ISCTE ⬡ Business School
Instituto Universitário de Lisboa

THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND WELL-BEING: THE MEDIATING ROLE OF PERSON-JOB FIT

Rui Miguel Jesus da Conceição

Dissertation submitted as partial requirement

for the conferral of Master in Human Resources Management

Supervisor:
Prof. Doutor José Gonçalves das Neves, Prof. Associado com Agregação, ISCTE Business School, Departamento de Recursos Humanos e Comportamento Organizacional

Abril 2013

ABSTRACT

Succeeding past researches, which verified a strong influence of Person-job Fit (Hecht and Allen, 2005) and Organizational Culture (e.g. Beauregard, 2011; Gonçalves, 2011; MacKay et al., 2004; Santos et al., 2012) in Subjective Well-being, our main objective is to explore the predictors of Well-being at Work, studying the relationship between Organizational Culture (defined as described by Quinn and Rohrbaugh (1983) in the Competing Values Framework) and Affective Well-being at Work (addressing the theoretical approach developed by Warr (1990), in which he describes distinct dimensions of Well-being), including and analyzing the mediating effect of Person-job Fit (following the definition proposed by Edwards (1991), concerning the match between employees' skills and job demands and between employees' needs and desires and what the job has to offer) in this study.

In order to analyze this relationship study, we applied a questionnaire (Annex A) to a convenience sample of 131 employed individuals. Our results show evidence of a partial mediating role of Person-job Fit. More specifically, this study shows evidence that employees' perceptions of a high fit with their jobs is related with high levels of contentment and enthusiasm and with low levels of depression and anxiety, partial mediating the effect of Organizational Culture in these dimensions of Well-being. Therefore, this study gains relevance contributing to the investigation about the predictors of Affective Well-being at Work, enlightening and continuing previous research in this subject (e.g. de Lange et al., 2003; Fisher and Boer, 2011; Gonçalves, 2001; Makikangas et al., 2007; Wood and Menezes, 2011).

Key-words: Organizational Culture; Affective Well-being at Work; Subjective Well-being; Person-job Fit.

Thesis' classification according to the categories defined by the *Journal of Economics Literature* (*JEL Classification Systems*): O15 Economic Development, Human Resources; Y40 Miscellaneous Categories, Dissertations.

RESUMO

Sucedendo pesquisas anteriores, que verificaram uma forte influência do Ajustamento Pessoa-função (Hecht e Allen, 2005) e da Cultura Organizacional (e.g. Beauregard, 2011; Gonçalves, 2011; MacKay et al, 2004; Santos et al, 2012), no bem-estar subjetivo, o nosso principal objetivo é explorar os preditores do bem-estar no trabalho, estudando a relação entre a Cultura Organizacional (definida como descrito por Quinn e Rohrbaugh (1983) no *Competing Values Framework*) e o Bem-estar Afetivo no Trabalho (segundo a abordagem teórica desenvolvida por Warr (1990), no qual ele descreve dimensões distintas do bem-estar), incluindo e analisando o efeito mediador do Ajustamento Pessoa-função (de acordo com a definição proposta por Edwards (1991), sobre a adequação das competências dos colaboradores com as exigências do trabalho, e da adequação das suas necessidades e desejos com o que o seu trabalho tem para oferecer) neste estudo.

Para analisar este estudo de relacionamento, foi aplicado um questionário (Anexo A) a uma amostra de conveniência de 131 indivíduos empregados. Os nossos resultados mostram evidências de um papel de mediação parcial por parte do Ajustamento Pessoa-função. Mais especificamente, o estudo evidencia que a percepção, por parte dos colaboradores, de um alto ajuste com os seus postos de trabalho está relacionada com altos níveis de satisfação e entusiasmo e com baixos níveis de depressão e ansiedade, mediando parcialmente o efeito da Cultura Organizacional nestas dimensões do bem-estar. Nesse sentido, este estudo ganha especial relevância ao contribuir para a investigação sobre os indicadores de Bem-estar Afetivo no Trabalho, iluminando e continuando pesquisas anteriores no tema (e.g. de Lange et al., 2003; Fisher and Boer, 2011; Gonçalves, 2001; Makikangas et al., 2007; Wood and Menezes, 2011).

Palavras-chave: Cultura Organizacional; Bem-estar Afetivo no Trabalho; Bem-estar Subjetivo; Ajustamento Pessoa-função.

Classificação da tese de acordo com as categorias definidas pelo *Journal of Economics Literature* (*JEL Classification Systems*): O15 Economic Development, Human Resources; Y40 Miscellaneous Categories, Dissertations.

To my maternal grandparents
Salomé and António Pestana,

I dedicate to you the present work, for all the lessons you gave me,

raising in me the values and morals that today I consider a

blessing… for all the special jokes and play which made me laugh

so many times… for all the times we cried when you were at the

window waving to me an affectionate goodbye as I walked through

the horizon, getting smaller and smaller to your eyes… and lastly,

for all the unconditional love you gave me in life and for the

protection I receive from you now …

*The purpose of life is to live it, to taste experience
to the utmost, to reach out eagerly and without
fear for newer and richer experience.*
Eleanor Roosevelt

ACKNOWLEDGEMENTS

INDEX

INDEX OF TABLES

INDEX OF FIGURES

GLOSSARY OF ABREVIATIONS

CVF – Competing Values Framework

OC – Organizational Culture

AWBW – Affective Well-being at Work

PJF – Person-job Fit

EXECUTIVE SUMMARY

Organizations today have a lot of subjects to care about. High pressures to make profit, innovate and to overcome concurrency are on the top of the list of organizations' concerns, leaving some major issues behind in the daily routine; issues like employees' Well-being, which is gaining new perspectives in the last decades, with the progress of positive psychology, starting to pay attention to Well-being at several domains in a person's live, mainly in work. This is the center of our study, emphasizing our focus in Well-being at Work.

Another crucial issue is the fact that the majority of studies about Well-being at Work focus in predictors associated to individual's characteristics (e.g. personality, competencies, self-efficacy, etc.). Nevertheless, we must consider that people work in organizations and this fact shouldn't be ignored, creating an opportunity to explore Well-being in a systemic and integrative way, since *"employees do not just distress or burnout because of flaws in character, behavior, perception, or productivity. Rather, the context in which people labor may be responsible for much of the problem in employee health and burnout"* (Peterson and Wilson, 2002:16). In this perspective the present study succeeds past research in this area (e.g. Beauregard, 2011; Gonçalves, 2011; MacKay et al., 2004; Santos et al., 2012), including perceptions of Organizational Culture as a predictor of Well-being at Work.

