

WORK VALUE AS A MODERATOR OF THE VALUE CONGRUENCE-EMPLOYEE
ATTITUDE RELATIONSHIP

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ABSTRACT

Researchers have identified the extent to which an individual values work as a potentially key component in the relationship between on-the-job experiences and employee attitudes. In a replication and extension of Amos and Weathington (2008), this study examined the moderating effects of work value on the relationship between employee-organization value congruence and attitudinal outcomes (i.e., satisfaction, commitment, and turnover intent). It was hypothesized that value congruence would positively correlate to affective and cognitive job satisfaction, organizational satisfaction, and organizational commitment, yet negatively correlate to employee turnover intent. It was also hypothesized that these relationships would be moderated by the employee's degree of work value. Regression analyses and correlations were used to analyze the data. Results support a relationship between value congruence and employee attitudes. Results also support work value as a moderator of several value congruence-attitude relationships, specifically, affective and cognitive satisfaction, turnover intentions, normative commitment, and continuance commitment.

Key words: Value congruence, work values, employee attitudes

DEDICATION

To my parents who have always supported, and encouraged me to pursue my passions.

To my friends for supporting me along this journey.

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LIST OF ABBREVIATIONS

P-E Fit, Person-environment fit

P-O Fit, Person-organization fit

POS, perceived organizational support

LMX, Leader-member exchange

ASA, Attraction-Selection-Attrition

ACC, consistency between affective and cognitive satisfaction

OCB, organizational citizenship behavior

MSQ, Minnesota Satisfaction Questionnaire

OJS, Overall job satisfaction

ACS, Affective commitment scale

CCS, Continuance commitment scale

NCS, Normative commitment scale

CHAPTER I

INTRODUCTION AND LITERATURE REVIEW

Person-environment fit (P-E fit) theory proposes that individuals prefer to surround themselves with people and environments that are similar, or complementary, to their own characteristics (e.g., beliefs and values; Amos & Weathington, 2008; Kroeger, 1995). P-E fit applied to the workplace is described as person-organization fit (P-O fit). Specifically, P-O fit refers to the “compatibility between an employee and an organization” (Kristof, 1996, pg. 3). Reflecting how well the organization’s perceived values and the employee’s values align with each other (Edwards & Cable, 2009), P-O fit can be operationalized as the value congruence between the employee and the organization (Kristof, 1996; Westerman & Cyr, 2004). For example, an employee who values creativity has greater value congruence with an organization which values innovation, versus an organization with a more bureaucratic value system.

Employee-organization value congruence has been a consistent predictor of positive and negative employee attitudes (Arthur, Bell, Villado, & Doverspike, 2006). It has been shown to be positively related to outcomes such as intrinsic motivation (Ren, 2010), satisfaction with the job and organization (Amos & Weathington, 2008), commitment to the organization (Moynihan & Pandey, 2007), and negatively related to turnover intent (Kristof-Brown, Zimmerman, & Johnson, 2005; Ostroff, Shin, & Kinicki, 2005). These results suggest that finding the right fit improves the company’s bottom line by reducing turnover costs (Hinkin & Tracey, 2000;

O'Connell & Kung, 2007) and from an employee's perspective, the right fit impacts his or her happiness with an organization (Westerman & Cyr, 2004).

Prior research has identified a relationship between employee-organization value congruence and employee attitudes; what remains is to explain variables that may moderate or mediate the relationship. Siegall and McDonald (2004) found that burnout mediated the relationship between value congruence and satisfaction in a sample of 135 nurses. Erdogan, Kraimer, and Liden (2004) found perceived organizational support (POS), and the leader-member exchange (LMX) leadership style mediated the relationship between value congruence and career satisfaction, but only when employee-organization value congruence was low. Moynihan and Pandey (2007) found a strong negative relationship between value congruence and turnover intentions when participants had strong social networks within the organization. Many other moderators have yet to be explored. One such variable is the extent to which an employee values working.

Some individuals define who they are by the choices they make in regards to their family life; while others define themselves by the work they do (Hyde & Weathington, 2006). Research suggests that those who define themselves by the work they do have a higher degree of work centrality, work value (i.e., the degree to which work encompasses one's identity, time, and effort; Hirschfeld & Feild, 2000; Hyde & Weathington, 2006). According to Hyde and Weathington (2006), work is one of four areas in which a participant finds value in their life (i.e., work, self, family, and religion). These four areas define and influence the behaviors and thought processes of the participant. These values guide behaviors and decisions in work and life. Ashforth and Mael (1989) made a similar suggestion that the degree to which work defines an individual's social identity is separate from the value congruence the employee feels towards

the organization. This variation in salience of an individual’s work value may impact resulting attitudes, thoughts, and behaviors; therefore, investigation into the influence of this element is important (Ashforth & Mael, 1989).

Proposing a Model

Researchers should take into account the value employees place on working and how this may influence the relationship between value congruence and attitudinal outcomes. For example, an employee who has high value congruence and defines themselves by their work (e.g., high work value) could have a stronger, more positive attitude toward the organization than an employee with high value congruence and low work value. As mentioned earlier, previous research supports a positive result from high value congruence; however, it is proposed here that that work value moderates this relationship (see Figure 1).

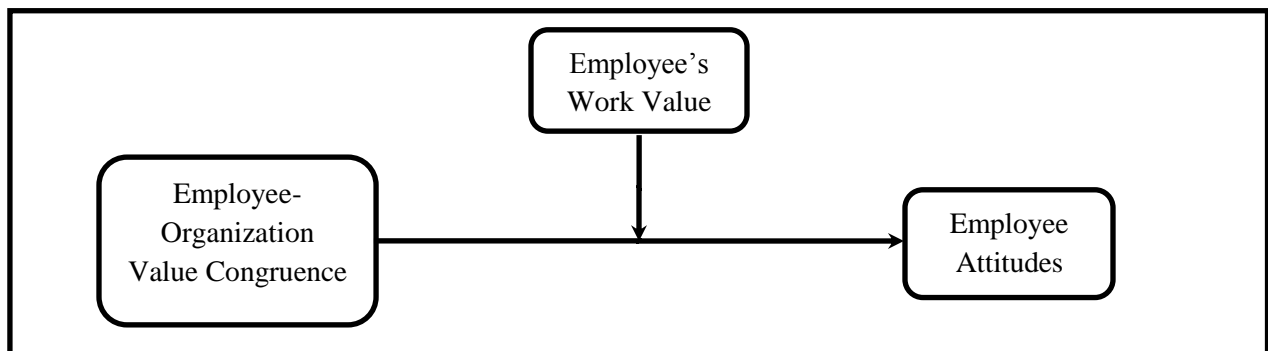


Figure 1 Proposed Model of Moderating Effects of Work Value on the Relationship of Value Congruence and Employee Attitudes.

Person-Organization Fit

Person-Organization fit is multidimensional, consisting of personality, needs, skills, and values (Amos & Weathington, 2008; Westerman & Cyr, 2004). Kristof (1996) defines P-O fit as, “[T]he antecedents and consequences of compatibility between people and the organizations

in which they work” (p. 49). There are two forms of P-O fit: complementary and supplementary. A complementary fit occurs when one entity fulfills a need or demand of the other (e.g., organizations provide financial support for the employee in return for skilled work; Kristof, 1996). Alternatively, supplementary P-O fit examines the extent to which an employee shares similar fundamental characteristics (e.g., beliefs, values) to others within an organization or to the organization itself (Edwards & Cable, 2009; Westerman & Cyr, 2004). This form of fit is often operationalized through measures of congruence, such as personality congruency or value congruency (Westerman & Cyr, 2004). Personality congruence refers to the match between an ideal personality for an organization, or job, and the personality of the actual employee (Westerman & Cyr, 2004). Alternatively, value congruence examines to the match between an employee’s values and the values of the employing organization (Edwards & Cable, 2009; Westerman & Cyr, 2004).

Work Value

A set of values is the moral compass individuals use every day to determine how they should or should not conduct themselves (Suar & Khuntia, 2010). These values come from an individual’s interpretations and interactions with the world around them (Hyde & Weathington, 2006). Schaeffer (1976) explained that an individual is not merely the product of the surrounding environment; there is an inner mind in every human where thoughts influence outward actions and interpretation of the world (i.e., world view). Personal experiences and observations shape an individual’s world view (Baron, Byrne, & Branscombe, 2006; Hyde & Weathington, 2006). A world view allows for conceptualization and digestion of the information from the surrounding environment to shape an individual’s value system. The world view is

created through an individual's all-encompassing belief and understanding about the world (Colson & Pearcey, 1999); the big picture of what one believes in and trusts.

Hyde and Weathington (2006) suggested the components of a world view not only determined values but also determined where an individual places value in his or her life. They hypothesized that different value placement would lead to different attitudes at work. As mentioned earlier, they divided the all-encompassing world view into four spheres of personal life values in which individuals were hypothesized to place personal value: (1) religion, (2) family, (3) self, and (4) work. A model was created in which the four spheres fit in a larger personal life values sphere, similar to values within a value system. The four spheres are different domains that, together, create an individual's values and attitudes.

Hyde and Weathington's (2006) personal life values model explored how varying importance placed on different personal life value domains related to work attitudes (i.e., affect, commitment, conscientiousness, and honesty). Their results indicated that, when participants highly valued work, they had higher positive affect, suggesting those who placed a high value on work (i.e., rating it central to their life), would most likely have a more positive attitude at work and about work. This group of high work value participants also had greater levels of affective commitment. Results also indicated that work, religion, self, and family were distinctly different domains.

According to Hirschfeld and Field (2000), "Work centrality consists of the normative beliefs about the value and importance of work in the configuration of one's life" (p. 790). Hyde and Weathington (2006) expanded on this definition by considering that the work sphere also encompasses the attitudes that results from value placement. For example, the work attitudes (e.g., positive affect, and affective commitment) resulting from high work value were located

within the work sphere of the individual's personal life sphere. Hirschfeld and Field (2000) found work centrality of an individual to be a cognitive component, and associated with an individual's value system. Thus, both work values and work centrality were defined by the extent to which work encompasses one's life, or the amount of value placed on work (Hirschfeld & Feild, 2000; Hyde & Weathington, 2006)

Hyde and Weathington (2006) filled a hole in the literature by connecting general life values, work as a value, and specific work related outcomes. They found that the role of work, in an employee's life, could be indicative of the attitudes that employee has towards the organization. Results of Hirschfeld and Field (2000) indicated that work centrality (i.e., work value) may shape the self-identity of an individual. Because some individuals with high work value seem more likely to report higher positive attitudes at work it could be suggested that those who placed high value on work would report higher levels of positive work attitudes, and cognitive satisfaction, and lower levels of turnover intentions if they enjoy working for their current employer.

Value Congruence

Like individuals, organizations have value systems. Organizational values are part of a system that fosters a specific organizational culture, and parameters for acceptable behavior and ethical standards (Edwards & Cable, 2009; Westerman & Cyr, 2004). There has been a growing amount of research investigating value congruence (Westerman & Cyr, 2004).

Numerous studies have found value congruence between organizations and individuals to be a valid operationalization of P-O fit (Kristof, 1996). Research demonstrates that employee-organization value congruence shares a positive relationship with job satisfaction, organizational

satisfaction, and organizational commitment, and a negative relationship with turnover intent of employees (Ambrose, Arnaud, & Schminke, 2008; Amos & Weathington, 2008; Arthur et al., 2006; Kristof, 1996; Kristof-Brown, Zimmerman, & Johnson, 2005; Westerman & Cyr, 2004). Ostroff et al. (2005) also found that employee-organization value congruence (whether perceived by others or by the individual) related to satisfaction, commitment, and turnover intentions more so than person-person value congruence (i.e., managers and groups). These results suggested there is something about sharing value congruence with the whole organization that is more powerful than value congruence with those directly around an individual.

Personality congruence should theoretically be the more stable predictor of these outcomes, because personality traits are more stable than values, which are shaped by experiences throughout life (Westerman & Cyr, 2004). However, Westerman and Cyr (2004) found that personality congruence had no significant relationship to commitment, or satisfaction. They attributed this to the workings of the attraction-selection-attrition (ASA) model proposed by Schneider (1987).

