

Original Paper

Diagnostic Instruments for Value Congruence

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Abstract

A comparative analysis of the studies of congruence of personal and organizational values is presented in the article. Forty publications of 1999-2012 reviewed in Emerald, Sage, APA PsycNET, Wiley, ScienceDirect, Routledge, Springer and other databases have been selected for the comparative analysis. The studies were compared by the country, in which the surveys had been conducted, the nature of the organizational activity and the size, the number of respondents. This article focuses on diagnostic research instruments, which were used to investigate the congruence of personal and organizational values. Despite the importance of the congruence, the results of the research have revealed that mostly the studies of congruence of personal and organizational values are carried out to investigate the influence on the person and the organization. No studies, aiming to determine the strength of value congruence within an organization and make constructive proposals to strengthen the value congruence with reference to them have been identified in the analyzed publications of the last thirteen years. The analysis of the instruments used in the studies for evaluation of value congruence shows that even in the latest studies the research instruments developed long ago are used. Only isolated studies are based on new, original instruments, developed by the authors of the studies themselves.

Keywords

personal values, organizational values, value congruence, value fit

1. Introduction

In recent decades, the interest in and an increasing number of studies on the topics of congruence of personal and organizational values were inspired by the perception of importance of this concept. Although quite a lot of studies were carried out and there are quite a large number of methods to evaluate value congruence, the justification of the choice of instruments to examine value congruence remains not fully clarified. For organizations and young researchers, who would like to investigate the congruence of personal and organizational values independently, it is difficult to decide the use of which instrument to carry out the research in accordance with certain priorities, conditions and opportunities would be the most practical for the chosen organization, since not much is known about

the special features of instruments used to research the congruence of personal and organizational values. In order to facilitate the researchers' choice of the most suitable instruments, it is appropriate to identify the research instruments, used to investigate the congruence of personal and organizational values, to identify, which instruments and why are commonly used in the studies and to determine the reasons for their frequent use. To assess how the used value congruence diagnostic instruments changed over time is also relevant. A scientific problem of research is what diagnostic instruments are used to research value congruence in organizations and how to form the dimensions, with the help of which the deep levels (degrees), changes, etc., of match between personal and organizational values would be diagnosed after carrying out a comparative analysis of the instruments?

The current study was conducted to carry out a comparative analysis of the diagnostic instruments used in empirical studies, determining which of them reveal the congruence of personal and organizational values the most comprehensively, and to provide proposals for carrying out detailed diagnostics of congruence of personal and organizational values. The instruments of the following authors were used to carry out the analysis of the instruments of congruence of personal and organizational values: Super (1970) Work Values Inventory, Rokeach (1973) Rokeach Value Survey, Quinn and Rohrbaugh (1983) Competing Values Framework, Posner (1985, 1993) Shared values, Elizur (1984) Work Values Questionnaire, Cooke and Lafferty (1986) Organizational Culture Inventory, O'Reilly, Chatman and Caldwell (1991) Organizational Culture Profile, Liedtka (1991) Organizational Value Survey, McDonald and Gdanz (1991, 1992) The Taxonomy of Values, Cable and Judge (1996), Meglino and Ravlin (1998) The Comparative Emphasis Scale, Kalliath et al. (1999) Competing value framework, Cable and DeRude (2002) Subjective person-organization fit, Cable and Edwards (2004) Work Value Survey, De Clercq et al. (2008) Work and Organizational Values Survey, etc., and the instruments developed by the authors of the researches themselves: Hyde, Williamson (2000), Siegall, McDonald (2004), Silverthorne, (2004), Naus, Ad van Iterson and Roe (2007), Simanskiene (2007), Kallas et al. (2010), Ren (2010), etc.

The following research tasks were formulated in order to achieve the aim of the research: 1) to review the specific character of the empirical research in respect of countries, organizations and respondents; 2) to compare the structure of the instruments used in the empirical researches.

The study was carried out on the basis of the following methods: analysis of academic literature based on its systematization, synthesis, generalization and comparison. Academic literature on human resource management, personnel management, management, psychology, sociology and other fields was used.

2. Research Methodology

The research was carried out in several stages. At the first stage, the scientific literature was selected by the keywords: congruence of personal and organizational values, person – organization fit. Only the articles published in the English language were analyzed, outlining the period from 1999 to 2012. The

search for the articles was conducted in Emerald, APA PsycNET, Wiley, ScienceDirect, Routledge, Springer, Sage and other databases. At the second stage, material was reselected from the already existing literature, in accordance with the following criteria for inclusion in the study: the research was required to be empirical, the part of organization of the research had to indicate the country and the organization where the research was conducted, the number of respondents and their characteristics had to be identified. At the third stage, the research instruments were analyzed and compared, taking into account the specifics of the research established at the second stage.