Our study was born from the gap in the existence literature concerning the predictors of Well-being at Work. We have considered past research which have verified a strong influence of Person-job Fit in Subjective Well-being (Hecht and Allen, 2005) and in "Job Satisfaction" (Kristof-Brown et al., 2005), which have been identified with a strong positive relationship with all the dimensions of Subjective Well-being (Bowling et al., 2010). We also take in consideration the strong effect of Person-organization Fit into Affective Well-being at Work, demonstrated in Gonçalves (2011), supporting the suggestion that, as Person-organization Fit, Person-job Fit also have a significant impact in Affective Well-being at Work. Taking these researches in consideration, we have considered worthy to explore the effect of Organizational Culture in employees' Well-being through Person-job Fit.

Concerning Well-being, we address a theoretical approach developed by Warr (1990), in which he associates Well-being in a working context to a more affective dimension, with active and pleasure dimensions. In this view, our focus in this study is

to investigate the results in Affective Well-being at Work, taking in consideration the research implemented by Gonçalves (2011), in which she have conducted a factorial validation of the scale of Affective Well-being at Work (*IWP Multi-Affect Indicator*), contemplating the anxious, contented, depressed and enthusiastic dimensions. Therefore we address the instruments proposed by Warr (1990), and validated by Gonçalves (2011), as it was demonstrated, based on job characteristics, and gender and age differences, that the instruments are able to discriminate well across different samples, being suitable for use in organizational settings (Cordery et al., 1992).

From the literature of Organizational Culture, our major theoretical influence comes from the Competing Values Framework (CVF) of Organizational Culture (Quinn and Rohrbaugh, 1983), which was targeted in further researches (Kalliath et al., 1999; Neves, 2007), since it was empirically derived, has been validated in previous research and captures most of the proposed dimensions of Organizational Culture in the literature (Howard, 1998). This CVF locates an organization's culture, taking its values in consideration, according to contrasting dimensions (internal vs. external and flexibility vs. control) which are integrated in four models that represent different models of Organizational Culture: Human Relations (*Clan Culture*), Open Systems (*Adhocracy Culture*), Internal Process (*Hierarchical Culture*) and Rational Goal (*Market Culture*). These cultures, however, aren´t sealed and they can emerge within any organization and in different organizational realities (Quinn and Spreitzer, 1991). In this perspective, an organization is characterized by a mix of all culture types, in which we may identify the most accentuated model.

Person-job Fit was addressed following the definition proposed by Edwards (1991), in which he distinguishes two conceptualizations of Person-job Fit. The first can be viewed as the match between employee's qualification (i.e., KSA's) and the job requirements; and the second is identified as the match between employee's needs and desires with the company's supplies, i.e., the job they perform. (Kristof-Brown et al., 2005).

Regarding the objectives of the present dissertation, our General Objective was to study the predictors of Affective Well-being at Work, verifying the mediating effect of Person-job Fit in the relation between Organizational Culture and Affective Well-being at Work. To accomplish this general objective we have defined two distinct specific objectives: (1) confirm if there is a relation between Organizational Culture and

Affective Well-being at Work; (2) verify if Person-job Fit is mediating the relation between Organizational Culture and Affective Well-being at Work.

Relatively to our first specific objective, our results allows us to conclude that accentuated perceptions of a *Clan Culture* in the organization drives employees to higher levels of contentment and enthusiasm and to lower levels of anxiety and depression, demonstrating a clear convergence with previous research done in in this relationship (Beauregard, 2011; Gonçalves, 2011; MacKay et al., 2004; Santos et al., 2012). The results relatively to our second specific objective show that accentuated perceptions of good fit with the kind of job in the organization drives employees to higher levels of contentment and enthusiasm and to lower levels of anxiety and depression, contributing to previous researches executed by Kristof-Brown et al. (2005) and Hecht and Allen (2005). We also have concluded that accentuated perceptions of a *Clan Culture* in the organization drives employees to higher levels of Person-job Fit, which was a criteria for the study of a mediation relationship, and further our results show evidence of a partial mediating role of Person-job Fit in the relation between the *Clan Culture* and all dimensions of Affective Well-being at Work.

As a result, we have accomplished our General Goal and answered all specific objectives, showing evidence of a partial mediating role of Person-job Fit in the relation between Organizational Culture and Affective Well-being at Work.

1. INTRODUCTION

We have been assisting to a massive effort, in the past decades, in order to link Organizational Culture to companies' effectiveness and performance (Gregory et al., 2009; Lau and Ngo, 2004). In fact, there is an implicit belief of this relation by many managers and researchers, nevertheless few empirical studies have provided detail comprehension about this relationship (Gregory et al., 2009).

Fortunately, we are living in an Era where employees' satisfaction and Well-being are paid more attention than ever (even that in practice we still observe some examples that ominously go against that premise). It seems that managers have already understood that a motivated employee, with good (positive) levels of satisfaction and Subjective Well-being, will reflect in a more efficient work and, consequently, a better performance for the company. Furthermore, it was already been revealed an interpretable significant pattern of relationship of Employees' satisfaction (more specifically satisfaction with pay, satisfaction with security and overall satisfaction) with ROA (Return on Assets) and EPS (Earnings per Share) (Schneider et al., 2003). In addition, it's important to highlight the strong positive relationship between job satisfaction and all the dimensions of Subjective Well-being, where we want to focus the Affective Well-being dimension (Bowling et al., 2010).

This dissertation, therefore, will be the pillar of construction for a thesis which will analyze the relationship between (a macro variable - one that affects homogenously all employees, in the same hierarchical level, in an organization) Organizational Culture and (a micro outcome) individual employees' Affective Well-being at Work, following previous researches which have provided empirical evidence of the significant impact of Organizational Culture in employees' Well-being (Beauregard, 2011; Gonçalves, 2011; MacKay et al., 2004; Santos et al., 2012).

Nevertheless, this relationship would be deficient without a moderating/mediating variable which can explain Well-being levels through Organizational Culture, with the purpose of verifying if actually there are other factors that can lead to certain levels of Affective Well-being at Work, from company's culture. In this perspective, we have considered past research which have verified a strong influence of Person-job Fit in Subjective Well-being (Hecht and Allen, 2005) and in "Job Satisfaction" (Kristof-Brown et al., 2005), which have been identified with a strong positive relationship with all the dimensions of Subjective Well-being (Bowling et al., 2010). Additionally, we

take in consideration the study made by Gonçalves (2011), in which she reveals the strong effect of Person-organization Fit into Affective Well-being at Work, following the suggestion that Person-job Fit will also have a significant impact in Affective Well-being at Work. Therefore, we consider pertinent to use it (Person-job Fit) as a "bridge" between Organizational Culture and Affective Well-being at Work. We will include and analyze the mediating effect of Person-job Fit in this relationship study, in order to access if actually Organizational Culture influences directly employees' Affective Well-being at Work or, on the other hand, if this relationship is mediated by Person-job Fit variable.