The ASA model explains the homogeneity or heterogeneity of organizations, and offers an explanation for turnover (Schneider, Goldstein, & Smith, 1995). The model states that job applicants are attracted to an organization because they perceive similarities in their personal values and those of the organization. Some of these applicants are selected, and hired into the organization. The new employees investigate and determine if their goals, values, or beliefs fit or do not fit with those of the organization, these employees will stay or leave as a result of their sense of fit (Schneider et al., 1995). Westerman and Cyr (2004) suggested value congruence could be a tacit form of personality congruence because organizational values, and work environments evolve over time through the ASA model. In other words, employee personality

congruence is more susceptible to the influence of time, or tenure, because personality is more identifiable, by peers than value congruence which would be more latent.

Edwards and Cable (2009) developed and tested a model that provided another explanation for value congruence predicting attitudes. They hypothesized that communication, predictability, attraction, and trust would mediate the relationship between employee-organization value congruence and outcomes (i.e., job satisfaction, organizational commitment, and intent to stay). Results from a sample of 997 email respondents indicated that trust was the strongest facilitator of the relationship between value congruence and outcomes; this component was over two times the strength of the second and third (i.e., communication and attraction), making it the most likely explanations for the effects of employee-organization value congruence.

Value congruence is an important and common component in a trusting relationship. Trust often occurs because employees have congruent similar goals due to the organization's supra-ordinate values and goals. Common goals can lead to a feeling of community or safety (Edwards & Cable, 2009). Furthermore, they suggested that communication seemed to be easier between those with value congruence. The relationship between communication and value congruence may have been influenced by trust as well, because when those that trust another person may be more likely to communicate better with the person.

Results from previous studies suggested that, when an employee shared similar values to that of the employing organization, this fostered trust, communication, and attraction (e.g., friendship). Also, while value congruence has been studied at group levels, managerial levels, and organizational levels, the employee-organization value congruence seems to be the best

predictor of outcomes. This suggested that the values chosen by an organization are essential in setting the tone of the organizational culture.

Employee-Organization Values

Peters and Waterman (1982) determined that top performing American companies believed in seven core values. These values include (1) superior quality and service, (2) innovation, (3) importance of people as individuals, (4) importance of detail of execution, (5) communication, (6) profit orientation, and (7) goal accomplishment. Amos and Weathington (2008) used these values to investigate the effects of value congruence on employee attitudes. Value congruence scores were analyzed against the attitudinal outcomes of affective job satisfaction, cognitive job satisfaction, organizational satisfaction, Meyers and Allen's (1991) three forms of commitment, and turnover intent. Amos and Weathington's (2008) results indicated a positive relationship between value congruence and job satisfaction, organizational satisfaction, normative and affective commitment. They also found a negative relationship with turnover intent.

Past research has determined that employees that have high value congruence with their organization have more positive attitudes towards work. Similarly, preliminary research has also found that a high degree of work value may lead to stronger positive attitudes regarding work (Amos & Weathington, 2008). Therefore, it is logical to assume that an employee's value congruence and the amount he or she values working will be positively correlated, yet distinguishable, from one another.

H₁: Value congruence will positively correlate with work value.

Employee Attitudes

Employee attitudes are evaluative judgments about the job or organization, and are comprised of affective, cognitive, and behavioral components (Schleicher, Watt, & Greguras, 2004; Weiss, 2002). The employee attitudes under investigation in the present study were organizational satisfaction, two components of job satisfaction (i.e., affective and cognitive), three forms of organizational commitment (i.e., affective, normative, and continuance), and turnover intent. Value congruence has been shown to positively correlate with all of these attitudes except turnover intent, which was negatively correlated to value congruence (Amos & Weathington, 2008; Arthur et al., 2006; Kristof-Brown et al., 2005).

However, little research has investigated the relationship between value congruence, organizational satisfaction, and all three forms of commitment (i.e., affective, continuance, and normative). Therefore, a goal of this study is to replicate Amos and Weathington (2008) in an effort to further establish validity and reliability of the relationships between the variables, and add to the limited research investigating these variables.

Organizational satisfaction. Previous research regarding happiness with work has been operationalized through a measure of job satisfaction. In comparison to examining other job attitudes, little research has measured employee's satisfaction with their organization as a whole (Amos & Weathington, 2008). Organizational satisfaction can be defined as the overall level of satisfaction with the organization itself, the organization's structure, and the organization's policies (Warr & Routledge, 1969). Accordingly, the satisfaction that employees associate with their organization encompasses a larger picture of how they feel about the environment in which they work. An employee derives organizational satisfaction from a positive emotional state

associated with his or her organization (Amos & Weathington, 2008). However, there is a lack of research investigating the antecedents to organizational satisfaction (Bellou, 2010)

Organizational satisfaction is an attitude separate from the feelings associated with the employee's actual work completed (Amos & Weathington, 2008; Bellou, 2010). While not completely orthogonal, previous research suggests that satisfaction can differ between job and organization (Warr & Routledge, 1969; Weathington & Tetrick, 2000). Employees may determine his or her organizational satisfaction from the macro level processes occurring in the organization, such as the values, and morals of the organization (Bellou, 2010). In a meta-analysis by Kristof-Brown et al. (2005) organizational satisfaction was found to positively correlate with P-O fit. They also found that values-based fit (i.e., value congruence) was the strongest predictor of all attitudinal outcomes, including organizational satisfaction. Amos and Weathington (2008) found that overall value congruence was positively related to organizational satisfaction. Specifically, superior quality and service, importance of people as individuals, and communication were positively correlated with organizational satisfaction. However, the value profit orientation was negatively correlated to organizational satisfaction.

While there is little research on organizational satisfaction, the research that has been conducted indicates a positive correlation between organizational satisfaction and value congruence; therefore, the stronger the value congruence, the greater organizational satisfaction participants reported. To understand which values are most influential to the employee's organizational satisfaction, we examined the relationship between each value and the organizational satisfaction reported. The results added to the available research regarding the relationship between value congruence and the variable organizational satisfaction.

H_{2ab}: Employee-organization value congruence will (a) be positively related to organizational satisfaction and (b) the relationship will be moderated by work value such that the relationship will be stronger when work value is high and weaker when work value is low.

Job satisfaction. Unlike organizational satisfaction, job satisfaction has been one of the most widely studied attitudinal outcomes of value congruence (Edwards & Cable, 2009). Edwards and Cable (2009) defined job satisfaction as “[A] pleasurable emotional state associated with one’s job” (pg. 657). However, job satisfaction is not just an emotional state; it is also a cognitive thought process with resulting behaviors. As previously stated, attitudes are comprised of (a) affective, (b) cognitive, and (c) behavioral components (Jex & Britt, 2008). According to a review by Weiss (2002) these components create the structure of a satisfaction attitude through “affective responses, beliefs about the object [job], and behaviors in relation to the object [job]” (pg. 174). However, the affective and cognitive component may be more indicative of the attitude than the behavior one exhibits towards the job; this is because an individual’s actions may not be consistent with their attitudes (Jex & Britt, 2008).

Affective job satisfaction refers to a positive or negative emotional attachment, feeling, or mood associated with the job (Moorman, 1993; Schleicher et al., 2004). Some researchers have failed to identify the difference between the entire job satisfaction attitude and affective job satisfaction (Weiss, 2002). However, identifying and specifying the satisfaction components used can lead to a clearer interpretation of the relationships studied, and better implementation of specific measures (Moorman, 1993). *Cognitive* satisfaction refers to an individual’s appraisal of his or her job situation, such as beliefs or thoughts about the job (Jex & Britt, 2008; Schleicher

et al., 2004), and is measured with items such as, “At my present job I feel about the working conditions”. High cognitive satisfaction would be the results of a positive appraisal or comparison of the working conditions, extrinsic rewards, or future career growth opportunities (Moorman, 1993). Alternatively to the trait nature of affective satisfaction, the cognitive satisfaction of an employee has more long term effects and may influence long term behaviors or choices (Weiss, 2002). Theorized differences in satisfaction have been supported by empirical analyses that found affective and cognitive satisfaction each lead to different outcomes (Moorman, 1993; Schleicher et al., 2004; Weiss, 2002).

Schleicher et al. (2004) conducted two studies, examining the consistency between affective and cognitive (ACC) measures of employee job satisfaction. The strength of this consistency between affective and cognitive satisfaction mediated the relationship between job satisfaction and job performance in both studies. While their criterion was behavioral (i.e., job performance), which is different from our attitudinal outcomes, this study supports the notion that using both satisfaction components may lead to richer data.

Moorman (1993) utilized two measures of satisfaction to measure the relationship between satisfaction and organizational citizenship behavior (OCB). He used the Minnesota Satisfaction Questionnaire (MSQ) as the cognitively based measure of satisfaction, and the Overall Job Satisfaction measure (OJS), designed by Brayfield and Rothe (1951) to measure the affective nature of satisfaction. He hypothesized, and found, that OCB had a stronger relation to a more cognitively based satisfaction measure (i.e., MSQ) than affectively based measure. The results supported the suggestions that OCBs occur through a cognitively controlled decision to exhibit the behaviors, as opposed to exhibiting the behavior as a results of a good mood.

The antecedents to job satisfaction are important to understand because of the influence job satisfaction has had over other attitudinal outcomes and its relationship with performance (Bellou, 2010). Amos and Weathington (2008) utilized affective job satisfaction and found it to positively relate to the value congruence between the employee and the organization. Additionally, multiple studies have reported value congruence as a significant predictor of job satisfaction (Bellou, 2010; Kristof-Brown et al., 2005; Westerman & Cyr, 2004). Similar to the results of Amos and Weathington (2008), we proposed that the relationship between value congruence and affective job satisfaction would be positive. Furthermore, value congruence was hypothesized to positively relate to cognitive job satisfaction. Although value congruence is an important predictor of employee attitudes, we proposed that the amount an employee values working may impact the influence of value congruence. Specifically, those who highly value the work domain will have a stronger relationship between value congruence and satisfaction.

H_{3ab}: Employee-organization value congruence will (a) be positively related to affective satisfaction, and (b) the relationship will be moderated by the employee's work value, such that the relationship will be stronger when work value is high and weaker when work value is low.

H_{4ab}: Employee-organization value congruence will (a) be positively related to cognitive satisfaction, and (b) the relationship will be moderated by the employee's work value, such that the relationship will be stronger when work value is high and weaker when work value is low.

Turnover intentions. There has been an increasing amount of research investigating why employees leave organizations, and what precedes this decision (Ambrose et al., 2008;

Amos & Weathington, 2008; Hinkin & Tracey, 2000; Kristof-Brown et al., 2005). Turnover intent refers to thinking about, planning on, and/ or having a desire to quite the job (Lambert & Hogan, 2008; Stoner & Gallagher, 2010). The intent to quit a job has been found to be the best predictor of actual turnover (Lambert & Hogan, 2008)

High turnover rates can cost the organization an exorbitant amount of money through separation costs, replacement costs, training costs, and the cost of lost productivity which all need to be accounted for when calculating turnover (Hinkin & Tracey, 2000). Conversely, to give new life to an organization there should always be a moderate level of turnover; this brings new and different ideas, and can rid the organization of social loafers or complacent employees (Jex & Britt, 2008). When there is a lack of turnover the organization may become a homogeny of individuals with personalities, skills, and values that are overly similar, as theorized by ASA model (Schneider et al., 1995). Therefore, some degree of turnover is important and expected in an organization. However, determining if it is the right turnover is what is important; thus, identifying if the people leaving are top performers of the company or not is crucial to the organization's success.

Previous research has indicated turnover intent is negatively related to the value congruence between an employee and his or her organization (Kristof-Brown et al., 2005), as is hypothesized in the present study. To further account for turnover intentions, work value was hypothesized to moderate this relationship through strengthening the negative relationship. This moderation was explored with the logic that the more central, or important, work is in an individual's life; the less likely the individual will be to leave an organization with which he or she has high value congruence, or the more likely the individual will be to leave an organization with which he or she shares low value congruence.

H_{5ab}: Employee-organization value congruence will (a) be negatively related to turnover intentions, and (b) this relationship will be moderated by work value, such that the relationship will be stronger when work value is high and weaker when work value is low.

Organizational commitment. While turnover intentions may be the best predictor of actual turnover, research suggests that the more committed an individual is to the employing organization, the less likely it is that the employee will leave. Organizational commitment refers to the amount an individual identifies with, is dedicated to, and is involved with a certain organization (Jex & Britt, 2008; Levy, 2003).

