix K) informed participants of the major research questions addressed in the study, who they can contact regarding future distress or trauma due to the study and/or if they wish to obtain the results of the study. Additionally, in order to

maintain the validity of the study, participants were requested not to discuss the details of the study with other potential participants.

Procedures

Participants for this correlational design project were recruited from four separate organizations, representing four different industries: a U.S. courthouse, a hospital, a trade Union, and a public transportation agency. Organizations were contacted regarding voluntary participation in the study, at which time the purpose, procedures, and relevance of the experiment were also explained. Organizations that agreed to participate were contacted a second time in order to arrange a drop-off and pick-up schedule of the necessary materials.

CHAPTER FOUR

RESULTS

Scoring and Analysis

The data set was analyzed using SPSS. Prior to hypothesis testing, the means and standard deviations for each of the variables were calculated (see Appendix A). The mean score of value congruence was x = 4.30 with a SD of 1.05. Based on a seven-point scale, the value congruence mean was a little high, suggesting that on average participants reported high value congruence. The mean ethical congruence score was x = 5.28 with a SD of 1.35. Based on a seven-point scale, this ethical congruence mean suggests that on average, participants reported high ethical congruence. The mean affective commitment score was x = 4.46 with a SD of 1.26. Also based on a seven-point scale, the mean of affective commitment suggests that participants on average report high affective commitment. The mean of ethical strength was x = 5.02 with a standard deviation of SD = 1.02. This question was based on a six-point scale, suggesting that participants, on average, reported very high ethical strength within their organizations.

In order to test the assumptions of normality of the data, comparisons were made to the normal distribution. While most variables were normal, intention to quit had a positive skew and ethical congruence had a negative skew. In addition, all variables were examined for univariate outliers and none were found.

Hypothesis One

Four separate hierarchical regressions were performed in order to test Hypothesis 1, which indicated that ethical congruence predicted outcomes above and beyond value congruence (see Appendix B for the complete table). In regression one, affective commitment was entered as the criterion variable, value congruence was entered as the predictor variable for block one, and ethical congruence was added to block two as a predictor variable. With value congruence accounting for a significant amount of variance in affective commitment, the increase in R^2 was significant when ethical congruence was added to the model (R^2 change = 0.063, p = 0.003).

Continuance commitment was used as the criterion variable in regression two. Value congruence represented the predictor variable for block one, and ethical

congruence was added to block two as a predictor variable. The increase in R^2 was not significant (R^2 change = 0.003, p = 0.676).

Normative commitment was entered as the criterion variable in regression three. Value congruence was added as the predictor variable in block one, and ethical congruence was added to block two as a predictor variable. The increase in R^2 was not significant (R^2 change = 0.355, p = 0.553).

The fourth regression used intention to quit as the criterion variable. Value congruence was entered as the predictor variable in block one, and ethical congruence was added as a predictor variable in block two. Although value congruence accounted for a large amount of the variance, the increase in R^2 was significant with the addition of ethical congruence. (R^2 change = 0.06, p = 0.03).

Hypothesis Two

In order to test Hypothesis 2, that ethical congruence will have a stronger more positive relationship with affective commitment than with either continuance or normative commitment, a comparison of the coefficients was conducted using the Hotelling-Williams tests for two

dependent coefficients. The first test compared the coefficient of affective commitment on ethical congruence to the coefficient of continuance commitment on ethical congruence. The analysis resulted in a significant difference ($t_{(67)}$ = 10.78, p< 0.05). The second test compared the coefficient of affective commitment on ethical congruence to the coefficient of normative commitment on ethical congruence. The analysis resulted in a significant difference ($t_{(67)}$ = 2.11, p< 0.05).

Additional Analyses

Additional regression equations were performed to test the moderating effects of the ethical strength question on each of the three organizational commitments (see Appendix C for the complete table). The first regression equation used affective commitment as the criterion variable, and entered both ethical congruence and ethical strength as predictor variables in block one, and entered the interaction between ethical congruence and ethical strength as a predictor variable in block two. The increase in R^2 was not significant (R^2 change = 0.004, p = 0.58.

The second regression equation utilized continuance commitment as the criterion variable, and entered both

ethical congruence and ethical strength as predictor variables in block one. The interaction between ethical congruence and ethical strength was then entered as a predictor variable in block two. The increase in R^2 was not significant (R^2 change = 0.000, p = 0.98).