Moreover, this study gains relevance due to the actual economic-social environment (especially in Europe), where we are assisting to a massive mismatch between the students' academic qualifications and their first job; and the high unemployment rate, which drive people to search for jobs outside of their experience, academic background and needs. We believe that an individual´s fit in the organization, concerning his/her skills and needs, is actually linked with his/her Well-being at Work, thus the question gains relevance: will Organizational Culture be sufficient to assure positive levels of Well-being? Or, in fact, Person-job Fit will act as a mediator in this relationship?

Consequently, this study supports and is supported by past research in the relationship between Organizational Culture and Well-being (Beauregard, 2011; Gonçalves, 2011; MacKay et al., 2004; Santos et al., 2012), introducing the concept of Person-job Fit in this relationship as a mediating variable. In other words, our research objective lays in the comprehension of Affective Well-being at Work through the relation between Person-job Fit and Organizational Culture, confirming if actually Organizational Culture influences directly employees' Affective Well-being at Work or, on the other hand, if this relationship is mediated by Person-job Fit variable, vulgarizing the effect of Organizational Culture only in Affective Well-being.

In this view, in an attempt to expose the problem, the results and the consequent discussion in an accurate way, the present dissertation will comprise the following sections: **Objectives –** In this section we detail the objectives, dividing them in general and specific objectives, which our study aims to achieve; **Theoretical Framework** – we are going to explore the variables under study, discussing about the readings made in each one, and clarifying about the models and theories adopted in the present thesis; **Conceptual Model** – we are going to formulate our Research Question, the consequent

Research Model and the resulting hypothesis under study; **Method** – data collecting procedures, sample information and measurement instruments and context can be found in this section; **Results** – we are going to study the outcomes of our study, exploring a descriptive analysis and testing the model, describing the main results achieved; **Discussion** – we are going to discuss the results previously described, embracing it in our thesis objectives and previous findings, answering the research question; also we insight about the major contributions of the present study, alerting by their limitations and suggesting some points for further research.

2. OBJECTIVES

With the purpose of elucidate the main goals of the present dissertation we divide them in **General Objective** – general goal of the study; and **Specific Objective** – detailed goals which the study aims to verify.

Our **General Objective** is to carry on the study about the predictors of Affective Well-being at Work, contributing with the present thesis to the literature and studies developed about the relation between Organizational Culture and Well-being, presenting the added value of verifying the mediating effect of Person-job Fit in this relationship, which (for all we know) was never studied before.

Concerning **Specific Objectives**, we have established two distinct objectives. Our **first Specific Objective** is to verify if there is a relation between Organizational Culture and Affective Well-being at Work, confirming previous studies which have provided confirmation of a significant influence of Organizational Culture in Well-being (e.g. Beauregard, 2011; Gonçalves, 2011; MacKay et al., 2004; Santos et al., 2012).

Our **second Specific Objective** is to verify if Person-job Fit is mediating the relation between Organizational Culture and Affective Well-being at Work, accessing, as a requirement, the relation between Organizational Culture and Person-job Fit, and also the relation between Person-job Fit and Affective Well-being at Work, supported by previous researches which have verified a strong influence of this variable (Person-job Fit) in Subjective Well-being (Hecht and Allen, 2005) and in "Job Satisfaction" (Kristof-Brown et al., 2005).

3. THEORETICAL FRAMEWORK

In this section we explore the main concepts adopted in the present dissertation, explaining them in more detail and situating them in the lights of the ultimate relevant insights. To do this, we start by discussing the studies made in each variable (Organizational Culture, Affective Well-being at Work and Person-job Fit), so that we can expand our knowledge and go deep in the comprehension of these three topics, identifying and describing the respective models adopted.

3.1. Exploring Organizational Culture

It was in 431 B.C. when the concept of Organizational Culture first appeared, when Pericles believed Athens could win the war with Sparta through strong and unified teamwork (Jarnagin and Slocum Jr., 2007).

Nowadays, the interest in Organizational Culture has been increasing, as it has been connected to Organizational Performance and Effectiveness (e.g. Gregory et al., 2009; Lau and Ngo, 2004), Well-being (e.g. Beauregard, 2011; Gonçalves, 2011; Kalliath et al.,1999; MacKay et al., 2004; Santos et al., 2012), and many other variables from an organization's perspective. Truthfully, all these concern regarding Organizational Culture seems legit, since it may be one imperative factor for an organization's success. In fact, this is supported in the millions spent by corporations, trying to understand and change their culture (Jarnagin and Slocum Jr., 2007).

Numerous were the attempts to define Organizational Culture. In the course of the history, we had who defended it as the notion of accepted behavioral rules, norms and rituals (Trice and Beyer, 1984) or as shared values, ideologies and beliefs (Schwartz and Davis, 1981). A definition proposed by Schein (1990) is target of many references, as it comprises various concepts and cultural dimensions. In this view, Culture can be defined as "... *(a) a pattern of basic assumptions, (b) invented, discovered, or developed by a given group, (c) as it learns to cope with its problems of external adaptation and internal integration, (d) that has worked well enough to be considered valid and, therefore (e) is to be taught to new members as the (f) correct way to perceive, think, and feel in relation to those problems*" (Schein, 1990:111)*.* The author outlines, also, three fundamental levels at which culture manifests: (1) observable artifacts, (2) values (which are the aim of our study), and (3) basic underlying assumptions (Schein, 1990).

In spite of all these different definitions, some common subjects have emerged throughout culture research; the concepts used to identify and describe culture tend to overlap between studies and indicate the centrality of the competing influences of internal/external and control/flexibility divides within organizations (Parker and Bradley, 2000). These findings have opened the space for the construction of certain Culture Frameworks.

Among the Culture Frameworks mentioned in the literature, we can find orientations in which culture is referenced as a mix of (a) outside influences, (b) origins, (c) societal norms and (d) consequences (Hofstede, 1981); other distinguish nine cultural dimensions: (1) Uncertainty Avoidance, (2) Power Distance, (3) Societal Collectivism, (4) In-Group Collectivism, (5) Gender Egalitarianism, (6) Assertiveness, (7) Future Orientation, (8) Performance Orientation and (9) Human Orientation (House et al., 2002).