Allen and Meyer (1990) identified three types of organizational commitment (a) affective commitment, (b) normative commitment, and (c) continuance commitment. Research indicates that it is beneficial to think of commitment as an assemblage of the three components because each relates differently to certain employee attitudes and behaviors (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). According to Allen and Meyer (1990), “Employees with strong affective commitment remain because they *want to*, those with strong continuance commitment because they *need to*, and those with strong normative commitment because they feel they *ought to* do so.” (p. 3). Thus, accounting for all three components of commitment will lead to more detailed results and a clearer understanding how value congruence relates to commitment. Previous research has shown a positive relationship between affective commitment (Ambrose et al., 2008; Verquer, Beehr, & Wagner, 2003) normative commitment (Amos & Weathington, 2008), and value congruence; however, continuance commitment is

often left unmeasured (Verquer et al., 2003). Currently, there is a lack of research utilizing all three forms of commitment within one study (Amos & Weathington, 2008).

Amos and Weathington (2008) utilized all three forms and found value congruence positively correlated with affective and normative forms of commitment in 139 student workers, conversely, continuance commitment was not significant. In the present study continuance commitment was measured to explore and build upon research incorporating all three forms of commitment. We measured the effects of value congruence and the moderating effects of work value on the three forms of commitment, specifically hypothesizing about affective and normative commitment.

H_{6ab}: Employee-organization value congruence will be (a) positively related to affective commitment, and (b) the relationship will be moderated by work value such that the relationship will be stronger when work value is high and weaker when work value is low.

H_{7ab}: Employee-organization value congruence will (a) be positively related to normative commitment, and (b) the relationship will be moderated by work value such that the relationship will be stronger when work value is high and weaker when work value is low.

Attitudes are formed through a cognitive evaluation of a focal point and the affective, emotional value one places on the focal point evaluated; in this case the focal point would be work. Individuals use cognitive and affective aspects to create attitudes. Therefore, to truly understand the influence of employees cognitively identifying their values as similar to their organization's values, researchers and practitioners may need to understand the extent to which work matters in an employee's life. In other words, what, if any, effect does work value have on

relationship between employee-organization value congruence and attitudes. The present study contributes to the literature through exploring the influence of work value on the relationship between employee-organization value congruence and employee attitudes. There was no previous work exploring this relationship; therefore, the results were exploratory and in need of further research for validation.

CHAPTER II

METHOD

Participants

Data was collected from an original sample of 354 participants. However, data from 110 participants was incomplete, and two were omitted because the participants were currently unemployed. Consequently, all analyses were conducted utilizing a sample of 242 participants (139 women [57.4%], 95 men [39.3], and 8 unreported [3.3%]) from across the US.

Participants' ages ranged from 20 to 69 years ($M = 34$ years, $SD = 11.99$ years). Of participants, 116 (46.7 %) reported they had a Bachelor's degree, 57 (23.6%) had a Master's degree, 28 (11.6%) reported they had some college courses but no degree, 17 (7%) had an Associate's degree, 12 (5%) reported they had a Doctorial degree of some type, and 7 (2.9%) reported they had a High school degree or GED, while 8 (3.3%) did not specify their educational history. The participants indentified as, 204 (84.3%) White, 11 (4.5%) indicated multi-racial, 8 (3.3%) reported African American, 5 (2.1%) identified as Asian-Pacific Islander, 4 (1.7%) reported Hispanic, 2 (.8%) identified as Native American, and 8 (3.3%) did not report their race

Multiple occupational elements of the participants were measured. Regarding the amount of time participants spent working, 104 (43%) reported working 40 to 50 hours per week, 40 (16.5%) reported working 30 to 40 hours per week, 38 (15.7%) reported working 50 to 60 hours per week, 31 (12.8%) reported working 20 to 30 hours per week, 21 (8.7%) reported working 15 to 20 hours per week, and 8 (3.3%) participants reported that they did currently have a job but

did not specify their hours spent working. The relation of the participant's job to their career track was measured with, 182 (75.2%) identified their current job as related to their career, 52 (21.5%) specified their current job as unrelated to their career field, and 8 (3.3%) were unspecified. The tenure of employees with the employer was also recorded because previous research has identified a positive relationship between tenure with an organization and value congruence (Bellou, 2010). Participants' tenure with their organization ranged from 1 month to 36 years ($M = 5.13$ years, $SD = 6$ years). Participants also reported their individual income and household income. Both income measures had the same range of \$2,500 to 900,000 per year; however, household income had a mean of \$93,763 ($SD = \$99,424$) while individual income had a mean of \$66,632 ($SD = \$94,308$). Twenty of the 242 participants from a venture incubator company in the southeastern United States, and the rest were recruited through a snowballing technique on the internet.

Procedures

A snowball sampling technique was used to recruit participants through social and professional networking websites (i.e., Facebook, LinkedIn). Additionally, employees of a southeastern venture incubator company were sent an email from their leadership asking for their participation in the study through an anonymous link to the SurveyMonkey® website. The participants completed the survey online via the website SurveyMonkey.com. Prior to participating, they reviewed, and electronically signed, an informed consent form to ensure they understood the parameters and confidentiality of the study. Upon completion of the consent form, each participant began the survey which consisted of one form regarding demographic information, three measures of commitment (i.e., affective, normative, continuance), two

measures of job satisfaction (i.e., affective, cognitive), one measure of organizational satisfaction, one measure of turnover intentions, one measure of personal life values, and two measures of values dimensions (i.e., organization's and participant's values).

Measures

Organizational satisfaction. Satisfaction with the overall organization was assessed using the twelve-item Firm as a Whole subscale of the Managerial Opinion Scale developed by Warr and Rouse (1969). The scale was modified from its original format to utilize a 7-point Likert-type response format ranging from 1 (*strongly disagree*) to 7 (*strongly agree*). ($\alpha = .85$)

Affective job satisfaction. Brayfield and Rothe (1951) designed the Overall Job Satisfaction (OJS) measure to determine how participants felt about their jobs, or their affective job satisfaction. According to past research, this measure possesses good psychometric properties (Moorman, 1993; Schleicher et al., 2004). Amos and Weathington (2008) modified this measure from a 5-point likert-type scale to a 7-point Likert-type scale and found a reliability of .94. We found good reliability (.91) using the same 7-point likert-type scale which ranges from 1 (*strongly disagree*) to 7 (*strongly agree*).

Cognitive job satisfaction. We used the short form of the Minnesota Satisfaction Questionnaire (MSQ) to measure cognitive satisfaction. The original 5-point Likert-type scale was modified to a 7-point Likert-type scale ranging from 1 (*very dissatisfied*) to 7 (*very satisfied*). Moorman (1993) examined the MSQ and found that it measured cognitive job satisfaction through intrinsically and extrinsically based items. For example, "Being able to keep busy" was an intrinsically appraised item, while "The praise I get for doing my job" was an

extrinsically based item. Moorman's results indicated that extrinsically based items had a good reliability of .83, and intrinsically based items had an acceptable reliability of .80; thus overall this cognitive job satisfaction measure had good reliability. Within the present study we found an overall reliability of .88.

Turnover intentions. To measure turnover intent we implemented a scale developed by Mobley, Griffeth, Hand, and Meglino (1979). This measure consisted of 3-items that were rated on a 7-point Likert-type scale, ranging from 1 (*strongly disagree*) to 7 (*strongly agree*). This scale had good reliability (.93).

Commitment. The commitment of employees was operationalized and measured using Allen and Meyer (1990)'s three components of commitment: affective, continuance, and normative commitment. The Affective Commitment Scale (ACS), the Normative Commitment Scale (NCS), and the Continuance Commitment Scale (CCS) each contain 8-items, and utilize a 7-point Likert-type scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*). Previous research by Allen and Meyer (1990) determined that ACS, NCS, and CCS have good reliabilities of approximately .87, .79, and .75. Corroboratively, we found acceptable reliabilities (ACS $r = .88$; NCS $r = .79$; CCS $r = .74$).

Value congruence. We utilized six values from Peters and Waterman's (1982) Values of Excellence scale, (a) superior quality and service, (b) innovation, (c) importance of details of execution, (d) communication, (e) profit orientation, and (f) goal accomplishment. Within the present study this measure had an acceptable reliability of .78.

We determined a congruence score through a two-fold process. First, participants rated the extent to which they felt the particular value *does* exist in their organization and then they were asked to rate the extent to which the participant thought the value *should* exist. To decrease the influence of social desirability, or single rater bias, one of these measures was completed in the beginning of the study (i.e., directly after the consent form) and the other was completed towards the end (i.e., after all of the employee attitude measures). The absolute difference between the two scores was calculated to create a value congruence score for each participant. For easier interpretation this absolute value was then reverse scored, thus the higher the value congruence scores the stronger the value congruence between the participant and his or her organization.

Work value. Work value was assessed using the work value facet of the Personal Life Values measure developed by Hyde & Weathington (2008). For consistency of administration the entire Personal Life Values measures was given to participants although only the work value facet directly related to the proposed hypotheses. This 24-item questionnaire instructs participants to choose the most fitting statement from a group of five. The 24-items are broken into four domains, thus each domain is measured with six items. Previous research supports the construct validity of each domain (i.e., workplace, religion, family, self). Hyde and Weathington (2008) reported acceptable reliability. Within the present study this measure had an overall acceptable reliability coefficient of .78. Three of the domains were acceptable alone (work $\alpha = .82$; family $\alpha = .83$; religion $\alpha = .95$); however, the self value domain was not acceptable alone (self $\alpha = .51$).

CHAPTER III

RESULTS

Analyses

Table 1 illustrates the descriptive statistics and the correlation coefficients for each of the variables in the present study. Results support relations of overall value congruence to attitudinal outcomes, as well as relationships between specific value congruence dimensions and attitudinal outcomes. Additionally, this table identifies correlations between work value, control variables, value congruencies, and employee attitudes. In general the directions of these correlations support previous research, and the hypotheses proposed in the present study.

Hypotheses-Specific Analyses

H_1 proposed that overall value congruence would have a significant positive correlation to work value. Results from a bivariate correlation support this hypothesis. We found a positive correlation between overall value congruence and work value ($r = .20, p < .01$). Further investigation into the specific value congruence dimensions indicated that work value was positively correlated to superior quality and service ($r = .14, p < .05$), innovation ($r = .16, p < .05$), communication ($r = .13, p < .05$), profit orientation ($r = .16, p < .05$), and goal orientation ($r = .13, p < .05$); importance of detail of execution was not significantly correlated to work value.

Table 1

Descriptive Statistics and Intercorrelations among Variables.