Scientific publications of the following authors have been selected: Kalliath et al., 1999; Vandenberg, 1999; Finegan, 2000; Hyde and Williamson, 2000; Lauver and Kristof–Brown, 2001; Cable and DeRue, 2002; Siegall and McDonald, 2004; Silverthorne, 2004; Verplanken, 2004; Westerman and Cyr, 2004; Huang et al., 2005; Yaniv and Farkas, 2005; Ostroff et al., 2005; Sagnak, 2005; Knoppen et al., 2006; Lawrence, 2006; Naus et al., 2007; Simanskiene, 2007; Cennamo and Gardner, 2008; Bellou, 2009; Edwards and Cable, 2009; Greguras and Diefendorff, 2009; Lawrence and Lawrence, 2009; Vogel and Feldman, 2009; Diskiene and Gostautas, 2010; Chiang and Birtch, 2010; Kallas et al., 2010; Posner, 2010; Ren, 2010; Suar and Khuntia, 2010; Twenge et al., 2010; Hayibor et al., 2011; Hamid and Yahya, 2011; Hoffman et al., 2011; Leung and Chaturvedi, 2011; Natarjan and Nagar, 2011; Agarwal and Sagar, 2012; Ahmad and Veerapandian, 2012; Seong and Kristof–Brown, 2012 (more information is provided in Appendix 1).

3. Results of the Research

Countries. Most of the research of congruence of personal and organizational values was conducted in Asia (34.15%), North America (31.71%), Europe (26.83%), less – in Australia (4.88%). In Asia more studies on value congruence are carried out in India and Malaysia, in North America the majority of studies are conducted in the USA (12 out of 13 are carried out in North America). Studies carried out in Europe are geographically distributed throughout the continent (Belgium, the United Kingdom, Norway, Hungary, Lithuania, Greece, the Netherlands, Spain, Turkey), but they are solitary. Only one international research, which included respondents from several different countries (China, Estonia, Finland, Slovakia, Sweden and Switzerland), was found, however, the congruence of personal and organizational values of employees of organizations situated in different countries was not compared in the research.

Organizations and respondents. Analysis of the researches shows that there are different ways of selecting organizations for the researches, not always substantiating why the research was carried out in one or another type of organization. The clearest criterion under which a comparison can be made is the number of researched organizations. The results of the research have revealed that most commonly several organizations are investigated (63%). When several organizations are investigated, they are often chosen according to a certain field of activity, sector or size, sometimes several totally different organizations are chosen, but value congruence is researched without making the assumption that

different organizational cultures influence value congruence. One specific organization is chosen as an object of the research slightly rarely (22%). In this case, one organization may have several departments in several locations of the researched state or is an international organization with divisions in various countries. Even 15 per cent of the researches analyzed do not indicate what organization or group of organizations was interviewed only the fact that the respondents selected at random were working people is indicated.

The studies are carried out on both the organizational level and the level of the state or several states. The number of respondents varies from a few dozen to several thousand. The sample consisted mostly of 200-300 respondents. The analysis has revealed that the researches of value congruence of larger samples were carried out when they were a part of a broader government project (N=5600), an international company with divisions all over the world (N=1180) or when analyzing the values of different generations (N=15000). The largest samples of respondents were in the studies carried out in the USA.

After the analysis of the character of activities of organizations, in which the studies were carried out, the following focuses can be distinguished: in 4 of 40 studies employees or students of organizations providing education services (universities – 3, higher school – 1, school – 1) have been surveyed, in 4 studies employees of enterprises providing medical services (hospitals – 3, health care organizations – 1) have been surveyed. Most studies have been performed by surveying random employees, without selecting organizations according to a certain character of activity (in 35% of studies the character of activities of organizations is not named). Even 7 of 40 studies were performed in service providing organizations (law firm, transport company, banks, Internet technology and telecommunications company, hotels, nursing homes, chain of restaurants), 5 production companies (petrochemical company, manufacturing services company, semiconductor companies, other manufacturing companies), only in 2 studies employees of trade organizations (toys and games stores, a high-tech company) were surveyed, and in 2 staff from organizations of different branches of industry were surveyed (Table 1).

Table 1. Character of Activities of Organizations in Analyzed Empirical Studies

Character of activities of organizations	Frequency
Unnamed organization's activities	14
Organizations of several various branches of industry	2
Specified organizations providing services	7
Specified industrial organizations	5
Specified trade organizations	2
Organizations providing education services	5
Organizations providing medical services	4
Members of American Management Association	1
TOTAL NUMBER OF ORGANIZATIONS:	40

Source: Developed by the authors.

Diagnostic instruments. When scrutinizing personal and organizational value congruence measurement instruments used in researches, it becomes clear that there does not exist one dominant instrument. The most prevalent measurement instruments that have previously been used for assessing value congruence summarized in Table 2. From this table becomes clear that various instruments exist, each consisting of different value dimensions which, in turn, are operationalized by a wide range of different measures. Moreover, a number of studies not included in this table have used scales made up of a mix of different value instruments or organization-specific value items. In this case, it is necessary to determine which of the diagnostic instruments summarized in Table 2 is the most complete is very complicated.