In this dissertation, however, we adopt the Competing Values Framework (CVF) of Organizational Culture, emerged in studies done by Quinn and Rohrbaugh (1983) and analyzed and confirmed in further researches (e.g. Kalliath et al., 1999; Neves, 2007). We consider the CVF a good theoretical instrument, since it was empirically derived, has been validated in previous research and captures most of the proposed dimensions of Organizational Culture in the literature (Howard, 1998). In this Framework, Culture can be identified stressing their focus relatively to organizations' values in two separate and competing dimensions: internal/external, in which reflects whether the organization is focused on its internal dynamics, or on the demands of its external environment; and flexibility/control, which reflects organizational preferences for structuring, coordination and control, or for flexibility (Linnenluecke and Griffiths, 2010).

As we can observe in Figure 1, we have four main models that support the definition of the cultural focus of an organization.

Human Relations Model has it emphasis in flexibility and internal process, being referred as a *Clan Culture*. This model suggests cohesion and morale as the major standards in order to promote human resources development (Quinn and Rohrbaugh, 1983).

Open Systems Model has it emphasis in flexibility and external processes, being referred as an *Adhocracy Culture*. This model suggests flexibility and readiness as the major standards in order to promote growth and resource acquisition for the organization (Quinn and Rohrbaugh, 1983).

Internal Process Model has it emphasis in control and internal processes, being referred as a *Hierarchical Culture*. This model suggests information management and internal communication as the major standards in order to promote stability and control within the organization (Quinn and Rohrbaugh, 1983).

Rational Goal Model has it emphasis in control and external processes, being referred as a *Market Culture*. This model suggests planning and goal setting as the major standards in order to promote productivity and efficiency (Quinn and Rohrbaugh, 1983).

Figure 1. The Competing Values Model (Kalliath et al., 1999)

Flexibility

Human Relations
(Clan Culture)
- Empowerment of employees to act
- Participation and open discussion
- Employee concerns and ideas
- Human relations, teamwork, and cohesion
- Morale
- Loyalty
- Trust and openness
- Friendliness

Open Systems
(Adhocracy Culture)
- Flexibility
- Innovation and change
- Expansion and growth
- Creative problem solving
- Decentralization
- Risk taking
- Providing the newest servicves, products and techniques
- New ideas

Internal

External

Internal Process
(Hierarchical Culture)
- Centralization
- Predictable outcomes
- Stability and continuity
- Maintaining the existing systems and structure
- Controlling the work process
- Order
- Rules and regulations
- Dependability and reliability

Rational Goal
(Market Culture)
- Task focus
- Efficiency, productivity, and profitability
- Outcome excellence and quality
- Setting objectives and clarifying goals
- Geting the job done
- Goal achievement
- Hard-driving competitiveness
- Doing one's best

Control

These cultures, however, aren´t sealed and they can emerge within any organization and in different organizational realities (Quinn and Spreitzer, 1991). In this perspective, an organization never has only one kind of culture. It is characterized by a mix of all culture types, where we can identify the culture which is most emphasized in the perceptions of organization's workers.

3.2. Exploring Well-being

Well-being has become a major concern for economists, policy makers and social scientists alike, positioning the focus of their research in the predictors, trying to access what can, after all, drive to certain levels of Well-being. These researches have pointed some curious facts; for example, the evidence that providing individuals with autonomy has overall a larger and more consistent effect on Well-being than money does (Fisher and Boer, 2011); or the indication, according to the respective study, that managers should focus their priority in initiatives that enrich jobs, enhance consultation and improve information sharing and consultation (Wood and Menezes, 2011); or the evidence of formal job guarantees as insufficient to make a happy workforce (Wood and Menezes, 2011). These are huge steps in the comprehension of the big question: How to motivate and keep employees happy without money?

Furthermore, it has already been identified job characteristics as key factors in employees' Well-being (de Lange et al., 2003) and, as we mentioned above, it was already been revealed a subsidiary relationship of employees' Subjective Well-being with companies' performance and effectiveness, trough employees' satisfaction, opening a space which is worthy to explore, concerning Subjective Well-being, which supports the rationalization of the present study.

According to Diener (2012), Subjective Well-being represents people's evaluations of their lives, both in terms of cognitions and feelings. This distinction can be explored and, then, we find two different definitions that arouse from and construct (simultaneously) Subjective Well-being. We are talking about (1) Affective Well-being, which refers to the presence of pleasant affect, like feelings of happiness and the absence of unpleasant affect, like depressed mood; and (2) Cognitive Well-being which refers to the cognitive evaluation of life overall (i.e., global life satisfaction) as well as of specific life domains, like job satisfaction or marital satisfaction (Luhmann et al., 2012).

Regarding Affective Well-being (which will be our focus, concerning Well-being, in this study) we can sustain that it comprises positive and negative emotions and moods. In contrast to emotions, moods are not directed at specific objects, but they nevertheless affect people´s behavior. Thus, emotions and moods function as an "online" monitoring system of people's progress toward their goals and determinations (Luhmann et al., 2012).

Consequently, we address the instruments proposed by Warr (1990), as it was demonstrated, based on job characteristics, and gender and age differences, that the instruments are able to discriminate well across different samples, being suitable for use in organizational settings (Cordery et al., 1992).

In this standpoint, "…*We may describe any form of Affective Well-being in terms of its location in relation to those separate dimensions and its distance from the mid-point of the figure. A particular level of pleasure may be accompanied by high or low levels of arousal, and a particular level of arousal may be either pleasurable or unpleasurable. (…). In addition, in view of the central importance of low or high pleasure, it is helpful to take measures along that horizontal dimension alone, without regard to variations in arousal. (…) The latter, and that representing pleasure alone, are labelled as the three key indicators of Affective Well-being: (a) displeased-pleased, (2) anxious-contented, and (3) depressed-enthusiastic. Principal types of affect may be located anywhere along those axes. The arousal dimension on its own is not considered to reflect Well-being, and its poles are therefore left unlabeled"* (Warr, 1990:195).

Therefore, the above can be visualized in Figure 2.