Measure	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Satisfaction with the Organization	4.76	1.09	--													
2. Affective Job Satisfaction	5.22	1.00	.65 **	--												
3. Cognitive Job Satisfaction	5.06	.91	.57 **	.76 **	--											
4. Turnover Intentions	3.00	2.00	-.57 **	-.63 **	-.66 **	--										
5. Affective Commitment	4.54	1.37	.65 **	.65 **	.64 **	-.67 **	--									
6. Normative Commitment	3.84	1.07	.25 **	.24 **	.24 **	-.34 **	.41 **	--								
7. Continuance Commitment	4.51	1.20	-.12	.01	-.05	-.05	-.03	.03	--							
8. Overall Value Congruence	5.91	.85	.46 **	.47 **	.38 **	-.35 **	.38 **	.24 **	-.02	--						
9. Value congruence of Superior Quality and Services	6.15	1.06	.39 **	.34 **	.27 **	-.26 **	.32 **	.20 **	-.09	.71 **	--					
10. Value congruence of Innovation	5.76	1.46	.33 **	.40 **	.31 **	-.26 **	.30 **	.17 **	-.06	.66 **	.34 **	--				
11. Value congruence of Detail Orientation	5.99	1.03	.33 **	.24 **	.28 **	-.18 **	.18 **	.16 *	.04	.70 **	.50 **	.27 **	--			
12. Value congruence of Communication	5.55	1.44	.35 **	.35 **	.27 **	-.33 **	.30 **	.15 *	.04	.74 **	.39 **	.30 **	.48 **	--		
13. Value congruence of Profit Orientation	5.93	1.21	.22 **	.21 **	.12	-.20 **	.22 **	.24 **	.01	.64 **	.38 **	.30 **	.32 **	.38 **	--	
14. Value congruence of Goal Orientation	6.07	1.15	.28 **	.37 **	.31 **	-.21 **	.23 **	.08	-.03	.72 **	.45 **	.37 **	.45 **	.47 **	.31 **	--
15. Work Value	3.20	.58	.22 **	.36 **	.46 **	-.30 **	.42 **	.32 **	.00	.20 **	.14 *	.16 *	.10	.13 *	.16 *	.13 *
16. Family Value	4.13	.62	.07	.21 **	.10	-.06	.03	.20 **	-.05	.07	.03	-.10	.06	.05	.01	.04
17. Religious Value	2.95	1.17	.10	.15 *	.11	-.07	.17 **	.16 *	-.04	.04	.10	.05	-.09	.07	.01	.02
18. Self Value	3.07	.43	.02	.03	.00	.03	-.04	-.01	-.02	-.04	-.04	.01	-.03	-.05	-.06	-.01
19. Age	34.16	11.99	.07	.09	.10	-.07	.15 *	.01	-.01	.06	.09	.09	.02	-.02	.13 *	-.05
20. Gender	1.59	.49	-.08	-.04	-.06	.09	-.12	-.22 **	.04	-.10	-.11	.04	-.08	-.09	-.13 *	-.09
21. Tenure with the Organization	5.13	6.00	.07	.14 *	.06	-.11	.19 **	.07	.06	.06	.09	.08	.04	-.03	.12	-.05
22. Relation of Job to Career	1.22	.42	-.18 **	-.32 **	-.36 **	.32 **	-.29 **	.05	-.05	-.12	-.07	-.11	-.01	-.07	-.05	-.20 **
23. Recruiting Technique	1.09	.29	.19 **	.16 *	.19 **	-.14 *	.22 **	.24 **	-.03	-.01	-.05	.03	-.07	.02	-.01	-.02
Measures	M	SD	15	16	17	18	19	20	21	22						
15. Work Value	3.20	.58	--													
16. Family Value	4.13	.62	-.01	--												
17. Religious Value	2.95	1.17	.00	.13 *	--											
18. Self Value	3.07	.43	.07	-.03	-.07	--										
19. Age	34.16	11.99	.07	.04	.16 *	-.20 **	--									
20. Gender	1.59	.49	-.18 **	.04	.05	-.14 *	-.09	--								
21. Tenure with the Organization	5.13	6.00	.01	.03	.11	-.11	.59 **	-.19 **	--							
22. Relation of Job to Career	1.22	.42	-.20 **	-.07	-.03	-.02	-.26 **	.07	-.14 *	--						
23. Recruiting Technique	1.09	.29	.23 **	.05	.21 **	.03	-.05	-.24 **	-.09	-.14 *	--					

Note. $N = 242$; * $p < .05$, ** $p < .01$

The overall value congruence variable encompasses all six dimensions of value congruence. To investigate the general relation of value congruence to employee attitudes we standardized all the independent and moderating variables, and conducted simple linear regressions to identify any main effects of overall value congruence on employee attitudes. Similar to the results of Amos and Weathington (2006), overall value congruence significantly accounted for variance in organizational satisfaction ($\beta = .44, p < .001$), affective job satisfaction ($\beta = .36, p < .001$), turnover intentions ($\beta = -.28, p < .001$) affective commitment ($\beta = .26, p < .01$), normative commitment ($\beta = .21, p < .01$); however, overall value congruence did not significantly predict the continuance commitment of participants. Additionally, value congruence significantly, positively related to cognitive job satisfaction ($\beta = .25, p < .001$).

Adding to the previous research by Amos and Weathington (2006) we tested Hyde and Weathington's (2008) work value variable as a moderator of the value congruence – employee attitude relationship using a moderated regression analysis. To explore this moderation, an interaction variable was created specifically for the overall value congruence variable, and for each of the six specific value congruence dimensions (e.g., *overall value congruence*work value*; *communication value congruence*work value*); making a total of seven interaction variables. Seven moderated regression analyses were conducted for each of the seven employee attitudes (i.e., organizational satisfaction; affective- and cognitive job satisfaction; turnover intentions; affective-, normative-, and continuance commitment); making a total of 49 moderated regressions. The demographic variables: recruiting technique, gender, age, company tenure, and career relatedness of the job were controlled by applying the variables in step one of the analyses, along with the value congruence variables, and the four realms of personal life value.

The second step entailed adding one of the seven interaction variables. To evaluate if work value did indeed moderate the relationship the resulting r^2 change needed to have significance.

Results from moderated regressions support work value as a moderator of several of the relationships between overall value congruence and attitudinal outcomes; however, several of the interactions were negative in nature as opposed to the hypothesized positive, strengthening, moderation.

H_{2a} proposed that value congruence would positively relate to organizational satisfaction. This hypothesis was specifically supported by the value dimension superior quality and service ($\beta = .28, p < .001$), and innovation ($\beta = .18, p < .01$). H_{2b} proposed that work value would moderate the relationship between value congruence and organizational satisfaction such that as work value increased the relationship between value congruence and employee attitudes strengthened. Results did not support this moderation hypothesis.

H_{3a} predicted that value congruence would positively relate to affective job satisfaction. This hypothesis was specifically supported for the values of superior quality and service ($\beta = .20, p < .01$), and innovation ($\beta = .20, p < .01$). H_{3b} proposed that work value would moderate the relationship between value congruence and affective job satisfaction such that as work value increased the relationship between value congruence and employee attitudes strengthened. Results from this moderated regression supported work value as a moderator of the overall value congruence-affective job satisfaction relationship ($R^2\Delta = .02, p < .05$), however, when testing the interaction variables of the six specific value dimensions none were significant.

H_{4a} proposed that value congruence would positively relate to cognitive satisfaction. Specifically, the value congruence dimension innovation ($\beta = .14, p < .05$) had a positive relation to cognitive satisfaction. Alternatively, the value congruence dimension profit orientation ($\beta = -$

.12, $p < .05$) was significantly, negatively related to cognitive satisfaction. H_{4b} proposed that work value would moderate the relationship between value congruence and cognitive satisfaction such that as work value increased the relationship between value congruence and employee attitudes strengthened. Results from this moderated regressions partially supported this hypothesis. Work value moderated the relation of overall value congruence to cognitive satisfaction ($\Delta R^2 = .02$, $\beta = -.14$, $p < .05$). Further investigation indicated that work value specifically moderated the value congruence dimensions importance of detail of execution ($\Delta R^2 = .02$, $\beta = -.16$, $p < .01$) and communication ($\Delta R^2 = .02$, $\beta = -.14$, $p < .05$). Partial support was found because the value congruence-cognitive satisfaction relationship was stronger in general for those with higher work value than those with lower; however the negative beta indicates the cognitive satisfaction reported from low to high value congruence was not consistently increasing between low work value and high work value participants.

H_{5a} predicted that value congruence would negatively relate to turnover intentions. The values superior quality and services ($\beta = -.16$, $p < .05$), and communication ($\beta = -.20$, $p < .01$) supported this hypothesis. H_{5b} purported that work value would moderate the relationship between value congruence and turnover intentions such that as work value increased the relationship between value congruence and employee attitudes strengthened. Moderated regression results supported this hypothesis. Work value significantly moderated the relation of importance of detail of execution to turnover intentions ($\Delta R^2 = .20$, $\beta = .15$, $p < .05$).

H_{6a} predicted that value congruence would positively relate to affective commitment. This hypothesis was specifically supported by the value dimension superior quality and service ($\beta = .22$, $p < .01$). H_{6b} proposed that work value would moderate the relationship between value congruence and affective commitment such that as work value increased the relationship

between value congruence and employee attitudes strengthened. Results from this moderated regression partially support work value as a moderator, specifically, for the value dimensions important of detail of execution ($\Delta R^2 = .02, \beta = -.15, p < .01$).

H_{7a} predicted value congruence would positively relate to normative commitment. This hypothesis was specifically supported by the value profit orientation ($\beta = .16, p < .01$). H_{7b} proposed that work value would moderate the relationship between value congruence and normative commitment. This hypothesis was not supported at the $p < .05$ level, however, results suggest that with additional power this relationship may be supported by future research ($\Delta R^2 = .01, \beta = -.14, p = .05$).

Continuance Commitment Explored

The influence of value congruence on continuance commitment was not specifically hypothesized; however, for clarification purposes this variable was still examined. Results of a simple regression indicate that the superior quality and services value congruence dimension negatively related to continuance commitment ($\beta = -.182, p < .05$), while none of the other values were significantly related.

The influence of work value as a moderator of the value congruence-continuance commitment relationship was assessed utilizing a moderated regression analysis. Results of this analysis indicate that work value moderated the relation of the value congruence dimensions innovation ($\Delta R^2 = .04, \beta = -.23, p < .05$), and goal orientation to continuance commitment ($\Delta R^2 = .02, \beta = -.16, p < .05$).

CHAPTER IV

DISCUSSION

This study replicated and extended on the previous work of Amos and Weathington (2008) and Hyde and Weathington (2006); exploring work value as a possible moderator of the well studied value congruence-employee attitude relationship. We had two central focuses. The first was to identify if value congruence between the employee's values and his or her organization's values had an impact on employee attitudes, such as cognitive satisfaction. Similar to previous research, value congruence had a significant relation to all of the employee attitudes; however, the relation of profit orientation to cognitive satisfaction was negatively related, counter to the positive relation hypothesized. Additionally, the relation of continuance commitment to value congruence was tested, and unlike previous work by Amos and Weathington (2008) results indicated that the superior quality and service was negatively related to the continuance commitment of employees.

Our second focus was to explore work value as a moderator. Specifically, investigating if the extent to which the employee valued working moderated the relationship between value congruence and employee attitudes. Results indicated that, indeed, there were significant moderating effects of work value on several of the value congruence-employee attitude relationships. However, the moderating effect was not consistently strengthening, or positive, in nature.

Work Value Relation

Results from hypothesis one indicated that value congruence positively related to work value. Specifically, work value positively correlated with superior quality and service, innovation, profit orientation, communication, and goal orientation. Thus, the more that an employee values working, the more he or she perceived the organization's values as aligning with his or her own values. The value dimension important of detail of execution was not significantly correlated to work value.

Organizational Satisfaction

The extent to which participants were satisfied with their organization, as a whole, was positively correlated with all seven value congruence variables. Additionally, organizational satisfaction was positively related to affective and cognitive job satisfaction at a moderate level; this positive moderate correlation supported the position that organizational satisfaction measured positive attitudes of employees, distinct from both forms of job satisfaction. However, researchers should further investigate the discriminant validity of each of these satisfaction facets.

Further investigation with regression analysis indicated that organizational satisfaction positively related to employee value congruence. The overall value congruence variable was positively related. Furthermore, the value congruence dimensions innovation, and superior quality and services were positively related to organizational satisfaction. These results seem reasonable. Overall, these two values could be thought of as the most core to producing a successful product or service in the market; therefore, it is logical they related to an employee's satisfaction with his or her organization as a whole; perhaps indicating a sense of pride in the

work of the company and satisfaction with the growth, direction, and business plan of the organization.

The importance participants placed on working was not a significant moderator of any of the value congruence-organizational satisfaction relationships. This indicated that, in general, the extent to which employees feel their value for innovation and value for creating a superior quality or service is important regardless of any participant, regardless of how much he or she values work.

Affective Satisfaction

Affective job satisfaction measures the extent to which an individual's job is emotionally fulfilling. This variable positively correlated with all seven value congruence variables, indicating participants whose values aligned with their organization's had more positive moods. Affective satisfaction was positively related to work value, thus the more employees valued work, the stronger their positive emotions toward their jobs. This facet of satisfaction had a moderate correlation with cognitive satisfaction, further indicating that both facets measure the satisfaction attitude yet the correlation was moderate enough to indicate these measures were measuring separate facets of satisfaction.

Further investigation into the value congruence-affective satisfaction relationship indicated that, similar to organizational satisfaction, the values that significantly related to affective satisfaction were superior quality and services, and innovation. This positive relation indicated that when employees felt their organization was on the right track, making the products that best fit their client's needs, or utilizing the necessary innovation, they reported more positive emotions towards their job.

The relation of value congruence to affective satisfaction indicates that those with higher value congruence will feel more emotionally fulfilled by their jobs (Amos & Weathington, 2008). Work value is indicative of how important work is within an individual’s life (Hyde & Weathington, 2006). Results indicated that work value significantly moderated the relation of overall value congruence to affective satisfaction in the strengthening manner hypothesized. The difference in affective satisfaction scores was especially strong for participants with low value congruence to their organization, as illustrated in Figure 2 below.