The comparative analysis of the researches of congruence of personal and organizational values shows that the evaluation of value congruence is generally based on the instrument of three items developed by Cable and DeRue (2002), which evaluates how a person subjectively perceives the fit between his/her values and the values of the organization. *Person-organization fit*, which, according to Cable and DeRue (2002) is compared to the congruence of personal and organizational values, is assessed in the following items:

“The things that I value in life are very similar to the things that my organization values”,

“My personal values match my organization's values and culture”,

“My organization's values and culture provide a good fit with the things that I value in life.”

Person-Organization Fit instrument is widely used worldwide (studies were carried out in the USA, South Korea, Malaysia, Singapore, Georgia, Hungary, India, China, etc.). This prevalence is based on the fact that the method does not take into account the specific values, characteristic of a particular culture, which would complicate the adaptation of the instrument for research in another culture. The above named items of the *Person-Organization Fit* instrument allow assessing manifestations of

congruence of personal and organizational values easily. The instrument does not assess what specific values coincide in general, how strongly they coincide between the person and the organization.

Another commonly used and probably the most prominent value-based instrument is *Organizational Culture Profile* proposed by O'Reilly, Chatman and Caldwell in 1991. According to the author's attempt was made to identify items that: could be used to describe any person and organization; would not be equally characteristic of all people and organization, would be easy to understand. This instrument consists of a list of 54 value statements, on the basis of which the values cherished by the organization and the employee's attitude towards these values are determined. As O'Reilly, Chatman and Caldwell (1991) proposed, on purpose to have a complete picture of the organization's culture, it has to be assessed on the basis of innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, stability.

On the basis of this method the congruence of personal and organizational values may be calculated by comparing the values of the organization with the values cherished by an individual. The contrast and comparison of personal and organizational values lay the foundations for understanding of what the members of the organization share and feel, how they work and how they should behave. Unlike D. Cable and D. DeRue instrument, the Organizational Culture Profile is a comprehensive and broad method, and it enables to measure the match between specific values of the individual and the organization directly. However, as the comparative analysis of the studies indicates, the original questionnaire is constantly reviewed and abridged by other authors, thus adapting it in accordance with the specifics of the research.

Another method of assessment of value congruence, often used in the studies, is the instrument of *Taxonomy of Values* developed by McDonald and Gandz (1991, 1992). Twenty-four dimensions can be assessed by the instrument of *Taxonomy of Values*. The instrument developed by these authors is an adjusted version of Rokeach (1973) list of values, designed for use in business organizations. Using this method, like the O'Reilly's et al. (1991) method, it is possible to measure the level of value congruence, as it is assessed how the corresponding values are important to a person, and how they are important to an organization.

The method also used in the analyzed studies somewhat less is Quinn and Rohrbaugh's (1983) *Competing Value Framework* (hereafter CVF). The frequent practical application of this theory can be explained by comprehensive empirical data of performed studies of effective organizations, the basis of which is performance criteria and indicators. Cameron and Quinn (2006) maintain that CVF is considered to be one of the fifty most important models in the history of Management science. The model was developed during the research in organizations, in order to find out what determines the effective functioning of the organizations (Quinn and Rohrbaugh, 1983). CVF is grounded on several indicators of effectiveness, which are differentiated in two dimensions of competing values: the first dimension is flexibility and discretion vs. stability and control; the second dimension is internal focus and integration vs. external focus and differentiation. Together, the two competing dimensions comprise

four quadrants; each of them presents a set of organizational performance indicators, in which key attitudes, values and assumptions, corresponding to a certain type of culture, are focused. Each quadrant is named after the most corresponding characteristic of the organizational culture. The original version has 16 items, but the authors adapting this model to their research often expand the number of items.

Cable and Jude's (1996) instrument measures *Subjectively Perceived Person-Organization Fit* by the items marked from 1 to 5 on Likert scale:

"To what degree do you feel your values "match" or fit this organization and the current employees in this organization?"

"My values match those of current employees in organization" and

"Do you think the values and "personality" of this organization reflect your own values and personality?"

In addition, both personal and organizational values are estimated using 40 items adapted from the Organizational Culture Profile (OCP) instrument developed by O'Reilly et al. (1991).

The method of *Organizational Value Survey* created by Liedtka (1991) is also detected in the analyzed researches. In this original method the author has distinguished 15 organizational values, which should be assessed: industry leadership, reputation of the firm, employee welfare, tolerance for diversity, service to the General public, value to the community, stability of the organization, budget stability, organizational growth, profit maximization, innovation, honesty, integrity, product quality, customer service. However, other researchers adapted this questionnaire by expanding or shortening the list of values, which evaluates the congruence of organizational and personal values. It should be emphasized that this instrument measures the congruence comparing the values of EOCs, top level executives and managers.