The third equation utilized normative commitment as the criterion variable, and entered both ethical congruence and ethical strength as predictor variables in block one. The interaction between ethical congruence and ethical strength was then entered as a predictor variable in block two. The increase in R^2 was not significant (R^2 change = 0.007, p = 0.51).

The fourth regression equation used intention to quit as the criterion variable, and placed both ethical congruence and ethical strength as predictor variables in block one. The interaction between ethical congruence and ethical strength was then added as a predictor variable in block two. The increase in R^2 was not significant (R^2 change = 1.16, p = 0.28).

Simple Simultaneous regressions of ethical congruence and ethical strength on each of the four outcomes variables (affective commitment, continuance commitment, normative commitment, and intention to quit) were also conducted (see

Appendix D for the complete table). In the first regression, affective commitment was entered as the criterion variable with both ethical congruence and ethical strength entered as predictor variables. In this equation, ethical strength had no significance, however ethical congruence had a significant Beta weight (β = 0.374, p = 0.003).

The second regression equation utilized continuance commitment as the criterion variable with both ethical congruence and ethical strength as predictor variables. This analysis resulted in no significant Beta weights. The third regression utilized normative commitment as the criterion variable and entered both ethical congruence and ethical strength as predictor variables in block one. This regression failed to result in any significant Beta weights.

The fourth and final regression equation utilized intention to quit as the criterion variable. Ethical congruence and ethical strength were entered simultaneously as predictor variables. Although ethical strength had no significance to this regression, ethical congruence possessed a significant Beta weight in this equation (β = -0.368, p = 0.005).

A quick review of the correlations among variables in the study reveal that they are consistent with past literature, with the exception of the relationship between continuance commitment and intention to quit (see Appendix E for the complete table). It should also be noted that a significant relationship was found between ethical congruence and ethical strength (r = 0.374, $p <$ 0.001).

CHAPTER FIVE

DISCUSSION

The findings of this project suggest that there is in fact a difference between value congruence and ethical congruence. Further, it suggests that each construct has separate but additive value to outcome variables such as affective commitment and intention to quit. The results for hypothesis one, that ethical congruence will predict variance in employee outcomes above and beyond value congruence, support the notion that ethical congruence can enhance prediction. In regards to organizational commitment, it may seem odd that ethical congruence only increased prediction in affective commitment, and not continuance or normative commitment. The results, however, are consistent with the conceptualizations of each variable. Affective commitment refers to an acceptance of the organizations culture and climate. An employee is affectively committed to an organization if they identify with what the organization stands for, what their purpose is, and how business is conducted. Culture and climate could very well include ethics. Therefore, it would make

sense that those with high affective commitment would also express high ethical congruence.

Continuance commitment, on the other hand, refers to commitment based upon beliefs that it may be too costly to leave the organization. Although the costs at risk can vary, this concept has no relation to an employee's level of ethical commitment. The level of congruence between an employee and their organization in regards to ethics has no apparent bearing on an employee's beliefs that it may be too costly to leave their organization. Thus, as the results indicate, ethical congruence would not increase prediction of continuance commitment.

Finally, normative commitment relates to an employee's obligation to stay with their organization as a result of pressure from others, such a friends, family, and coworkers. The level of ethical congruence between the employee and her/his organization would have no effect on the pressure to stay. Nor would such pressures affect an employee's perception of ethical congruence. This makes clear why ethical congruence did not increase prediction of normative commitment.

Ethical congruence did, however, increase prediction of an employee's intention to quit. This result is not

surprising. Intention to quit represents an employee's

dissatisfaction with their organization in some way or

another. Such dissatisfaction could be a result of many

variables, including the level of fit between and employee

and her/his organization. As mentioned earlier, fit can be

assessed across a variety of variables, and these results

indicate that ethical congruence can impact an employee's

attitudes towards her/his organization. Ethics are a highly

personal and individualistic construct. Incongruence

between an employee and their organization in regards to

ethics may cause the employee to feel personally challenged

or uncomfortable, and therefore lead to a higher intention

to quit. On the other hand, employee's who perceive a high

level of ethical congruence would report a low level of

ethical congruence since they might feel that their

organization is a good representation or match for their

personal beliefs and ethics.