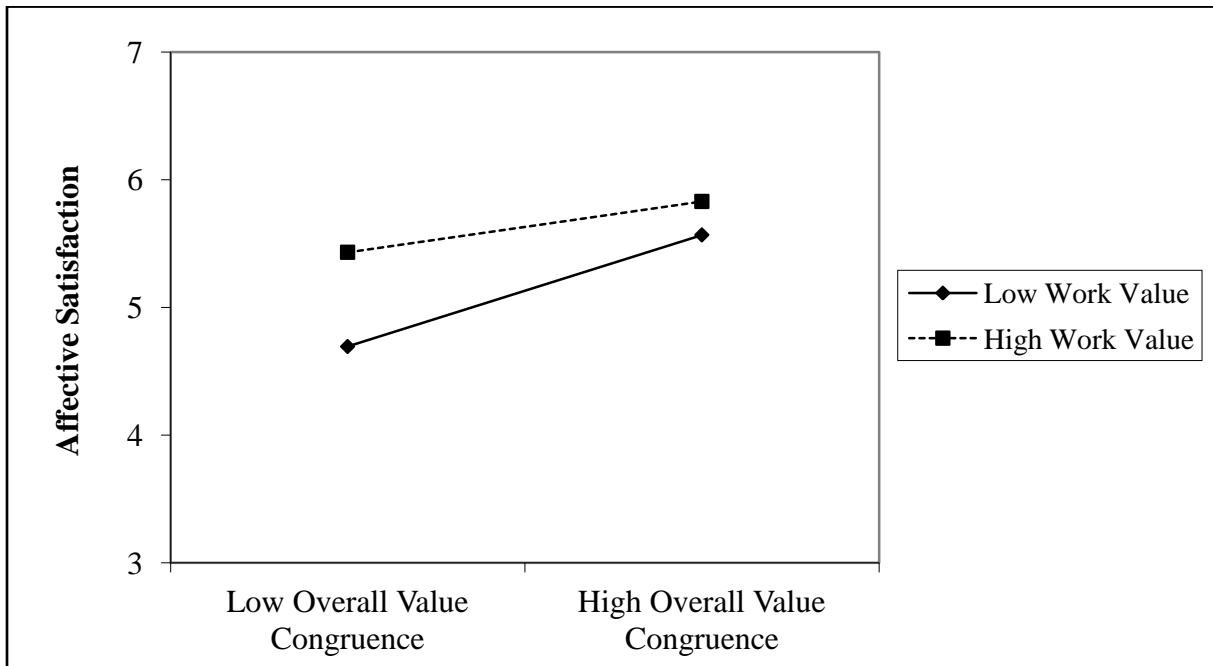


Figure 2 Moderating Effects of Work Value on the Overall Value Congruence-Affective Satisfaction Relationship. Overall value congruence is the mean value congruence score of all six value dimensions.

Cognitive Satisfaction

Cognitive satisfaction is the logical, rational appraisal of one’s job Employee attitudes are made through feelings and thoughts; cognitive satisfaction assesses the thoughts behind the

employee's satisfaction attitude (Moorman, 1993; Schleicher et al., 2004). We measured cognitive satisfaction to build on the previous research by Amos and Weathington (2008), and to gain a better, more well-rounded, understanding of a participant's satisfaction.

Cognitive satisfaction was positively correlated to six of the value congruence variables, excluding the profit orientation value dimension. Regression results identified that innovation positively related to cognitive satisfaction, and profit orientation had a significant negative relation to cognitive satisfaction. The relation of innovation to the cognitive evaluation of a job indicated that employees will have more positive thought about their jobs when they perceived their organization's value for innovation as in line with their own value for innovation.

Conversely, when participants reported low value congruence for the value profit orientation they also reported higher cognitive satisfaction. This is in direct contrast to our proposed hypothesis; however, there may be a few explanations for this. Difference scores do not differentiate between which party had the strong or weak score. Therefore, this negative result may indicate that the participants worked for an organization with a strong profit orientation, stronger than the participant's value for profit. Additionally, the construct of cognitive satisfaction measures the cognitive appraisal of one's job; this construct may not actually related to profit orientation, especially because the variables were unrelated through correlations.

Work value moderated the relationship between the overall value congruence variable and cognitive satisfaction (see Figure 3). Further investigation indicated that work value moderated the relation of the value dimension important of detail of execution to cognitive satisfaction. The moderation indicated that higher levels of work value led to higher levels of cognitive satisfaction than lower levels of work value regardless of the value congruence

reported. This moderation is displayed below in Figure 4. Regression results indicated significant moderating effect of work value on the communication-cognitive satisfaction relation. Specifically, higher levels of work value were indicative of higher levels of cognitive satisfaction than lower levels of work value (see Figure 5). In general, the moderator work value was especially influential on cognitive satisfaction scores when value congruence employees reported was low.

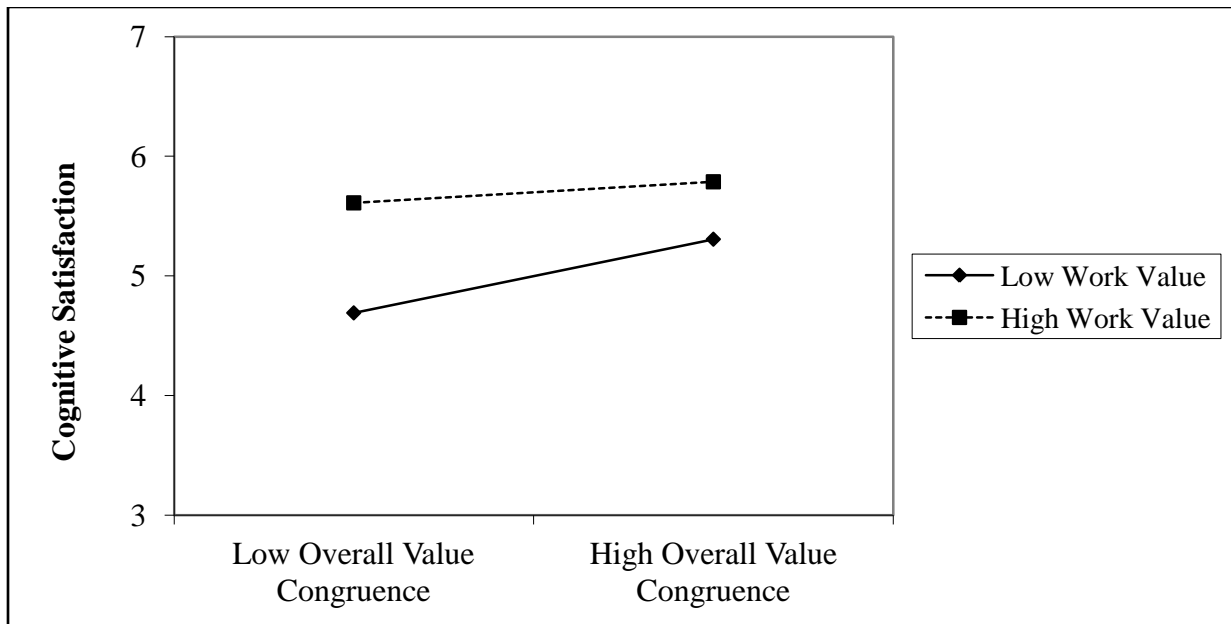


Figure 3 Moderating Effects of Work Value on the Overall Value Congruence-Cognitive Satisfaction Relationship. Overall value congruence indicates the value congruence score of all six dimensions of value congruence.

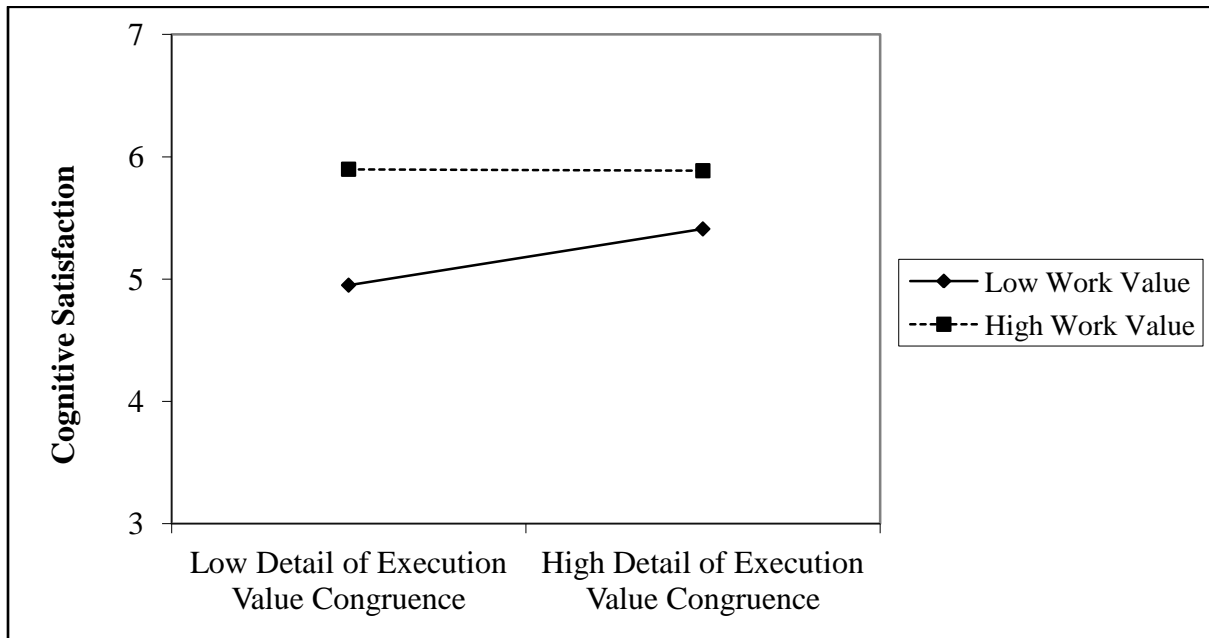


Figure 4 Moderating Effects of Work Value on the Detail of Execution-Cognitive Satisfaction Relationship. Detail of execution indicates the amount of value congruence reported for the value dimension importance of detail of execution.

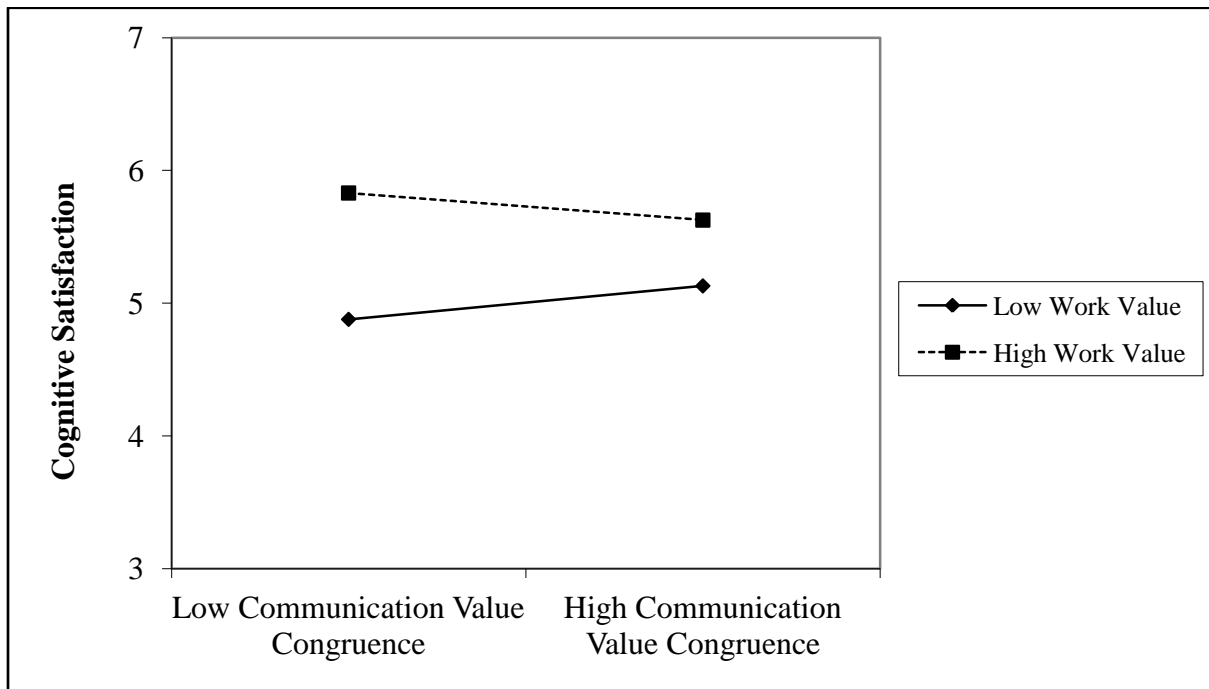


Figure 5 Moderating Effects of Work Value on the Communication-Cognitive Satisfaction Relationship. Communication indicates the value congruence participants reported for the value dimension communication.