Figure 2. Three Principal axes for the Measurement of Affective Well-being (Warr, 1990)
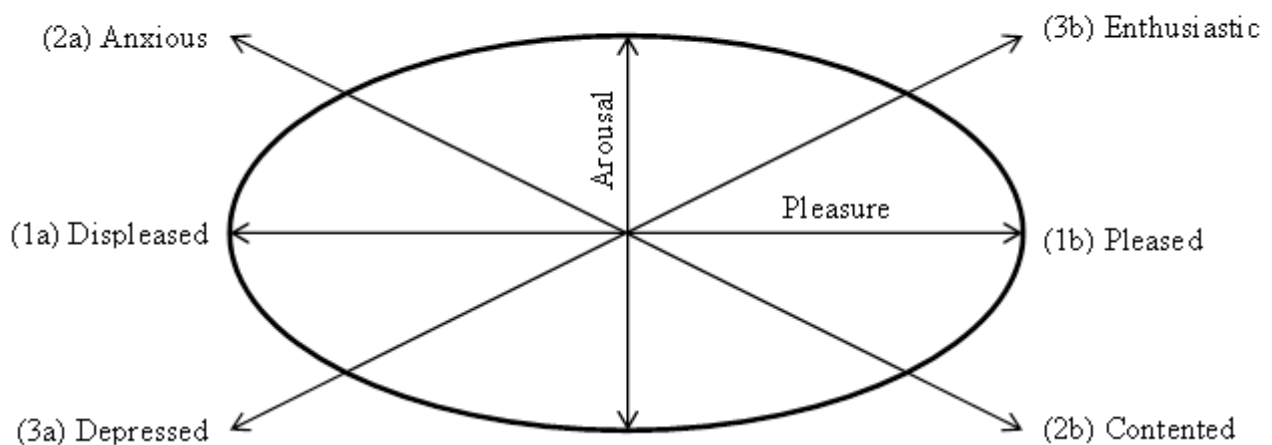
Nonetheless, what is a great definition without a measurement? In order to provide a decent and validated measurement for Affective Well-being, we address the *IWP Multi-Affect Indicator* instrument proposed by Warr (1990), following recommendations that further research in Subjective Well-being should follow Warr's instruments, which separates positive and negative experiences and the dimensions within them, feeling confident that eventual self-reported changes in the level of Affective Well-being are more likely to be due to issues other than structural changes in the scale (Makikangas et al., 2007). Also, this instrument was targeted of a factorial validation by Gonçalves (2011), being concluded that its use is adequate for further researches.

Consequently, a more insightful view of the instruments mentioned, concerning the measurement of Affective Well-being at Work, can be found in Method section of the present dissertation.

3.3. Exploring Person-job Fit

There is still a huge space to explore concerning the Fit of the individual in an organization. We can talk about Person-job Fit, Person-Organization Fit, Person-Group Fit, and Person-Supervisor Fit and, definitely, there are still windows to open (Kristof-Brown et al., 2005).

Person-job Fit, along with Person-Organization Fit, have been studied and increasing the interest of researchers, that study selection of employees, in the past decades, creating a new window of investigation that goes further than the traditional match between job requirements and qualifications of job candidates in terms of their knowledge, skills and abilities (KSA's) (Sekiguchi and Huber, 2011).

 In this perception, Person-job Fit refers to the employee's fit to the goals of the organization, while Person-Organization Fit refers to the employee's fit to the organization's culture and values.

In actual fact, Sekiguchi and Huber (2011) have reached some interesting findings about the use of Person-job Fit and Person-Organization Fit in the recruitment process. Their study suggests the major importance of Person-job Fit, more specifically the first conceptualization of it identified above, in the selection process of a new employee. The solid legal support, along with the much more easily explanation of low/high levels of Person-job Fit seems to be in the root of this statement. Differently is the use of Person-Organization Fit, in which managers are relatively tolerant to low levels. (Sekiguchi and

Huber, 2011). In summary, the selection of new employees is very supported by an adequate level of Person-job Fit, while Person-Organization Fit, although used and assessed, is not so sensible for the selection of a new employee. On the other side of the coin, Delgado (2011) has provided evidence that both Person-job Fit and Person-organization Fit have a partial mediation role in the relation between familiarity with the organization and the efficacy of attracting potential workers, confirming that the familiarity with the organization is very important to apply for a job opportunity, being partial mediated by the levels of Person-job Fit and Person-organization Fit.

Regarding our mediating variable, Person-job Fit, Edwards (1991) distinguishes two conceptualizations. The first can be viewed as the match between employee's qualification (i.e., KSA's) and the job requirements. The second is identified as the match between employee's needs and desires with the company's supplies, i.e., the job they perform (Kristof-Brown et al., 2005).

With the intention of providing a truthful and valid acquisition of data, for Person-job Fit, we focus in the definition proposed by Edwards (1991) and we use in this study the questionnaire developed by Saks and Ashforth (1997), which provides some evidence for convergent and discriminant validity. A more detailed exploration of this instrument can be found in Method section of the present dissertation.

4. CONCEPTUAL MODEL

We are now in conditions to formulate our **Research Question**: Can we explain the influence of **Organizational Culture** in **Affective Well-being at Work** through **Person-job Fit** (is Person-job Fit mediating the relation between Organizational Culture and Affective Well-being at Work)?

Observing Figure 3 we can get a better understanding of our study; essentially, we are trying to (1) confirm that in fact Organizational Culture has a significant effect in Affective Well-being at Work; and (2) analyze if this relationship is not as linear as it may seem, being mediated by the adjustment of the individual to his/her job (Person-job Fit).

Figure 3. Research Model
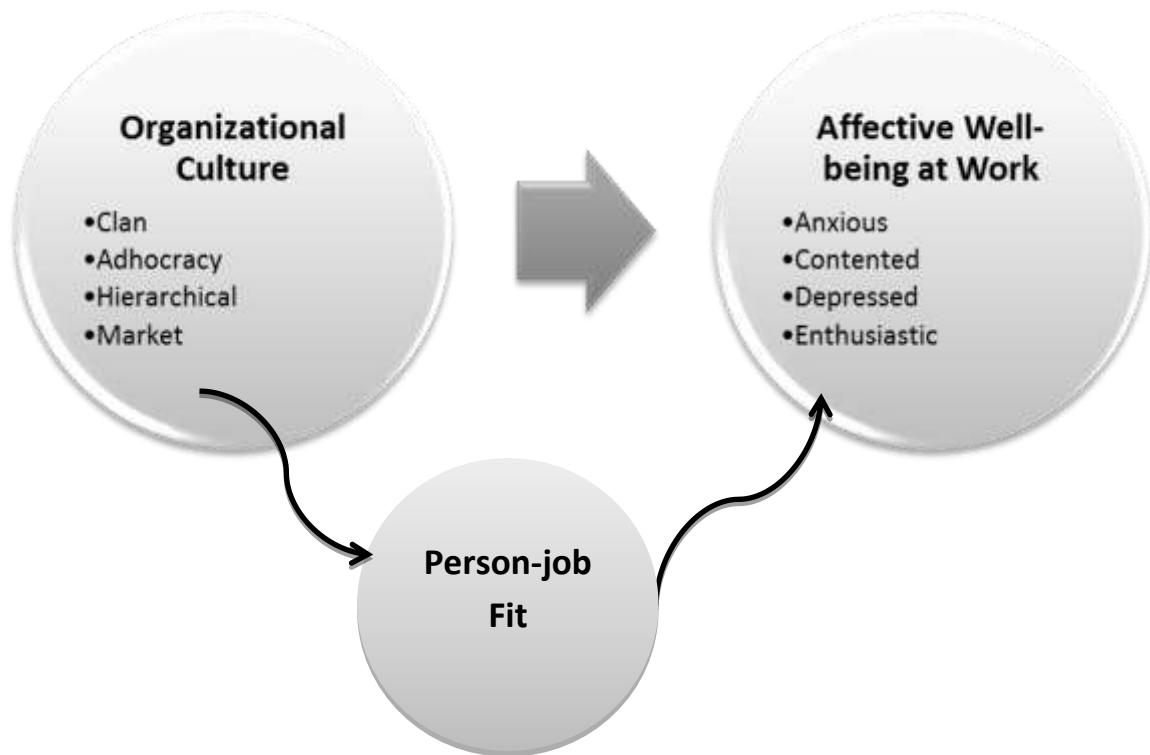
In order to answer this question becomes fundamental to translate it into hypothesis that can confirm, in an accurate way, if in fact there is relation among the variables under study, and analyze if Person-job Fit is mediating the eventual relation between Organizational Culture and Affective Well-being.