Posner (1985) assesses value congruence using the scale of two values that consists of the items:

"My personal values are generally compatible with the values of the organization" and

"I find that sometimes I have to compromise personal principles to conform to my organization's expectations."

To assess the clarity of organizational values, the respondents are asked to indicate how clearly they perceive their own values and the values of the organization, as well as the values of their managers, colleagues and subordinates.

The measurement of personal and organizational values was based on the *Organizational Culture Inventory* (hereafter OCI) (Cooke and Lafferty, 1986). Some 36 items were adopted from the OCI according to the original factor structure. Following the procedure, the staff participants were asked to rate each item twice, first referring to agreement that "your company thinks it's important" (i.e. organizational values) and then referring to agreement that "you think it's important" (i.e. personal values).

Another instrument, developed by Cable and Edwards (2004) and tested by the researchers several

times is *Work Value Survey*, hereafter WVS. The WVS is based on the circumplex model of human values developed by Schwartz (1992), which was derived using data from 40 samples in 20 countries to reflect the universal requirements of human existence to which all individuals and societies must be responsive. In order to assess subjective congruence, the respondents are asked to rate 8 overlapping work values in this questionnaire: altruism, relationships, pay, security, authority, prestige, variety, and autonomy. To determine personal values the researchers asked to evaluate “How much is it important to you?”, and they asked “How much is it important to the organisation you work in?” to determine organizational values. Also to determine psychological needs they asked “How much is it significant for you?”, to determine the organization’s supply they asked “How much is it present in your work?” To measure the constructs underlying psychological need fulfilment and value congruence, they asked respondents to evaluate the 24 WVS items in four different ways. For psychological needs, they asked respondents to answer “How much is the right amount for you?” Responses ranged from 1 (none) to 5 (a very great amount). For organizational supplies, respondents answered the question “How much is present in your work?” Responses again ranged from 1 (none) to 5 (a very great amount). The questions used to elicit psychological needs and organizational supplies are consistent with prior research, which frames these concepts as desired and perceived amounts, respectively, of job attributes (e.g., French et al., 1982; Locke, 1976). For individual values, respondents answered the question “How important is this to you?” Responses ranged from 1 (not important at all) to 5 (extremely important). Finally, for organizational values, their goal was to assess respondents’ personal beliefs about their organizations’ values. Respondents thus answered the question “How important is this at your organization?” Again, responses ranged from 1 (not important at all) to 5 (extremely important).

Rokeach (1973) *Rokeach Value Survey* method, which places 18 terminal and 18 instrumental values, is used for assessment of individual values. In order to assess the hierarchical system of the importance of organization’s values, the instrument developed by the authors (Gostautas and Diskiene, 2010), in which the following values of the organization were distinguished: openness, responsibility, activity, collaboration, was used. Respondents had to assess the importance of these values in two ways: by importance to the respondent and by importance to the organization. A method of ranking organizational values into a value system designed by the authors was used to measure the hierarchical importance of the company’s organizational values (1. *Openness* – we openly communicate and are open to new technologies and change; 2. *Responsibility* – relations with clients, co-workers and society are based on responsibility and the authors keep to what has been promised; 3. *Activity* – the authors understand the business environment and create value for clients and our shareholders; 4. *Collaboration* – relationship with clients and colleagues is based on respect and good will). The employees had to rank organizational values from the most important to the least important twice: first time, the importance for himself or herself, second time, the importance of values for the organization.

Work and organizational values questionnaire was adapted after *Work and Organizational Values Survey* (abbreviation WOVS), developed by De Clercq et al. (2008), which was formed on the basis of Schwartz

(1992) Value theory. The questionnaire consists of 50 values. In this scale, there were 12 items measuring Self-Enhancement, 11 items for Self-Transcendence, 5 items for Openness to Change, 8 items for Conservation, 5 items for Hedonism and 9 items for Goal- Orientedness.

A comparative analysis of the studies revealed a wide range of instruments used to investigate congruence of personal and organizational values. Although the most recent studies of congruence of personal and organizational values were analyzed, it was found that in practice several key instruments developed quite a long time ago are mostly used in these studies (Table 2). The appropriateness of their use in the studies can be based on the fact that the methods ensure necessary reliability and validity of results. The instruments, newly developed by researchers, are not so widely accepted and used in the studies. Regardless of the fact that publications of 1999-2012 were analyzed, as can be seen in Table 1, the empirical studies used the instruments, where the oldest was created in 1970. The research instruments are presented in accordance with the chronological order.