The figures of the moderating effects of work value indicated that work value was especially influential when employees perceive their values as misaligning with the organizations. The cognitive satisfaction of individuals with high work value was less vulnerable to the impact of value congruence than employees that had little value for work. This could indicate that the cognitive evaluations of job satisfaction are more resilient for individuals who value work; because work is so important in their lives, the fulfillment they felt from their job was enduring.

Turnover Intentions

Researchers have consistently found turnover intentions to negatively relate to value congruence, our results from correlation analyses and regression analyses support this relation. Additionally, turnover intentions negatively correlated to the three forms of satisfaction, normative and affective components of commitment, and the work value of an employee.

Specifically, turnover intentions were related to the value congruence dimensions communication and superior quality and service. These results suggest that congruency between how the organization and employee value communication may be important in an employee decided to quit a job. This seems logical, in that, if an organization does not emphasize communication an employee may not receive the feedback and guidance he or she desires; because of this the employee may become frustrated and decide to leave the organization. Similarly, if employees do not feel they can stand behind the product they make or the services they offer they could become disengaged, frustrated, de-motivated; as a result they may leave the organization. Furthermore, if the organization is not creating quality service for their external

customers, they may not be utilizing the best personnel practices internally, leading employees to have more thoughts about leaving the organization.

Results supported work value as a moderator of the value congruence dimension importance of detail of execution. In general, employees with a stronger value for working reported less turnover intentions than employees with low work value; this difference is especially strong when there is low value congruence. We hypothesized that work value would strengthen the value congruence-attitude relationship. Thus, if turnover intentions were negatively related to value congruence, this negative relation should be even stronger for those with high work value. The results, as displayed in Figure 6, suggest otherwise. Employees with high work value reported stronger turnover intentions when they had high value congruence with their organization than low value congruence with their organization. Conversely, employees with low work value reported less intent to leave as their value for importance of detail of execution strengthened. Overall, these results also indicate that as value congruence increased, the influence of valuing work decreased.

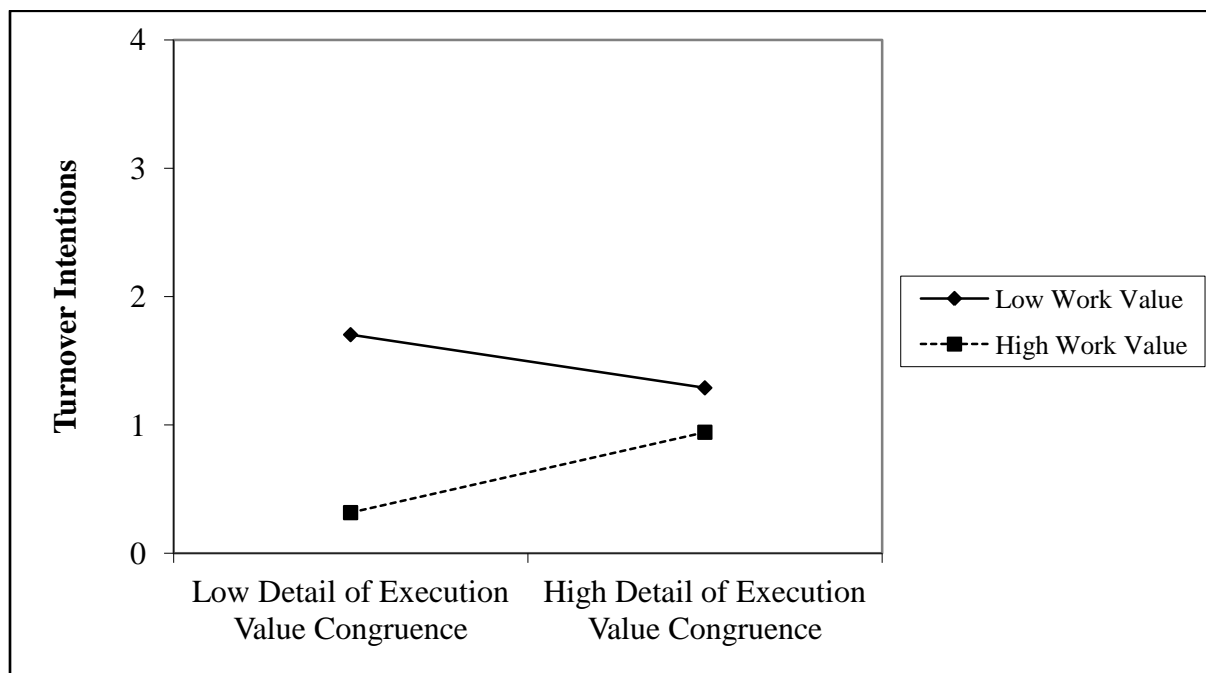


Figure 6 Moderating Effects of Work Value on the Detail of Execution-Turnover Intentions Relationship. Detail of execution indicates the value congruence participants reported for the value dimension importance of detail of execution.

Affective Commitment

Affective commitment is based on the emotional attachment employees have to their organization; individuals with strong affective commitment enjoy working for the organization (Allen & Meyer, 1990). Regression results indicated that overall value congruence had a significantly positive relation to affective commitment. Further investigation indicated that superior quality and services was the only specific significantly related value dimension. Therefore, the more that the employees felt their value for superior quality and service aligned with the organization's, the stronger their affective commitment. This relationship is reasonable, because affective commitment is indicative of the emotional commitment of employees, the alignment of superior quality and service is imperative for employees to develop a sense of purpose for, or belief in, the organization's output. Believing in the company's product or

service, may allow employees to feel like they are part of something important, and therefore, they are committed to the organization for more intrinsic, personal reasons.

We tested work value as a moderator of the relation between value congruence dimensions and affective commitment, results did not support work value as a moderator of the value congruence-affective commitment relationship. This suggested that regardless of how important work is in one's life, the alignment in what the employee views as quality service and what the organization produces is essential for creating affective commitment in an employee. Organizations that identify the importance of this congruence and affective commitment may use orientations, and employer branding techniques to exemplify the quality of their organization's product or services.

Normative Commitment

The normative commitment of employees indicated how much they felt they ought to stay, as though they own it to the organization for all the organization had invested in them as an employee (Allen & Meyer, 1990). Normative commitment was positively related to work value. In line with previous research by Amos and Weathington (2008), normative commitment positively correlated with affective commitment, affective and cognitive satisfaction, and negatively correlating to turnover intentions. Normative commitment also positively correlated with six of the seven value congruence variables, excluding goal orientation.

Regression results indicated that overall value congruence positively related to normative commitment. Further investigation indicated the value dimension profit orientation was the only specific value congruence dimension significantly related to normative commitment. This indicated that when the organization's value for profit matched that of their employee, the

employee felt committed to the organization as though he or she owed it to the organization to stay.

Results from a moderated regression indicated that work value moderated the relation of the value congruence dimension goal orientation to normative commitment (see Figure 7). In general, high work value led to higher levels of normative commitment. The difference was especially strong for employees with high goal orientation value congruence. This moderation indicated that indeed there is a difference in an individual who values work versus an individual who does not value work as much and this difference impacted the resulting commitment they felt towards the organization. Employees with a high value for work reacted by feeling they should stay because it is the right thing to do. Conversely, when value alignment increased, employees that had low work value felt less indebted to stay.

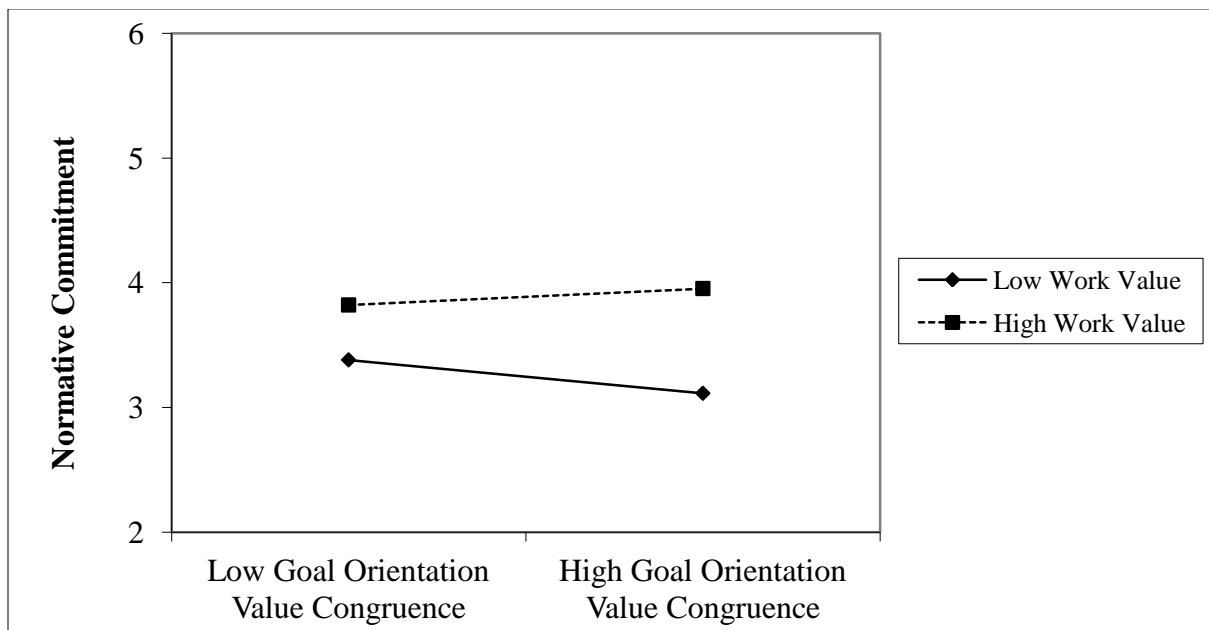


Figure 7 Moderating Effects of Work Value on the Goal Orientation-Normative Commitment Relationship. Goal orientation indicates the value congruence participants reported for the value dimension goal orientation.

Continuance Commitment Explored

While we did not make any hypotheses about continuance commitment, because Amos and Weathington (2008) did not find significant results, we did explore its relationship with the value congruence dimensions and work value. Continuance commitment refers to an employee working somewhere because there are no other attractive job options available (Allen & Meyer, 1990). Due to its inherent economic nature, often in value congruence research it is negatively related or not related at all to values congruence (Amos & Weathington, 2008). In the present study continuance commitment was not significantly correlated to any of the variables.

Further investigation with regression analyses indicated that superior quality and services was significantly negatively related to continuance commitment. This suggests that as the employee's value for superior quality and service aligned with the organization's, the amount of continuance commitment he or she felt decreased. This result coupled with the affective commitment results suggested that as an employee's value for creating quality products or services aligned with the organization, the more the employee felt emotionally committed to the organization, and the less they felt "stuck" with the organization. These results can also be explained by considering that employees meeting or exceeding their employer's expectation for quality also may have more options for alternative employment and, therefore, lack a monetary incentive to remain with the organization.

The relation of value congruence to continuance commitment was moderated by work value. Specifically, the value congruence dimensions innovation and goal orientation were negatively moderated by work value. Work value moderated the relation of innovation to continuance commitment such that for those with high work value, continuance commitment decreased as value congruence increased (see Figure 8). Conversely, continuance commitment

slightly increased in employees with low work value as value congruence increased. In general, the extent to which one values work leads to different relations between values and commitment. Therefore, accounting for how employees value work is important to further understanding the implications of value congruence.