Concerning the relation between Organizational Culture and Affective Well-being at Work, we considerate previous researches which have analyzed and confirmed a significant influence of the different Cultural types of Organizational Culture in Well-being (e.g. Beauregard, 2011; Gonçalves, 2011; MacKay et al., 2004; Santos et al., 2012), showing evidence that perceptions of Clan and *Adhocracy Culture*s will influence Affective Well-being at Work, increasing their enthusiasm and contentment and decreasing their anxiety and depression levels. On the other hand, perceptions of Hierarchical and *Market Culture*s will decrease their enthusiasm and contentment and increase their anxiety and depression levels. Therefore we are in condition to formulate our first hypothesis:

Hypothesis 1: The general idea of this hypothesis is that Organizational Culture will influence Affective Well-being at Work. More specifically, the individual will perceive more positive feelings (enthusiasm and contentment) and less negative feelings (anxiety and depression) when he/she perceives accentuated conditions of a *Clan* and/or *Adhocracy* culture in the organization, perceived as an high emphasis in flexibility rather than control; and will perceive more negative feelings and less positive feelings of Affective Well-being when he/she perceives accentuated conditions of *Hierarchical* and/or *Market* culture in the organization, perceived as an high emphasis in control .

In order to formulate our second hypothesis, we have took in consideration some important and related past research. We had attention to the strong influence of Person-job Fit in Subjective Well-being analyzed by Hecht and Allen (2005), concluding that an high fit between an individual's skills and the job demands and between the individual's needs and what the job has to offer will result in higher levels in the different positive dimensions of Subjective Well-being. Another significant study is the evidence, provided by Kristof-Brown et al. (2005), that Person-job Fit will lead to higher levels in the variable "Job Satisfaction", which have been identified with a strong positive relationship with all the dimensions of Subjective Well-being (Bowling et al., 2010). We also take in consideration the study made by Gonçalves (2011), in which she concludes that high perception of Person-organization Fit has an effect in Affective Well-being at Work, translated in higher levels of enthusiasm and contentment and in lower levels of depression and anxiety. Following this study, makes sense to suggest that Person-job Fit will also have a significant impact in Affective Well-being at Work. Therefore, we are in condition to formulate our second hypothesis:

Hypothesis 2: Person-job Fit influences Affective Well-being at Work. The individual will perceive more positive feelings (enthusiastic and contented) and less negative feelings (anxious and depressed) when he/she perceives a high fit between his knowledge, skills and abilities and his function and between his needs/desires and what the job has to offer; and will perceive more negative and less positive feelings of Affective Well-being when he/she perceives a low Person-job Fit.

Finally, and considering the eventual effect of Organizational Culture in Person-job Fit (which we analyze further in this study), and the effect of Person-job Fit in Affective

Well-being at Work (studied in hypothesis 2), we consider pertinent to suggest that Person-job Fit is mediating the relation between Organizational Culture and Affective Well-being at Work:

Hypothesis 3: The influence of Organizational Culture in Affective Well-being at Work is mediated by the level of Person-job Fit. The Organizational Culture perceived will have no significantly influence in perceived feelings of Affective Well-being at Work, when studied along with Person-job Fit.

5. METHOD

5.1. Procedure

We use the questionnaire technique for the data collection of the three variables under study, according to the instruments explained in Instruments and Variables section. We have consider other techniques for data collection and analysis but, concerning the quickness, inexpensiveness, flexibility and accuracy of the questionnaires technique, we considered this as the best way to answer in a detailed and accurate way our research objective.

In this view, data gathering was accomplished through a questionnaire (see Annex A) which was published in an online platform for approximately two months. The participants were first informed about the reasons of the study, the structure of the questionnaire and the average time needed to fulfill it.

Following they were invited to answer the first page (see Annex A.1), which contained social-demographic information (gender, age, academic background and professional situation). Since there was no meaning in analyzing the participants who didn't work, professional situation was not employed (simply because who doesn´t work can´t truthfully answer the following questions about his/her organization, Well-being at Work and fit with the job), we have made a questionnaire that automatically ended when individuals didn't fill the "employed" option, in order to guarantee an accurate and truthful data collection. If the "employed" situation was filled, the participants were directed to the second part of the questionnaire (see Annex A.2), where we asked about the role they have in the organization, their professional experience (concerning years) and finally two questions about the dimension (number

of workers) and the business sector of the organization where they work. The next sections of the questionnaire were about the variables under study (Organizational Culture, Affective Well-being at Work and Person-job Fit), in which we have addressed the instruments explained in Instruments and Variables section of the present dissertation.

The disclosure of the link to the questionnaire was made through a dissemination by e-mail and personally in several organizations, where my network acquired as consultant as proved decisive. In addition, we have spread the questionnaire trough the social network *Facebook*, in which we have explained that the target of the questionnaire was employed persons, in order to minimize invalidated answers.

When we closed the questionnaire we had 206 answers, however we have used only 131 of the total, since we have excluded the uncompleted questionnaires and the questionnaires which the "employed" question was unfilled, with the intention of providing a truthful and accurate data for the analysis under study.

5.2. Sample and Data Collected

In spite of the initial amount of responses, we have considered pertinent to include in our analysis only the completed questionnaires which have the "employed" question filled (simply because who doesn´t work can´t truthfully answer the questions about his/her organization, Well-being at Work and fit with the job).