The notion that ethical congruence is more relevant

and would have more of an effect on affective commitment

than it would on either continuance or normative commitment

was reinforced by Hypothesis two. Hypothesis two

specifically stated that there would be a stronger, more

positive relationship between ethical congruence and

affective commitment than between ethical congruence and either continuance or normative commitment. As discussed earlier, these findings are consistent with the definitions of each of the three types of commitment.

The inclusion of an exploratory question regarding the strength of an organization's ethical policies did not result in any significant findings. This was somewhat surprising, since it would seem that an employee's perception of ethical congruence would be based on their direct level of knowledge regarding corporate ethical policies and procedures. The more the employee is aware of their organization's procedures, the more capable they would seem to be able to determine their fit. This was not the case. It should be noted, however, that each of the organizational settings represented displayed a mean ethical strength score of $x = 4.0$ or above, with the majority near the $x = 5.00$ range. Since the question was on a six-point scale, this represents a high level of definition for ethical policies and procedures for each organization. Perhaps the lack of significance is a result of a lack of responses from the lower end of the scale, organizations with little information regarding ethical policy.

Limitations

There were several limitations that may have distorted the observed results. The first of which regard the sample population utilized in this project. There may have been a nonresponse bias as a result of the participants who actually completed and returned the surveys. It is possible that the participants who returned their surveys may have had completely different responses than those who chose not to return their surveys. Those who returned their surveys may have been more involved or been more enthusiastic about representing their respective organization than those who did not return the surveys.

Additionally, the sample that the analysis was performed on may not have been a truly representative sample. Out of 70 participants, there were 45 Caucasian respondents and 54 female respondents. These numbers may not be truly representative of the demographics of each of the organizations that were sampled, thus limiting the interpretation of the results.

Additional limitations regard the method of data collection. The use of a self-report survey leaves room for possible limitations regarding the participants' responses. A self-report survey gives room for response bias.

Participants may have interpreted the questions differently, they may have chosen to respond to the questions in a socially desirable, or some participants may have not taken the survey seriously and just answered the questions as quickly as possible without any true thought or consideration. All of these would represent a limitation in the interpretation of the results.

The actual survey poses additional limitations. The exploratory question regarding ethical strength was worded in such as way that 5 participants answered in a manner not consistent with the instructions. Although this is not a significant number, the fact that some participants were confused as to what the question was asking suggests that others may have had some problems interpreting the question.

The questions utilized in the ethical congruence questionnaire represented ten ethical behaviors that could have resulted in additional response bias. Although these behaviors were chosen based on past research, each behavior appears clearly unethical, which may have caused participants to respond in a socially desirable manner. In addition, there is little evidence that the ethical congruence scale has high validity. Although the

reliability of the scale was high, α = 0.93, there are no scales within the literature to use as a point of comparison in order to obtain criterion validity. Although the scale seems to have high face validity, it is possible that it may not actually be measuring ethical congruence.

Significance and Implications

The examination of constructs suggested in this project offers a variety of research implications with respect to increasing our understanding of not only ethics and values, but also their relationships with P-O fit and outcome variables such as organizational commitment and intention to quit. The examination of ethical congruence in regards to P-O fit helps to distinguish that there is, in fact, a difference between the concepts of ethics and values in regards to the organizational setting. Further, each construct has the possibility for separate effects on a multitude of outcome variables. As such, each variable should be handled and defined separately. Such findings help to increase our general understanding of P-O fit, and the variables used to assess it.

Additionally, this project suggests the importance of ethical congruence between employees and their respective

organizations. The fact that ethical congruence increased prediction of intention to quit proposes that organizations make efforts to achieve congruence with their employees. While there may be an increase in efforts to establish ethical guidelines for behavior within organizations, little has been done to make sure the employees fit the expectations placed upon them. Many selection procedures include personality assessments and situational exercises in order to determine an applicant's fit with the organization. This project suggests that questions or measures tapping into the level of fit regarding ethics be used as an additional tool to improve selection and retention.

Future research regarding P-O fit should consider including the construct of ethical congruence in their model, especially if the P-O fit model already includes value congruence. Since so little variance has been accounted for in P-O fit, the concept of ethical congruence should be added as another possible variable that can be used to measure fit. Ethical congruence represents another piece being added to the P-O fit puzzle, helping to make the picture a little clearer.