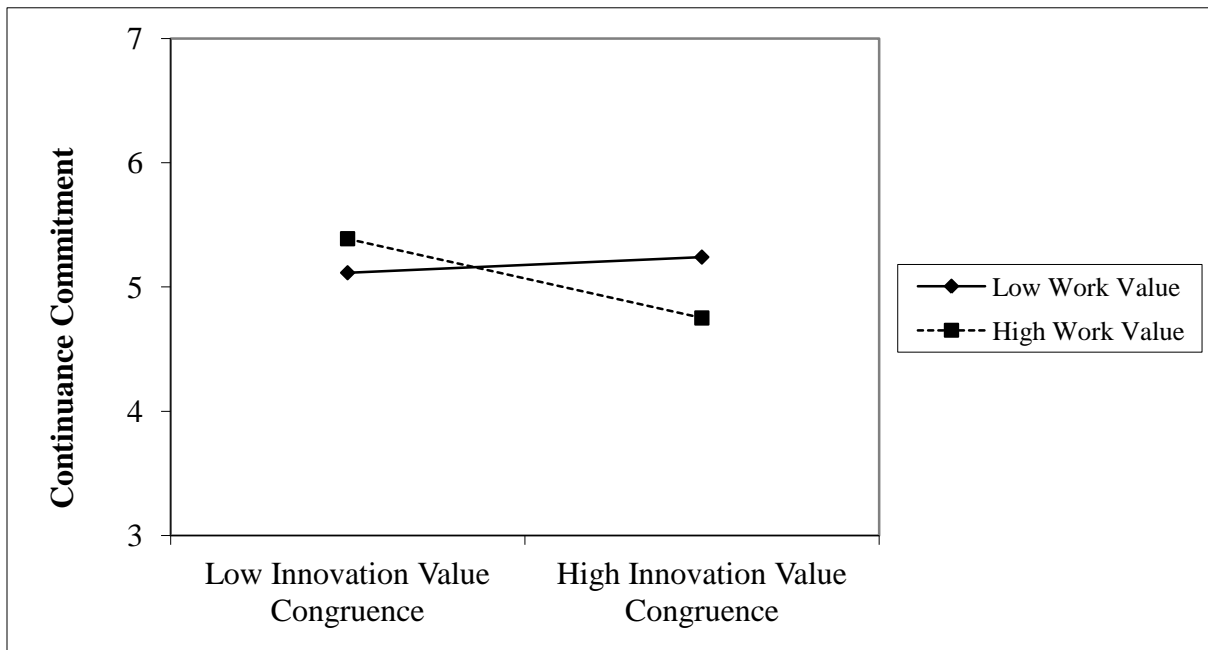


Figure 8 Moderating Effects of Work Value on the Innovation-Continuance Commitment Relationship. Innovation indicates the value congruence participants reported for the value dimension innovation.

Similar to the value dimension innovation, work value negatively moderated the relation of goal orientation to continuance commitment. Results indicated that as value congruence increased, the continuance commitment of employees increased or decreased depending on the extent to which they valued working, this moderation is displayed in Figure 9. As value congruence increased continuance commitment decreased for employees that strongly valued

working, while little change occurs between congruence levels for employees that do not value working as much.

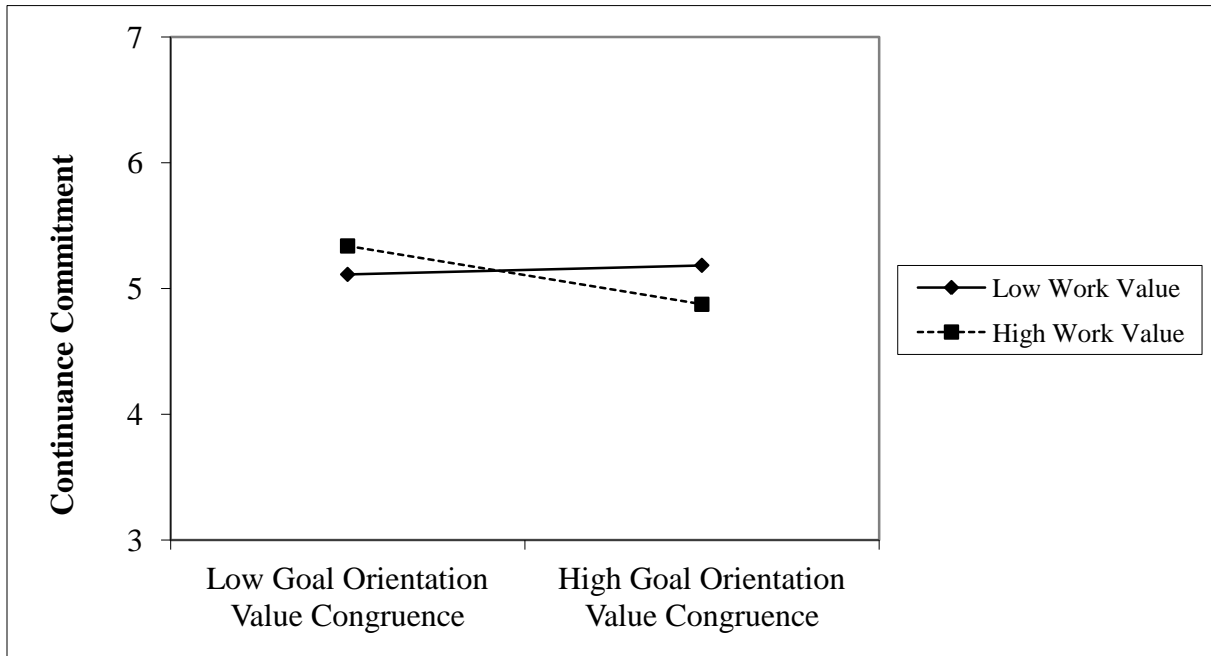


Figure 9 Moderating Effects of Work Value on the Goal Orientation-Contingency Commitment Relationship. Goal orientation indicates the value congruence participants reported for the value dimension goal orientation.

Limitations

This study had several limitations. Participant's position in the company was not accounted for. Those in leadership positions may have had stronger value congruence with their organization, or had stronger feelings towards work, than those in other position, and this could have skewed results. The study utilized a self-report survey which could impact the participant's results through social desirability tendencies, and because all the measures were self-report, common method variance can impact the relationships, creating false relationships (Amos & Weathington, 2008). Individuals that have high work value may be more aware of the

congruencies and incongruencies between themselves and their organization, and this awareness of employees may influence their ratings. Additionally, utilizing unproctored surveys can lead to issues because it is unclear how much focus and thought the participants allot to the items.

Future Research

People's values and attitudes can change overtime, and the effects of this are still largely unknown in the value congruence literature; therefore, it would helpful to conduct a longitudinal study of the implications of the personal life values on the value congruence-attitudinal outcomes relationship (Hyde & Weathington, 2006). The results of a longitudinal study could have implications for the work-life balance literature as well through identifying patterns of change to what is important in one's life. Because the moderating relationships proposed in this study were exploratory, the exact implications of the findings are difficult to identify. However, because we did find several significant moderating relationships, it is clear that understanding how the value of work impacts the influence of value congruence could be extremely valuable research.

To our knowledge, the personal life values have not been utilized since their inception by Hyde and Weathington (2006), because of this there is still a large amount of research that can be done to help identify the differences between an individual with high work value versus low work value. An investigation into the relationship between work value and an individual's ambition, personality traits, or natural affective disposition, may be useful to help researchers further understand what characteristics encompass employees with high and low work value. In other words, now that we know that an employee's work value impacts relationships, research should further specify the characteristics that encompass this value of working. For instance,

those who value work may be more vigilant about their feelings and perceptions towards their jobs. However, future research is needed to support this purport.

Finally, as mentioned earlier, the objective of this study was to determine if work value moderated value congruence-attitudinal outcome relationships, not why the moderation occurred. Future research should work to identify factors that may influence this moderation, such as cognitive dissonance of employees (e.g., “I value work so much, of course my values are similar to the companies, I would be wasting my time here otherwise”).

Conclusion

As previously stated, there are few variables that have been identified as moderators of the value congruence-attitudinal outcomes relationships (Kristof, 1996). The purpose of this study was to replicate the results of Amos and Weathington (2008) and extend on their research through exploring the moderating effects of Hyde and Weathington’s (2006) work value. Additionally, we added to the satisfaction literature by utilizing two forms of job satisfaction and one form of organizational satisfaction.

Results supported previous findings that value congruence is important to the attitudes of employees. Additionally, the results of work value moderating several relationships indicated that there is more to the relationship of value congruence and attitudes. The amount that an employee finds work important in his or her life may impact the effects of value congruence.

Future research should further explore the effects of work value on the value congruence relationships previous identified in the literature, and the ways in which work value directly influences attitudes. Finally, researchers should strive to identify what traits encompass a person high or low in work value, and how these traits interact with value congruence, and attitudes.

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APPENDIX A
SURVEY MEASURES GIVEN TO PARTICIPANTS

Demographic Information

The following demographic data will not be associated with your name, and only authorized individuals will have access to the information. This demographic information will be destroyed after the completion of the study.

1. Are you currently employed?

Yes No

A. If so how long you have you been employed with the organization?

Years? _____ Months? _____

B. What would you call your line of work, or occupation?

2. What is your gender? (Circle)

Male Female

3. What year were you born? _____

4. What is the highest degree or level of school you have **completed**? If you are currently enrolled please circle the previous grade or highest degree received.

- High school graduate - high school diploma or the equivalent (for example: GED)
- Some college credit, but less than 1 year
- 1 or more years of college, no degree
- Associate degree (for example: AA, AS)
- Bachelor's degree (for example: BA, AB, BS)
- Master's degree (for example: MA, MS, MEng, MEd, MSW, MBA)
- Professional degree (for example: MD, DDS, DVM, LLB, JD)
- Doctorate degree (for example: PhD, EdD)

5. Of the following which best defines your race? (Circle)

- White
- White, non-Hispanic
- African American
- Hispanic
- Asian-Pacific Islander
- Native American

Satisfaction with the Organization (Warr & Routledge, 1969)

1	2	3	4	5	6	7
Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree

- _____ 1. I feel my organization is too big. [R]
- _____ 2. I feel I belong to my organization.
- _____ 3. My organization has a good reputation.
- _____ 4. My organization needs some fresh people at the top. [R]
- _____ 5. Top management at my organization tends to keep employees in the dark about things we ought to know. [R]
- _____ 6. My organization runs in an efficient manner.
- _____ 7. My organization has too much class distinction. [R]
- _____ 8. My organization looks after its employees.
- _____ 9. There are too many rules and regulations in my organization. [R]
- _____ 10. There is insufficient coordination between departments at my organization. [R]
- _____ 11. My organization is a good one to work for.
- _____ 12. My organization is not afraid to tackle new projects and take risks.

[R] indicates reverse scoring.

Minnesota Satisfaction Questionnaire (MSQ) - Cognitive Satisfaction

Ask yourself: How satisfied am I with this aspect of my job?

Very Sat. = I am very satisfied with this aspect of my job.

Sat. = I am satisfied with the aspect of my job.

N = I can't decide whether I am satisfied or not with this aspect of my job.

Dissat. = I am dissatisfied with this aspect of my job.

Very Dissat. = I am very dissatisfied with this aspect of my job.

On my present job, this is how I feel about...		Very Dissat	Dissat	N	Sat.	Very Sat.
1	Being able to keep busy all the time					
2	The chance to work alone on the job					
3	The chance to do different things from time to time					
4	The chance to be "somebody" in the community					
5	The way my boss handles subordinates					
6	The competence of my supervisor making decisions					
7	Being able to do things that don't go against my conscience					
8	The way my job provides for steady employment					
9	The chance to do things for other people					
10	The chance to tell people what to do					
11	The chance to do something that makes use of my abilities					
12	The way company policies are put into policies					
13	My pay and the amount of work I do					
14	The chance for advancement on this job					
15	The freedom to use my own judgment					
16	The chance to try my own methods of doing the job					
17	The working conditions					
18	The way my coworkers get along with each other					
19	The praise I get for doing a good job					
20	The feeling of accomplishment I get from the job					

Overall Job Satisfaction (Brayfield & Rothe, 1952) – Affective Satisfaction

Some jobs are more interesting and satisfying than others. This page contains 19 statements about jobs.

Please choose the statement which best describes how you feel about your present job.