In this view, our sample includes 131 participants in which 55.7% are female and 44.3% are male. Concerning the ages, the majority of the participants have less than 25 years (33.6%), 29.8% have their age between 25 and 35 years, 7.6% have their age comprised between 36 and 40 years, 5.3% have their age between 41 and 45 years, and 23.7% of the participants have more than 45 years. Regarding the academic background, 13% of the participants have the 2nd cycle or less (9th grade or less), 32.8% have the 3rd cycle (12th grade), 29% have a graduation/bachelor, 24.4% have a master's degree/MBA, and 0.8 have a doctoral degree/PhD or higher. Since we have already filtered our sample (from the initial 206 individuals), all the 131 participants included in this sample are employed, of which 10 (7.6%) are also students. When asked about professional experience, 42.7% have answered three or fewer years, 22.1% have answered four to nine years, 9.9% have answered ten to fifteen years, and 25.2% of the participants have more than fifteen years of professional experience. We have also

questioned about the dimension of the organization[1], concerning the number of workers, in which the participants work, having concluded that 13.7% of the individuals work in micro organizations (less than 10 workers), 29% work in small organizations (10 to 49 workers), 16% work in middle organizations (50 to 249 workers) and 41.2% work in large organizations (more than 249 workers).

5.3. Instruments and Variables

It was built a questionnaire composed by 32 items concerning perceptions of Organizational Culture, Affective Well-being at Work and Person-job Fit, distributed on-line after being translated (to Portuguese, since it was the language of the respondents) and adapted to the context of the study (see annex A).

We have addressed the theoretical criteria, concerning the questions of the questionnaire, since all the instruments adopted have already been targeted and validated in preceding studies (e.g. Cordery et al., 1992; Neves, 2007; Saks and Ashforth, 1997; Warr, 1990). In addition, the instruments have revealed good internal consistency indices, concerning the sample under study (see Table 2).

5.3.1. Independent Variable – Organizational Culture

The approach we choose to follow regarding our independent Variable, Organizational Culture, focus on the CVF and its measurement is made through the 16 items adapted by Neves (2007). These items are organized in four dimensions, according to the CVF, with four items each and reveal reasonable and good internal consistency indices (from $\alpha=0.689$ to $\alpha=0.897$) for the sample under study: *Hierarchical Culture* (4 items; e.g., "formalization"; $\alpha=0.853$), *Market Culture* (4 items; e.g., "efficiency"; $\alpha=0.835$), *Clan Culture* (4 items; e.g., "mutual trust"; $\alpha=0.897$), *Adhocracy Culture* (4 items; e.g., "flexibility"; $\alpha=0.689$) and result from the mean of the correspondent items, aiming the evaluation of individuals' perception of the organizational values which characterize their organization. Therefore, our measurement of the independent variable is sustained by a scale that identifies the relative influence of four culture types (Figure 1) that comprise a firm's Organizational Culture (Richard et al., 2009). This is made through a questionnaire in which the

---

[1] *Commission Recommendation 2003/361/EC of 6 May 2003 concerning the definition of micro, small and medium-sized enterprises [Official Journal L 124 of 20.05.2003].*

participants must rate, in a range from not valued at all (1) to highly valued (6) the 16 items presented in Neves (2007) (see annex A.3).

5.3.2. Dependent Variable – Affective Well-being at Work

Concerning our dependent variable, Affective Well-being at Work, we address the *IWP Multi-affect Indicator*, instrument proposed by Warr (1990), as it was demonstrated, based on job characteristics, and gender and age differences, that the instruments are able to discriminate well across different samples, being suitable for use in organizational settings (Cordery et al., 1992).

The six-item, six-point scales proposed, measure the extent to which people are either anxious (with feeling such as tense, uneasy and worried) or contented (relaxed, contented and calm), depressed (gloomy, depressed and miserable) or enthusiastic (cheerful, enthusiastic and optimistic) with their job. High scores on these scales are held to represent positive aspects of work (contentment and enthusiasm), while lower scores on these dimensions would indicate increasing levels of anxiety and depression with the working environment (Cordery et al., 1992).

In this perspective, we use a questionnaire (see Annex A.4), preceded by the question: "Thinking of the past few weeks, how much of the time has your job made you feel each of the following?" (Warr, 1990), in which respondents rated from never (1) to all of the time (6) the twelve topics embraced in the four dimensions of Affective Well-being at Work, revealing good and very good internal consistency indices: anxious (4 items; e.g., "tense"; $\alpha=0.883$), contented (4 items; e.g., "relaxed"; $\alpha=0.869$), depressed (4 items; e.g., "gloomy"; $\alpha=0.909$), enthusiastic (4 items; e.g., "cheerful"; $\alpha=0.957$).

We could consider also mental health measures, assessing the other three major behavioral components of Warr's framework, namely reported job competence, aspiration, and negative job carry-over (Warr, 1990), which are related to Affective Well-being, however, in order to focus our study in Affective Well-being at Work and keep it simple, we are not going to comprise these in our study. Furthermore, although they are related to Affective Well-being, they are nevertheless conceptually distinct from it (Cordery et al., 1992).

5.3.3. Mediating Variable – Person-job Fit

Regarding Person-job Fit, we have chosen to trail Saks and Ashforth (1997) achievements in this area. They constructed and validated an item to measure people's perception of Person-job Fit: "To what extend does your new organization measure up the kind of job you were seeking?" It was then built a questionnaire included 4-item scales that they developed to measure Person-job Fit perception and capture specific aspects of it (Saks and Ashforth, 1997).

Thus, the items we use (see Annex A.5), with the aim of access people's perception about their Person-job Fit, according to Saks and Ashforth (1997), asking participants to respond from (1) To a very little extend, and (5) To a very large extend, are: "To what extent do your knowledge, skills, and abilities match the requirements of the job?" "To what extent does the job fulfill your needs?" "To what extent is the job a good match for you?" and "To what extent does the job enable you to do the kind of work you want to do?". The internal consistency index, for the sample understudy, is good (α=0.883).