Additionally, future research that examines the effects of value congruence on any outcome variable should also include ethical congruence, as these findings suggest that, although they are somewhat related, they have separate effects on outcome variables. It also suggests that when defining value congruence, specific conceptualizations and definitions should be given so as not to confuse the variable with ethics or ethical congruence.

Although the ethical congruence scale utilized in this project resulted in high reliability, α = 0.93, future research should consider improving upon the scale. A more appropriate measure may use questions that ask the participant to respond as to how they would react in a variety of ethical situations. It would be beneficial if these situations were not as clearly unethical as those used in this project, but instead were more ambiguous, allowing for a true reflection and more accurate response of ethical congruence. Such a survey may help to uncover a more specific relationship between ethical congruence and P-O fit, as well as various other outcome variables.

Overall, the implications of this study suggest that the concepts of values and ethics be treated separate but equally within the organizational setting. This suggestion is relevant for both organizational research and for organizational policy and procedure. The fact that past literature has blurred the lines between the two terms indicates that little attention has been given to the specific definitions of each term, and even less attention to their separate effects within the organization. Perhaps now the importance of differentiating the two will become more apparent.

APPENDIX A:

DESCRIPTIVE STATISTICS

Descriptive Statistics

	N	Mean	Std. Deviation
value congruence	70	4.3006	1.0506
ethical congruence	70	5.2832	1.3539
affective commitment	70	4.4589	1.2658
continuance commitment	70	4.1314	1.1579
normative commitment	70	3.7319	0.9362
intention to quit	70	3.4595	1.5992
ethical strength	65	5.0200	1.0200
Valid N (listwise)	65		

APPENDIX B:

HYPOTHESIS ONE REGRESSIONS

Hypothesis One Regressions

Criterion	Model	R^2	R^2 change	Sig. F change
affective	1[a]	0.492	0.492	0.000
commitment	2[b]	0.555	0.063	0.003
continuance	1[a]	0.037	0.037	0.109
commitment	2[b]	0.040	0.003	0.676
normative	1[a]	0.161	0.161	0.001
commitment	2[b]	0.165	0.004	0.553
intention	1[a]	0.161	0.161	0.001
to quit	2[b]	0.221	0.060	0.027

[a.] Predictors: value
[b.] Predictors: value, ethic

APPENDIX C:

ETHICAL STRENGTH REGRESSIONS

Ethical Strength Regressions

Criterion	Model	R^2	R^2 change	Sig. F change
affective	1[a]	0.234	0.234	0.000
commitment	2[b]	0.238	0.004	0.581
continuance	1[a]	0.054	0.054	0.181
commitment	2[b]	0.054	0.000	0.977
normative	1[a]	0.004	0.004	0.885
commitment	2[b]	0.011	0.007	0.512
intention	1[a]	0.158	0.158	0.005
to quit	2[b]	0.173	0.016	0.285

[a] Predictors: ethic, ethical strength
[b] Predictors: ethic, ethical strength, interaction

APPENDIX D:

SIMPLE SIMULTANEOUS REGRESSIONS

Simple Simultaneous Regressions

Criterion	Predictor	Model R^2	Beta	Sig.
affective	Ethic	0.234	0.374	0.003
commitment	ethical strength		0.198	0.103
continuance	Ethic	0.054	-0.228	0.092
commitment	ethical strength		0.179	0.193
normative	Ethic	0.004	0.054	0.696
commitment	ethical strength		0.018	0.895
intention	Ethic	0.158	-0.368	0.005
to quit	ethical strength		-0.066	0.603

APPENDIX E:

CORRELATION TABLES

Correlations
Pearson Correlation

	1	2	3	4
value (1)	1.000	.281[*]	.701[*]	-.193
ethic (2)	.281[*]	1.000	.437[**]	-.102
affective (3)	.701[**]	.437[**]	1.000	-.192
continuance (4)	-.193	-.102	-.192	1.000
normative (5)	.401[**]	.049	.478[**]	-.049
ITQ (6)	-.402[**]	-.347[**]	-.722[**]	.304[*]
strength (7)	.239	.374[**]	.338[**]	.094

* Correlation is significant at the 0.05 level (2-tailed).
** Correlation is significant at the 0.01 level (2-tailed).