Table 2. The Instruments of Value Congruence Studies and Frequency of their use in the Studies

Year	Author / authors	Title of the Instrument	Abbreviation	Numbers of Items	Frequency in Researces
1970	D. Super	Work Values Inventory	WVI	45	1
1973	M. Rokeach	Rokeach Value Survey	RVS	36	1
1983	R. Quinn, J. Rohrbaugh	Competing Values Framework	CVF	16	3
1984	D. Elizur	Work Values Questionnaire	WVQ	24	1
1985, 1993	B. Posner	Shared values	–	2	1
1986	R. Cooke, J. Lafferty	Organizational Culture Inventory	OCI	120	1
1991	A. O'Reilly, A. Chatman, F. Caldwell	Organizational Culture Profile	OCP	54	5
1991, 1992	P. McDonald, J. Gdanz	The Taxonomy of Values	–	24	6
1991	J. Liedtka	Organizational Value Survey	–	15	2
1996	D. Cable, T. Judge	Perceived	–	40	2

Year	Author / authors	Title of the Instrument	Abbreviation	Numbers of Items	Frequency in Researces
		Subjective Personal - Organizational Value Congruence			
1998	B. Meglino, B. Ravlin	The Comparative Emphasis Scale	CES	48	1
2002	D. Cable, D. DeRue	Subjective Person-Organization fit	–	3	9
2004	D. Cable, J. Edwards	Work Value Survey	WVS	24	1
2004	S. Lyons	Work Values Scale	WVS		1
2006	L. Johnston et al.	Monitoring The Future			1
2008	De Clerq et al.	Work and Organizational Values Survey	WOVS	50	1
2000 - 2010	P. Hyde, B. Williamson (2000), M. Siegall, T. McDonald (2004), C. Silverthorne, (2004), F. Naus, Ad van Iterson, R. A. Roe (2007), L. Simanskiene (2007), E. Kallas et al. (2010), T. Ren (2010).	Instruments developed by the authors	–		7

Source: Developed by the authors.

Most of even recent studies are carried out on the basis of developed long time ago, popular and proven value measurement tools, such as Work Values Inventory (Super, 1970), Rokeach Value Survey (Rokeach, 1973), Shared values (Posner et al., 1985), Organizational Culture Inventory (Cooke and Lafferty, 1986), Competing Values Framework (Quinn and Rohrbaugh, 1983), Organizational Culture Profile (O'Reilly, Chatman and Caldwell, 1991), Organizational Value Survey (Liedtka, 1991), Subjective personal-organizational value congruence (Cable and Judge, 1996), Subjective P-O fit (Cable and DeRue, 2002), Work Values Survey (Cable and Edwards, 2004), Monitoring the Future (Johnston et al., 2006), etc. In addition, it has been found that created and recognized methods are only modified and adapted to the specific research, statistically evaluating and proving their reliability.

Results from the study clearly showed that in the last decades the most commonly used instrument to diagnose the value congruence is Cable and DeRue (2002) Subjective Person-Organization fit. However, to admit that this instrument is the best fit just because it is used the mostly would not be the appropriate. Cable and DeRue Subjective (2002) Person-Organization Fit method can not be comprehensive and broad method, because it lacks ability to investigate specific values, to measure the match between specific values of the individual and the organization directly, to measure the level of value congruence. Because of these limitations it is impossible to use this instrument and to come up with any specific solutions that would help to improve the situation of value congruence in organisations. On the basis of this, Organizational Culture Profile developed by O'Reilly, Chatman and Caldwell in 1991 could be one of the most appropriate instruments to measure value congruence and additionally provide strength of value congruence. Firstly, the research showed that this instrument was used commonly in value congruence studies. The appropriateness of the use in the studies can be based on the fact that the methods ensure necessary reliability and validity of results. Secondly, differently from other value congruence measurement methods that were used in researches, this instrument consists of a wide list of value statements and so encompass the most essential and less important individual and organisational values, so using this method we could have a complete picture of the value system. Moreover, using O'Reilly's et al. (1991) method, it is possible to assess specific personal and organizational values and to measure the level of value congruence, as it is assessed how the corresponding values are important to a person, and how they are important to an organization. As the employees have to rank organizational values from the most important to the least important twice: first time, the importance for himself or herself; second time, the importance of values for the organization, this diagnostic instrument for value congruence shows the hierarchical importance of personal and organizational values. Furthermore, on the basis of this method the congruence of personal and organizational values may be calculated by comparing the values of the organization with the values cherished by an individual.

According not to frequencies of diagnostic instruments used in researches, but its completeness and comprehensiveness, the most appropriate instruments for assessment of personal and organizational values could be Work Value Survey developed by Cable and Judge (1996). Firstly, this diagnostic

instrument is modified Organizational Culture Profile (O'Reilly, Chatman and Caldwell, 1991) method, which is widely used for values investigations and appropriate for its cross-culturally validated theoretical value structure. Secondly, all the advantages of Organizational Culture Profile method for usage in value congruence researches are presented above. Moreover, Work Value Survey enables to measure both subjective and perceived congruence of personal and organizational values in one study while other analyzed instruments can not. Furthermore, Cable and Judge in 1996 developed instrument (despite the fact that the Cable and DeRue in 2002 created three item instrument for person-organization fit measurement) was the last instrument used in the analyzed studies at least twice, all other newly created instruments were used only for a one specific research.