1	2	3	4	5	6	7
Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree

1. There are some conditions concerning my job that could be improved	
2. My job is like a hobby to me.	
3. My job is usually interesting enough to keep me from getting bored.	
4. It seems that my friends are more interested in their jobs.	
5. I consider my job rather unpleasant.	
6. I enjoy my work more than my leisure time.	
7. I am often bored with my job.	
8. I feel fairly well satisfied with my present job.	
9. Most of the time I have to force myself to go to work.	
10. I am satisfied with my job for the time being.	
11. I feel that my job is no more interesting than other I could get.	
12. I definitely dislike my work.	
13. I feel that I am happier in my work than most other people.	
14. Most days I am enthusiastic about my work.	
15. Each day of work seems like it will never end.	
16. I like my job better than the average worker does.	
17. My job is pretty uninteresting.	
18. I find real enjoyment in my work.	
19. I am disappointed that I ever took this job.	

Turnover Intent (Mobley, Griffeth, Hand, & Meglino, 1979)

1	2	3	4	5	6	7
Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree

____ 1. I think a lot about leaving the organization

____ 2. I am actively searching for a substitute for the organization

____ 3. As soon as possible I will leave the organization

Affective Commitment (Allen & Meyer,1990)

1	2	3	4	5	6	7
Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree

- _____ 1. I would be very happy to spend the rest of my career with this organization.
- _____ 2. I enjoy discussing my organization with people outside it.
- _____ 3. I really feel as if this organization's problems are my own.
- _____ 4. I think that I could easily become as attached to another organization as I am to this one. **[R]**
- _____ 5. I do not feel like 'part of the family' at my organization. **[R]**
- _____ 6. I do not feel 'emotionally attached' to this organization. **[R]**
- _____ 7. This organization has a great deal of personal meaning for me.
- _____ 8. I do not feel a strong sense of 'belonging' to my organization. **[R]**

[R] indicates reverse scoring.

Continuance Commitment (Allen & Meyer, 1990)

1	2	3	4	5	6	7
Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree

- _____ 1. I am not afraid of what might happen if I quit my job without having another one lined up. [R]
- _____ 2. It would be very hard for me to leave my organization right now, even if I wanted to.
- _____ 3. Too much in my life would be disrupted if I decided I wanted to leave my organization now.
- _____ 4. It wouldn't be too costly for me to leave my organization now. [R]
- _____ 5. Right now, staying with my organization is a matter of necessity as much as desire.
- _____ 6. I feel that I have too few options to consider leaving my organization now.
- _____ 7. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.
- _____ 8. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice – another organization may not match the overall benefits I have here.

[R] indicates reverse scoring.

Normative Commitment (Allen & Meyer, 1990)

1	2	3	4	5	6	7
Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree

- _____ 1. I think that people these days move from company to company too often.
- _____ 2. I do not believe that a person must always be loyal to his or her organization. **[R]**
- _____ 3. Jumping from organization to organization does not seem at all unethical to me. **[R]**
- _____ 4. 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.
- _____ 5. If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.
- _____ 6. I was taught to believe in the value of remaining loyal to one organization.
- _____ 7. Things were better in the days when people stayed with one organization for most of their careers.
- _____ 8. I do not think that wanting to be a “company man” or “company woman” is sensible anymore.
- [R]**

[R] indicates reverse scoring.

Value Congruence (Peters and Waterman, 1982)

Please indicate to what extent each of the following values exists within your organization.

1	2	3	4	5	6	7
Does not exist			Moderately exists			Exists to a large extent

Please indicate to what extent you feel each of the following values *should* exist within your organization

1	2	3	4	5	6	7
Does not exist			Moderately exists			Exists to a large extent

Personal Life Values (Hyde & Weathington, 2006) – Work Value

In each of the following, place a check beside the one statement that best describes you.

1. My work is my highest priority to take care of.
 My work is one of the most important priorities in life.
 My work is one of the many priorities to take care of in life.
 My work is a priority, though not at the top of my list.
 My work is not a priority.

2. I would rather spend the majority of my time at work.
 I like spending a lot of time at work.
 I like spending some time at work.
 I like spending as little time at work as possible.
 I do not like to spend any time at work.

3. I always put work above other things.
 I put work above other things a lot of the time.
 I sometimes put work above other things.
 I rarely put work above other things.
 I never put work above other things.

4. I find nothing more satisfying than my work.
 I usually find few things more satisfying than my work.
 Work is sometimes satisfying.
 Work is rarely satisfying.
 Anything is more satisfying than my work.

5. My work defines me as a person.
 I usually find my self-worth from work.
 I sometimes find my self-worth from work.
 I rarely find my self-worth from work.
 I do not find my self-worth from work.

6. Most of the time I place work before my family and friends.
 A lot of the time I place work before my family and friends.
 Sometimes I place work before my family and friends.
 Rarely do I place work before my family and friends.
 Never would I place work before my family and friends.

Personal Life Value (Hyde & Weathington, 2006) – Family Value

In each of the following, place a check beside the one statement that best describes you.

7.	<input type="checkbox"/>	I value my family more than anything else.
	<input type="checkbox"/>	I value my family more than most things.
	<input type="checkbox"/>	I sometimes value my family.
	<input type="checkbox"/>	I rarely value my family.
	<input type="checkbox"/>	I do not value my family.

8.	<input type="checkbox"/>	My family is my highest priority to take care of.
	<input type="checkbox"/>	My family is one of the most important priorities in life.
	<input type="checkbox"/>	My family is one of the many priorities to take care of in life.
	<input type="checkbox"/>	My family is a priority, though not at the top of my list.
	<input type="checkbox"/>	My family is not a priority.

9.	<input type="checkbox"/>	I want to know everything that my family is involved in.
	<input type="checkbox"/>	I try to keep up with most everything that my family is involved in.
	<input type="checkbox"/>	I try to know what my family is involved in.
	<input type="checkbox"/>	I do not have the time to keep up with all that my family is involved in.
	<input type="checkbox"/>	I have no idea what my family is involved in and do not want to.

10.	<input type="checkbox"/>	I completely disregard my own needs for the needs of my family.
	<input type="checkbox"/>	I usually place the needs of my family before my own needs.
	<input type="checkbox"/>	I sometimes place the needs of my family before my own needs.
	<input type="checkbox"/>	I rarely place the needs of my family before my own needs.
	<input type="checkbox"/>	I do not place the needs of my family above my own needs.

11.	<input type="checkbox"/>	I make time to spend with my family as frequently and often as I can.
	<input type="checkbox"/>	I usually make time to spend with my family.
	<input type="checkbox"/>	I sometimes make time to spend with my family.
	<input type="checkbox"/>	I rarely make time to spend with my family.
	<input type="checkbox"/>	I do not bother with making time for my family.

12.	<input type="checkbox"/>	My family traditions are extremely valuable to me.
	<input type="checkbox"/>	My family traditions are usually valuable to me.
	<input type="checkbox"/>	My family traditions are sometimes valuable to me.
	<input type="checkbox"/>	My family traditions are good for holiday seasons.
	<input type="checkbox"/>	I do not place high value on family traditions.

Personal Life Values (Hyde & Weathington, 2006) – Religion Value

In each of the following, place a check beside the one statement that best describes you.

13. My religion is my highest priority.
 My religion is one of my top priorities.
 My religion is sometimes a priority to me.
 My religion is rarely a priority to me.
 Religion is not a priority to me.

14. My religion rules my life activities.
 My religion usually rules my life activities.
 My religion sometimes rules my life activities.
 My religion rarely rules my life activities.
 Religion does not rule my life activities.

15. My religion effects how I see this world.
 My religion usually effects how I see this world.
 My religion sometimes effects how I see this world.
 My religion seldom effects how I see this world.
 Religion never effects how I see this world.

16. I value my religion more than anything.
 I usually value my religion more than anything.
 I sometimes value my religion more than anything.
 I rarely value my religion more than anything.
 I do not value religion.

17. I consider myself to be a very religious person.
 I usually consider myself to be a religious person.
 I sometimes consider myself to be a religious person.
 I rarely consider myself to be a religious person.
 I do not consider myself to be a religious person.

18. I believe in some higher being greater than myself and it makes a significant impact on my life.
 I believe in some higher being greater than myself and it makes somewhat of an impact on my life.
 I believe in some higher being greater than myself, but it does not make a significant difference in my life.
 I believe in some higher being greater than myself, but I do not care who/what it is.
 I do not believe in some higher being greater than myself.

Personal Life Values (Hyde & Weathington, 2006) – Self Value

In each of the following, place a check beside the one statement that best describes you.

19.	<input type="checkbox"/> I want to be recognized for the things I do. <input type="checkbox"/> I usually want to be recognized for the things I do. <input type="checkbox"/> I sometimes want to be recognized for the things I do. <input type="checkbox"/> I rarely want to be recognized for the things I do. <input type="checkbox"/> I never want to be recognized for the things I do.
20.	<input type="checkbox"/> I would rather focus on myself than on anyone or anything else anytime. <input type="checkbox"/> I would rather focus on myself than on anyone or anything else most of the time. <input type="checkbox"/> I would rather focus on myself than on anyone or anything else some of the time. <input type="checkbox"/> I would rather focus on myself than on anyone or anything else only when necessary. <input type="checkbox"/> I would rather focus on myself than on anyone or anything else as little as possible.
21.	<input type="checkbox"/> I am an extremely important person. <input type="checkbox"/> I usually think that I am an important person. <input type="checkbox"/> I sometimes think that I am an important person. <input type="checkbox"/> I rarely think that I am an important person. <input type="checkbox"/> I never think that I am an important person.
22.	<input type="checkbox"/> I always indulge myself. <input type="checkbox"/> I usually indulge myself. <input type="checkbox"/> I sometimes indulge myself. <input type="checkbox"/> I rarely indulge myself. <input type="checkbox"/> I never indulge myself.
23.	<input type="checkbox"/> I almost always feel the need to help others before thinking about my own needs. [R] <input type="checkbox"/> I quite frequently feel the need to help others before thinking about my own needs. <input type="checkbox"/> I sometimes feel the need to help others before thinking about my own needs. <input type="checkbox"/> I rarely always feel the need to help others before thinking about my own needs. <input type="checkbox"/> I must take care of my own needs before I am able to help others.
24.	<input type="checkbox"/> I think very highly of myself all the time. <input type="checkbox"/> I usually think very highly of myself. <input type="checkbox"/> I sometimes think very highly of myself. <input type="checkbox"/> I rarely think very highly of myself. <input type="checkbox"/> I never think very highly of myself.

[R] indicates reverse scoring.

APPENDIX B
IRB APPROVAL LETTER

MEMORANDUM

TO: Rachael Johnson-Murray
Dr. Bart Weathington **IRB # 11-187**

FROM: Lindsay Pardue, Director of Research Integrity
Dr. Bart Weathington, IRB Committee Chair

DATE: November 28, 2011

SUBJECT: IRB # 11-187: Work value: A moderator of the value congruence-employee attitudes relationship

The Institutional Review Board has reviewed and approved your application and assigned you the IRB number listed above. You must include the following approval statement on research materials seen by participants and used in research reports:

The Institutional Review Board of the University of Tennessee at Chattanooga (FWA00004149) has approved this research project # 11-187.

Please remember that you must complete a Certification for Changes, Annual Review, or Project Termination/Completion Form when the project is completed or provide an annual report if the project takes over one year to complete. The IRB Committee will make every effort to remind you prior to your anniversary date; however, it is your responsibility to ensure that this additional step is satisfied.

Please remember to contact the IRB Committee immediately and submit a new project proposal for review if significant changes occur in your research design or in any instruments used in conducting the study. You should also contact the IRB Committee immediately if you encounter any adverse effects during your project that pose a risk to your subjects.

For any additional information, please consult our web page <http://www.utc.edu/irb> or email instrb@utc.edu

Best wishes for a successful research project.

VITA

Rachael is from Roseville, Minnesota. She attended Minnesota State University, Mankato (MSU), and received a Bachelor of Science in Psychology with a minor in Human Resource Management in May 2010. While at MSU she assisted in various research projects for her professors, and was an active member of campus, holding positions such as Volunteer and Fundraising Coordinator for MSU's Psi Chi chapter. Rachael began graduate studies at the University of Tennessee at Chattanooga in August 2010. She has a graduate assistantship with the University Center's Planning and Events Department. Rachael graduates in May 2012 with a Master of Science in Psychology: Industrial-Organizational.