	5	6	7
value (1)	.401[**]	-.402	.239
ethic (2)	.049	-.347	.374[**]
affective (3)	.478[**]	-.722	.338[**]
continuance (4)	-.049	.304	.094
normative (5)	1.000	-.296	.038
ITQ (6)	-.296[*]	1.000	-.203
strength (7)	.038	-.203	1.000

* Correlation is significant at the 0.05 level (2-tailed).
** Correlation is significant at the 0.01 level (2-tailed).

APPENDIX F:

INFORMED CONSENT

Informed Consent

Thank you for taking your time to participate in this study. Your contribution is greatly appreciated. Ryan Curry, Masters Student of Industrial/Organizational Psychology, California State University San Bernardino, is conducting this study in part for his Master's thesis on Person Organization fit, under the supervision of Dr. Janelle Gilbert. The purpose of this research is to assess peoples' perceptions of compatibility or "fit" with their current organizations, and how these perceptions may affect employee attitudes regarding their work environment.

Your participation includes filling out the attached survey. The survey should take about 20 minutes to complete. Your responses will be kept anonymous, will be used for research purposes only, and will be reported in group format only. You are strongly encouraged to respond to all items, yet if you feel unable or unwilling to respond to a particular item, please skip it. Participation in this study is completely voluntary and if you would like to withdrawal, you will not be penalized.

This study has been approved by the Department of Psychology Institutional Review Board at California State University, San Bernardino. If you have any questions, please contact Dr. Janelle Gilbert at (909) 880-5587.

Thank you again for your participation.

By checking below you are acknowledging that you are freely consenting to participate in the study. By checking and dating, it is implied that you understand the nature of this survey and that you are at least 18 years old.

CHECK HERE:_____   **TODAY'S DATE:**_____

APPENDIX G:

VALUE CONGRUENCE SURVEY

The items on the survey will be assessing the degree to which you match or "fit" your current job. **Please read through the items and rate each according to your current job. Circle the appropriate number using the scale given to indicate your degree of agreement or level of congruence according to the questions asked.** Please use your best judgment when rating each item. There are no right or wrong answers.

Section 1: This section measures the degree to which your values match or "fit" the values of this organization. Values are defined as a quality considered worthwhile or desirable.

1 = not at all   2 = very small degree   3 = small degree   4 = moderate degree
5 = great degree   6 = very great degree   8 = completely

1. To what degree do your values of being achievement oriented match your organization's values of being achievement oriented?   1 2 3 4 5 6 7

2. To what degree do your values of being team oriented match your organization's values of being team oriented?   1 2 3 4 5 6 7

3. To what degree do your values of high pay for performance match your organization's values of high pay for performance?   1 2 3 4 5 6 7

4. To what degree do your values of working in collaboration with others match your organization's values of working in collaboration with others?   1 2 3 4 5 6 7

5. To what degree do your values of being supportive match your organization's values of being supportive?   1 2 3 4 5 6 7

6. To what degree do your values of being competitive match your organization's values of being competitive?   1 2 3 4 5 6 7

7. To what degree do your values of being results oriented match your organization's values of being results oriented?   1 2 3 4 5 6 7

8. To what degree do your values of risk taking match your organization's values of risk taking?   1 2 3 4 5 6 7

9. To what degree do your values of being aggressive match your organization's values of being aggressive?   1 2 3 4 5 6 7

10. To what degree do your values of being precise match your organization's values of being precise?   1 2 3 4 5 6 7

11. To what degree do your values of tolerance match your organization's values of tolerance?   1 2 3 4 5 6 7

12. To what degree do your values of an employee's willingness to experiment match your organization's values of an employee's willingness to experiment?

| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

13. To what degree do your values of paying attention to detail match your organization's values of paying attention to detail?

| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

14. To what degree do your values of stability match your organization's values of stability?

| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

APPENDIX H:

ORGANIZATIONAL COMMITMENT SURVEY

Section 2: This section measures your attitudes towards your organization. Please circle the number that represents your level of agreement with the statement given.

1 = strongly disagree   2 = disagree   3 = somewhat disagree   4 = neutral
5 = somewhat agree   6 = agree   7 = strongly agree.