4. Conclusion

After the review of specifics of empirical studies in respect of countries, organizations and respondents, it was found that the empirical studies published over the past thirteen years in relevant databases tend to be centered on territorially locally operating organizations, what does not allow further thorough assessment of the influence of value congruence or incongruence on organizational culture in intercultural contexts. The wider intercultural aspect of the research would help organizational cultures to achieve an accord with the population culture more effectively. When performing the researches on value congruence and expanding the range of researched organizations in the future it would be meaningful to assess the three aspects: individual culture, the culture of the organization and the national culture.

Having performed the comparative analysis of the diagnostic instruments used in the studies, it was found that even in the most recent studies the research instruments formed long time ago, which have already become classical, are used. Only solitary empirical studies are carried out on the basis of new research instruments, developed by the authors of the studies. Moreover, most instruments, which evaluate personal and organizational value congruence, are designed to measure values that have been shown to be operative in the workplace: typical work or organizational values categories.

The analysis of diagnostic instruments of congruence of personal and organizational values used in the studies shows that in many studies, however, the determination of value congruence is limited by the question for an employee whether he thinks that his personal values match the values of his organization. However, such evaluation of congruence of personal and organizational values does not reveal the points of deep contact of specific values. It must be assumed that for the respondent it is difficult to identify what are values for him, as an employee, and what the values of the organization and how they fit with each other. It has to be emphasized that the person participating in the survey may doubt on the accuracy of his/her answers, because formally declared values exist in the organization.

To carry out the detailed diagnostics of the congruence of personal and organizational values, the additions of the instruments are proposed in the following dimensions: the levels (degrees) of match of

personal and organizational values, changes in the values of person and organization, match of changes in personal and organizational values.

In the future, a more comprehensive analysis of the studies would allow comparing value congruence and the strength of the results related to it in different cultures. This could be done on the ground of popular instruments for the measurement of value congruence, which, according to comparative analysis, were used in the studies more than once. Therefore, considering their use in different countries, certain conclusions can be drawn as well. In this case it would be easiest to assess the value congruence in different states on the basis of Subjective Person-Organization Fit instrument, developed by Cable and DeRue (2002), which evaluates subjective congruence of personal and organizational values by three items. This instrument has been used even in 9 analyzed studies. However, in order to assess the congruence of personal and organizational values in different cultures not so superficially, it would be advisable and most acceptable to use and analyze those studies, where value congruence is researched using the method of Organizational culture profile, developed by O'Reilly et al. (1991), as using it, it is possible to assess specific personal and organizational values and their congruence, while the Subjective Person-Organization Fit method does not investigate specific values.

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Appendix 1. The Summary of Studies of Congruence of Personal and Organizational Values

Year	Author / Authors	Country	Number of Respondents, N	The Character of Activity and the Number of Organizations	The Research Instrument used	Contexts Related to Congruence of Personal and Organizational Values
1999	T. Kalliath, et al.	USA	1358	Hospitals (2)	Competing Value Framework (Quinn, Rohrbaugh, 1983)	Job satisfaction, commitment towards the organization.
1999	Ch. Vandenberg	Belgium	630	Health care organizations (28)	Organizational Culture Profile (O'Reilly, Chatman and Caldwell, 1991).	Staff turnover during the first year of employment.
2000	J. Finegan	Canada	121	Petrochemical company	The Value Taxonomy (McDonald, Gandz, 1991, 1992)	Commitment towards the organization.
2000	P. Hyde, B. Williamson	Great Britain	130	Law firm (part of a project, all the employees were surveyed)	Questionnaire developed by the authors of the research	Value congruence
2001	K. Lauer, A. Kristof-Brown	USA	257	A large national transport company (administrative staff and drivers surveyed)	Subjective value congruence (Cable, Judge, 1996)	Contextual activity, job satisfaction and intention to leave the organization.
2002	D. Cable, D. DeRue	USA	258	Telecommunications company	Subjective person-organization fit	Identification with the organization, public-spirited behavior, intention to

Year	Author / Authors	Country	Number of Respondents, N	The Character of Activity and the Number of Organizations	The Research Instrument used	Contexts Related to Congruence of Personal and Organizational Values
					(Cable, DeRue, 2002)	quit the job.
2004	M. Siegall, T. McDonald	USA	135	All tenured/tenure-track faculties at a mid-sized, west coast, public comprehensive university (respondents who spent 18 years at the University on average)	Items developed by the authors of the research	"Burnout" syndrome, time for training and vocational training activities, job satisfaction, intention to leave the organization, time for not work-related activities.
2004	C. Silverthorne	Taiwan	120	Employees of 3 unnamed companies	Questionnaire developed by the author of the research	Job satisfaction, commitment towards organization.
2004	B. Verplanken	Norway	56	Regional hospital (3 departments of surgery). The nurses' attitudes researched	Competing Values Framework (Quinn, Rohrbaugh, 1983) Adapted the method presented by T. Kalliath et al. (1999).	Job satisfaction.
2004	J. Westerman, L. Cyr	USA	105	Unnamed organizations, which have more than 10 employees (employees in all posts surveyed)	Organizational Culture Profile (O'Reilly, Chatman and Caldwell, 1991)	Job satisfaction, commitment towards organization, the desire to stay in the organization.