1. People on this job often think of quitting.	1	2	3	4	5	6	7
2. I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5	6	7
3. I enjoy discussing my organization with people outside it.	1	2	3	4	5	6	7
4. I really feel as if this organization's problems are my own.	1	2	3	4	5	6	7
5. I think that I could easily become attached to another organization as I am to this one.	1	2	3	4	5	6	7
6. I do not feel like 'part of the family' at my organization.	1	2	3	4	5	6	7
7. I do not feel 'emotionally attached' to this organization.	1	2	3	4	5	6	7
8. This organization has a great deal of personal meaning for me.	1	2	3	4	5	6	7
9. I do not feel a strong sense of belonging to my organization.	1	2	3	4	5	6	7
10. I frequently think of quitting this job.	1	2	3	4	5	6	7
11. I am not afraid of what might happen if I quit my job without having another one lined up.	1	2	3	4	5	6	7
12. It would be very hard for me to leave my organization right now, even if I wanted to.	1	2	3	4	5	6	7
13. Too much in my life would be disrupted if I decided I wanted to leave my organization right now.	1	2	3	4	5	6	7
14. It wouldn't be too costly for me to leave my organization now.	1	2	3	4	5	6	7
15. Right now, staying with my organization is a matter of necessity as much as desire.	1	2	3	4	5	6	7

16. I feel that I have too few options to consider leaving this organization.

    1   2   3   4   5   6   7

17. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.

    1   2   3   4   5   6   7

18. One of the major reasons I continue to work for this organization is that leaving would require some considerable personal sacrifice – another organization may not match the overall benefits I have here.

    1   2   3   4   5   6   7

19. I am not inclined to stay in this job for very much longer.

    1   2   3   4   5   6   7

20. I think that people these days move from company to company too often.

    1   2   3   4   5   6   7

21. I do not believe that a person must always be loyal to his or her organization.

    1   2   3   4   5   6   7

22. Jumping from organization to organization does not seem at all unethical to me.

    1   2   3   4   5   6   7

23. One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.

    1   2   3   4   5   6   7

24. If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.

    1   2   3   4   5   6   7

25. I was taught to believe in the value of remaining loyal to one organization.

    1   2   3   4   5   6   7

26. Things were better in the days when people stayed with one organization.

    1   2   3   4   5   6   7

27. I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore.

    1   2   3   4   5   6   7

APPENDIX I:

ETHICAL CONGRUENCE SURVEY

Section 3: This section measures the degree to which your personal ethics match or "fit" the ethics of your current organization. Ethics refer to standards governing the conduct of an individual. Reflect on your organization's policies and standards regarding the behaviors discussed below, or similar codes of conduct and action.

1 = not at all   2 = very small degree   3 = small degree   4 = moderate degree
     5 = great degree   6 = very great degree   8 = completely

1. Kickbacks, or referral fees, are moneys or gifts paid for referring a client to a particular organization, which may influence the recommendations an employee makes. To what degree do your ethics regarding the use of referral fees in the workplace match your organization's ethics regarding the use of referral fees?	1	2	3	4	5	6	7
2. Sometimes clients give gifts or gratuities to employees as a form of appreciation or politeness. To what degree do your ethics regarding the use of gifts as a work practice match your organization's ethics regarding the use of gifts as a work practice?	1	2	3	4	5	6	7
3. Conflict of interest within the workplace occurs when an employee holds a position or is associated with a competing or customer firm. To what degree do your ethics regarding conflict of interest in the workplace match your organization's ethics regarding conflict of interest in the workplace?	1	2	3	4	5	6	7
4. Political payments within the workplace concern the use of company funds by employees to contribute to political campaigns. To what degree do your ethics regarding political payments in the workplace match your organization's ethics regarding political payments in the workplace?	1	2	3	4	5	6	7
5. Bending the law in a workplace situation refers to minor infractions of federal, state, and local laws, both on and off the job. To what degree do your ethics regarding violation of the law match your organization's ethics regarding violation of the law?	1	2	3	4	5	6	7
6. Insider information refers to the use of company information for personal gain. To what degree do your ethics regarding the use of insider information match your organization's ethics regarding the use of insider information?	1	2	3	4	5	6	7

7. Bribery in the workplace could be used as a method of gaining favorable treatment from clients, coworkers, or supervisors. To what degree do your ethics regarding the use of bribery in the workplace match your organization's ethics regarding the use of bribery in the workplace?   1   2   3   4   5   6   7