Year	Author / Authors	Country	Number of Respondents, N	The Character of Activity and the Number of Organizations	The Research Instrument used	Contexts Related to Congruence of Personal and Organizational Values
2005	M. Huang et al.	Taiwan	180	Unnamed large scale organizations (51 managers and 129 employees from 37 large-scale organizations surveyed)	Organizational Culture Inventory (Cooke, Lafferty, 1986)	Satisfaction and commitment towards organization, employees' outcomes.
2005	E. Yaniv, F. Farkas	Hungary	265	Toys and children's games stores "Kfar Hasha'ashuim" (64, in all the state)	Subjective person-organization fit (Cable, DeRue, 2002); Organizational Culture Profile (O'Reilly et al., 2001)	Employees' perception of the trade mark.
2005	C. Ostroff et al.	USA	951	Banks (113 branches, managers and ordinary employees surveyed)	Organizational Culture Profile (O'Reilly, Chatman and Caldwell, 1991; Cooke, Szumel, 1993); Kristof-Brown and Stevens (2001) scale.	Job satisfaction, commitment, intention to leave the organization.
2005	M. Sagnak	Turkey	607	Schools (teachers and head teachers surveyed)	The Value Taxonomy (McDonald, Gandz,	Value congruence

Year	Author / Authors	Country	Number of Respondents, N	The Character of Activity and the Number of Organizations	The Research Instrument used	Contexts Related to Congruence of Personal and Organizational Values
					1991)	
2006	D. Knoppen et al.	Spain	5600	108 human resource managers from 61 selected organizations and non-managerial staff of the organizations surveyed	Work Values Inventory (Super, 1970); GPTW questionnaire	Value congruence
2006	A. Lawrence	Australia	361	Universities (students of Business and Commerce in two universities interviewed)	The Value Taxonomy (McDonald, Gandz, 1991)	Value congruence, motivation, satisfaction, commitment towards organization, efficiency.
2007	F. Naus et al.	Netherlands	174	Unnamed organizations (employees surveyed)	The Comparative Emphasis Scale (CES) (Meglino, Ravlin, 1998)	Value congruence, organizational cynicism.
2007	L. Simanskiene	Lithuania	709	Unnamed organizations (employees surveyed)	Questionnaire developed by the author of the research	Value congruence
2008	L. Cennamo, D. Gardner	New Zealand	504	Organizations representing branches of industry (employees of 8 organizations surveyed depending on generations, i.e., born in 1962-1979, "baby boomers", born in 1946-1961,	Work Values Questionnaire (WVQ) (Elizur, 1984) and the Work Values Scale (WVS), (Lyons, 2004). Final Generational Work	Job satisfaction, commitment towards organization and greater employee turnover intention.

Year	Author / Authors	Country	Number of Respondents, N	The Character of Activity and the Number of Organizations	The Research Instrument used	Contexts Related to Congruence of Personal and Organizational Values
				born in 1980-2000, born in 1925-1945.	Values Scale developed by authors	
2009	V. Bellou	Greece	125	Public hospitals (medical staff, nurses and administrative staff of 3 public hospitals surveyed)	Organizational Culture Profile (O'Reilly, Chatman and Caldwell, 1991)	Loyalty, carelessness.
2009	J. R. Edwards, D. M. Cable	USA	997	Unnamed organizations (employees of 4 organizations surveyed)	To measure subjective value congruence - Work Values Survey (WVS; Cable, Edwards, 2004)	Job satisfaction, identification with organization, intention to stay in the organization.
2009	G. Greguras, J. Diefendorff	Chinese, Malayans, Indians, Eurasians surveyed ¹	164	Unnamed organizations (full-time staff surveyed)	Subjective person-organization fit D. Cable and D. DeRue (2002), and 3 statements of D. Cable and T. Jude (1996)	Meeting the needs of employees, level of autonomy, commitment towards organization, job satisfaction.
2009	A. Lawrence, L. Lawrence	Australia	361	Universities (students of business and Commerce in two universities surveyed)	The Value Taxonomy (McDonald, Gandz, 1991)	Emotional commitment, low person-organization fit.

¹ 92.1% Chinese, 3.7 % Malayans, 3.0% Indians, 0.6% Eurasians.