8. Organizational secrecy involves the company's desire to maintain its internal security, integrity, and operations from outside scrutiny or criticism. To what degree do your ethics regarding secrecy match your organization's ethics regarding secrecy?   1   2   3   4   5   6   7

9. The slight falsification of company information can be used to benefit an individual employee and/or the organization. To what degree do your ethics regarding falsification in the workplace match your organization's ethics regarding falsification in the workplace?   1   2   3   4   5   6   7

10. The use of 'ends to justify the means' relates to the use of questionable actions to reach a goal that serves the overall benefit of the company. To what degree do your ethics regarding the use of 'ends to justify the means' match your organization's ethics regarding the use of 'ends to justify the means'?   1   2   3   4   5   6   7

Please answer the following question according to the 6-point scale provided.

Ethics are defined as a set of principles of right conduct; a theory of systems of moral values; the rules or standards governing the conduct of a person or the members of a profession. According to the given definition, to what extent does your organization provide information, or make clear, their policies regarding ethical behavior?

1 = my organization does not provide any information whatsoever

2 = my organization provides almost no information regarding such behavior

3 = my organization provides an unsatisfactory amount of information regarding such behavior

6 = my organization provides a sufficient amount of information regarding such behavior

7 = my organization provides a substantial amount of information regarding such behavior

8 = my organization provides distinct, clear cut guidelines for such behavior

APPENDIX J:

DEMOGRAPHIC QUESTIONNAIRE

Section 4: **This section includes demographic questions about yourself. Please answer each of the following by circling or checking the correct response or by filling in the blanks given.**

Gender
a) Female
b) Male

Age _____

Race
a) African American
b) Hispanic Latino
c) American Indian
d) Asian
e) White
f) Other _____

Education (please circle the highest level achieved)
a) some high school
b) high school degree
c) some college
d) Bachelors Degree
e) Masters Degree
f) Doctorate Degree

Years of work experience
a) less than a year
b) 1 - 5 years
c) 5 - 10 years
d) 10 - 20 years
e) more than 20
f) no work experience

Type of organization you work for (e.g. law firm, hospital, accounting firm):

_____

APPENDIX K:

DEBRIEFING STATEMENT

PLEASE DETACH AND KEEP

Thank you for your participation in this study. This study was designed to explore how the relationship between an individual's ethics and their organization's ethics affect the individual's level of organizational commitment. The Psychology Department Human Participant review Board, California State University, San Bernardino has approved this research. This study was supervised by Dr. Janelle Gilbert. If you have any questions, you may contact Dr. Gilbert at (909) 880-5587. If you are interested in hearing the results of this study, please contact Janelle Gilbert at (909) 880-5587. Results will be available by summer 2001, and will only be available in group format.

APPENDIX L:

ORGANIZATIONAL CULTURE PROFILE

ITEM SET

Organizational Culture Profile Item Set

1. Flexibility
2. Adaptability
3. Stability
4. Predictability
5. Being innovative
6. Being quick to take advantage of opportunities
7. A willingness to experiment
8. Risk taking
9. Being careful
10. Autonomy
11. Being rule oriented
12. Being analytical
13. Paying attention to detail
14. Being Precise
15. Being team oriented
16. Sharing information freely
17. Emphasizing a single culture throughout the organization
18. Being people oriented
19. Fairness
20. Respect for the individual's right
21. Tolerance
22. Informality
23. Being easy going
24. Being calm
25. Being supportive
26. Being aggressive
27. Decisiveness
28. Action orientation
29. Taking initiative
30. Being reflective
31. Achievement orientation
32. Being demanding
33. Taking individual responsibility
34. Having high expectations for performance
35. Opportunities for professional growth
36. High pay for good performance
37. Security of employment
38. Offers praise for good employment
39. Low level of conflict
40. Confronting conflict directly
41. Developing friends at work
42. Fitting in
43. Working in collaboration with others
44. Enthusiasm for the job
45. Working long hours
46. Not being constrained by many rules
47. An emphasis on quality
48. Being distinctive-different from others
49. Having a good reputation
50. Being socially responsible
51. Being results oriented
52. Having a clear guiding philosophy
53. Being competitive
54. Being highly organized

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