Year	Author / Authors	Country	Number of Respondents, N	The Character of Activity and the Number of Organizations	The Research Instrument used	Contexts Related to Congruence of Personal and Organizational Values
2009	R. Vogel, D. Feldman	USA	167	Restaurant chain (full-time staff surveyed)	Subjective person-organization fit (Cable, DeRue, 2002)	Person-organization fit determines the effect on person-profession fit, work attitudes, but not on performance and public-spirited behavior. Performance of additional role at work.
2010	D. Diskiene, V. Gostautas	Lithuania	85	Internet technology and telecommunications company	Rokeach Value Survey (Rokeach, 1973) and the instrument developed by the authors	Person-organization values fit positively correlates with job satisfaction.
2010	F. Chiang, T. Birtch	Hong Kong	258	Hotels (7 randomly selected hotels that have from 550 to 850 rooms, and the number of staff from 500 to 750 and quality ranking)	The method developed by the authors	Job satisfaction, commitment towards organization, intention to stay in the organization.
2010	E. Kallas et al.	China, Estonia, Finland, Slovakia,	1180	International manufacturing services company, providing manufacturing services to clients all over the world (7	Questionnaire developed by the authors of the research	Job satisfaction.

Year	Author / Authors	Country	Number of Respondents, N	The Character of Activity and the Number of Organizations	The Research Instrument used	Contexts Related to Congruence of Personal and Organizational Values
		Sweden, Switzerland ²		manufacturing companies from 6 countries surveyed)		
2010	B. Posner	USA	711	American Management Association (AMA) (randomly selected managers, members of the association surveyed)	Congruence of personal values („Shared values“) (Posner et al., 1985) Organizational values (Posner, Schmidt, 1993)	Commitment, job satisfaction, motivation, anxiety and stress at work, ethical nature.
2010	T. Ren	USA	122	Nursing homes (91 administrator of nursing homes surveyed)	Questionnaire developed by the author of the research	Delegation of decision-making, control of employees' work, organizational activities.
2010	D. Suar, R. Khuntia	India	340	Manufacturing companies (340 middle-level and 56 top-level managers, from which: 152 executives of two private-sector companies and 188 executives of two public-sector companies)	To measure organizational values Liedtka (1991).	Unethical behavior, work efficiency, commitment towards organization, Job satisfaction, initiative.
2010	J. Twenge et al.	USA	15000	Higher schools (students surveyed)	Monitoring the Future (Johnston et al., 2006)	Importance of values among different generations.

² China (14.6%), Estonia (8.0%), Finland (9.7%), Slovakia (28.2%), Sweden (10.3%), Switzerland (2.1%).

Year	Author / Authors	Country	Number of Respondents, N	The Character of Activity and the Number of Organizations	The Research Instrument used	Contexts Related to Congruence of Personal and Organizational Values
2011	S. Hayibor et al.	USA	250	Wide range of USA industrial organizations, which are on the market for 55 years on average (Managing directors who occupied the post for 6.6 years on average surveyed)	J. Liedtka (1991) Organizational value survey.	Charismatic leadership.
2011	A. Hamid, K. Yahya	Malaysia	271	Semiconductor companies (employees of 7 Semiconductor companies surveyed)	Subjective person-organization fit (Cable, DeRue, 2002)	Commitment towards organization and its dimensions: energy, devotion, intensity and involvement.
2011	B. Hoffman et al.	Georgia	140	Various unnamed organizations (higher-level managers surveyed)	Subjective person-organization fit (Cable, DeRue, 2002)	Transformational leadership, efficiency of the working group.
2011	A. Leung, C. Chaturvedi	Singapore	230	High-tech companies (managers and ordinary employees of 13 high-tech companies surveyed)	Subjective person-organization fit (Cable, DeRue, 2002) ; Competing values framework (CVF) (Quinn, Rohrbaugh, 1983)	Person-organization fit positively linked to the commitment to the organization and job satisfaction.
2011	N. K. Natarajan,	India	220	A large public sector	The Value Taxonomy	Value congruence.

Year	Author / Authors	Country	Number of Respondents, N	The Character of Activity and the Number of Organizations	The Research Instrument used	Contexts Related to Congruence of Personal and Organizational Values
	D. Nagar			organization (employees surveyed)	(McDonald, Gandz, 1991, 1992)	
2012	P. Agarwal, P. Sagar	India	32	Public sector organizations (employees working within the organization for more than a year surveyed)	The Value Taxonomy (McDonald, Gandz, 1991, 1992)	Emotional commitment, normative commitment.
2012	K. Ahmad, K. Veerapandian	Malaysia	204	Private and public sector organizations (employees surveyed)	Subjective person-organization fit (Cable, DeRue, 2002)	Person-environment and person-organization fit determine job satisfaction.
2012	A. Erturk	Turkey	219	Banking consulting companies, recruiting companies, public institutions, universities (employees of 36 organizations surveyed)	Work and Organizational Values Survey (WOVS) De Clerq et al. (2008),	Constant development and cooperation, different types of values that influence different aspects of total quality management.
2012	J. Seong, A. Kristof-Brown	Korea	793	Private sector companies (staff of service, project and production teams surveyed)	Subjective person-organization fit (Cable, DeRue, 2002)	Commitment to the team.