6. RESULTS

6.1. Descriptive Analysis

In Table 1 there are represented the correlations among the variables, and respective dimensions, using in this process *Spearman's rho* (since we are correlating ordinal variables). Person-job Fit has a significant correlation with all the dimensions of Affective Well-being at Work (positively for Contented and Enthusiastic and negatively for Anxious and Depressed), being Enthusiastic the most accentuated (r = 0,537; ρ < 0.01). Person-job Fit has also a significant positive correlation with almost all dimensions of Organizational Culture (*Hierarchical Culture* is the only exception), being *Clan Culture* the most accentuated (r = 0,396; ρ < 0.01). Concerning Affective Well-being at Work, we can verify that the positive dimensions (Contented and Enthusiastic) are significantly and positive correlated with each other and significantly and negatively correlated with the negative dimensions of Affective Well-being at Work (Anxious and Depressed), being these two significantly and positively correlated with each other. We also highlight that Anxious is not correlated with none of the dimensions of Organizational Culture; Contented is significantly and positively correlated with *Clan Culture* and *Adhocracy Culture*; Depressed is significantly and negatively correlated

with almost all dimensions (except for *Hierarchical Culture*), being *Clan Culture* the most accentuated (r = -0,461; ρ < 0.01); and Enthusiastic is significantly and positively correlated with all dimensions, being *Clan Culture* (r = 0,589; ρ < 0.01) and *Adhocracy Culture* (r = 0,417; ρ < 0.01) the most accentuated. Regarding Organizational Culture, we can verify that all the dimensions are significantly and positive correlated with each other.

In Table 2 we can observe the means, standard deviations and the *Cronbach* Alphas for each variable, or respective dimensions, under study.

Table 1. Correlations Among Variables

		1	2	3	4	5	6	7	8	9
1.	Person-job Fit	1								
2.	AWBW_Anxious	**-0,227****	1							
3.	AWBW_Contented	**0,378****	**-0,569****	1						
4.	AWBW_Depressed	**-0,456****	**0,535****	**-0,547****	1					
5.	AWBW_Enthusiastic	**0,537****	**-0,415****	**0,637****	**-0,591****	1				
6.	OC_Hierarchical	0,098	0,013	0,090	-0,145	**0.293****	1			
7.	OC_Market	**0,218***	0,012	0,111	**-0,191***	**0,296****	**0,544****	1		
8.	OC_Clan	**0,396****	-0,163	**0,385****	**-0,461****	**0,589****	**0,397****	**0,461****	1	
9.	OC_Adhocracy	**0,226****	-0.080	**0,239****	**-0,287****	**0,417****	**0,349****	**0,537****	**0,578****	1

Note: N = 131

**ρ<0.01; *ρ<0.05

Table 2. Descriptive Analysis and *Cronbach* Alphas

| Variables	Mean (M)	Std. Deviation (SD)	α
1. Person-job Fit[a]	3,61	0,93	0.88
2. Afective Well-being at Work[b]			
2.1 Anxious	2,98	1,08	0.88
2.2 Contented	3,74	1,05	0.87
2.3 Depressed	2,06	1,03	0.91
2.4 Enthusiastic	3,70	1,33	0.96
3. Organizational Culture[b]			
3.1 *Hierarchical Culture*	4,44	1	0.85
3.2 *Market Culture*	4,79	0,92	0.84
3.3 *Clan Culture*	4,48	1,12	0.90
3.4 *Adhocracy Culture*	4,15	0,92	0.69

Note: N = 131

[a] 5 points scale; [b] 6 points scale

Concerning Person-job Fit, we can verify that the respondents are generally reasonable fitted with the kind of job they are doing. In spite this value is not very high (3,61) it is still above the middle point (3,0).
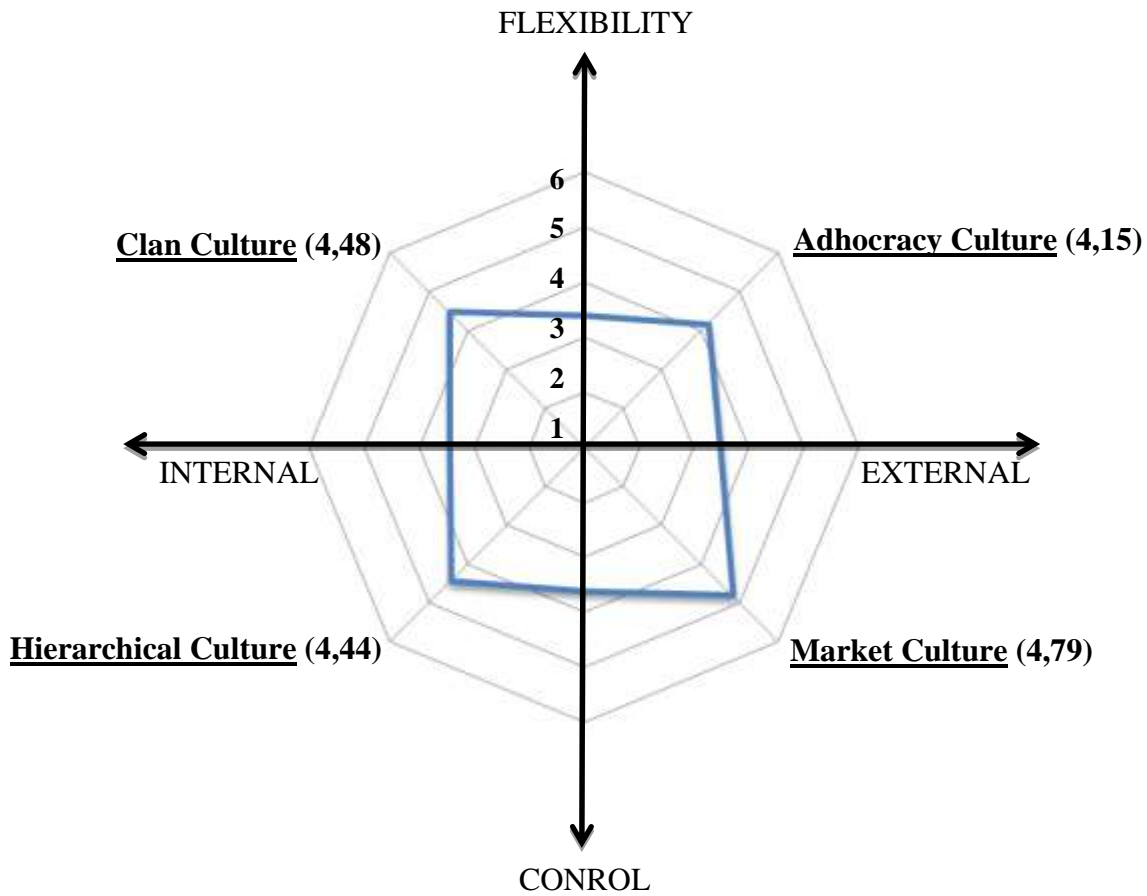
Relatively to Affective Well-being at Work, we can verify that generally the respondents perceive more accentuated feelings of contented and enthusiastic and perceive less accentuated feelings of depressed (observe Figure 4).

Figure 4. General Perceptions of Affective Well-being at Work

	Anxious	Contented	Depressed	Enthusiastic
Afective Well-being at Work	2,98	3,74	2,06	3,7
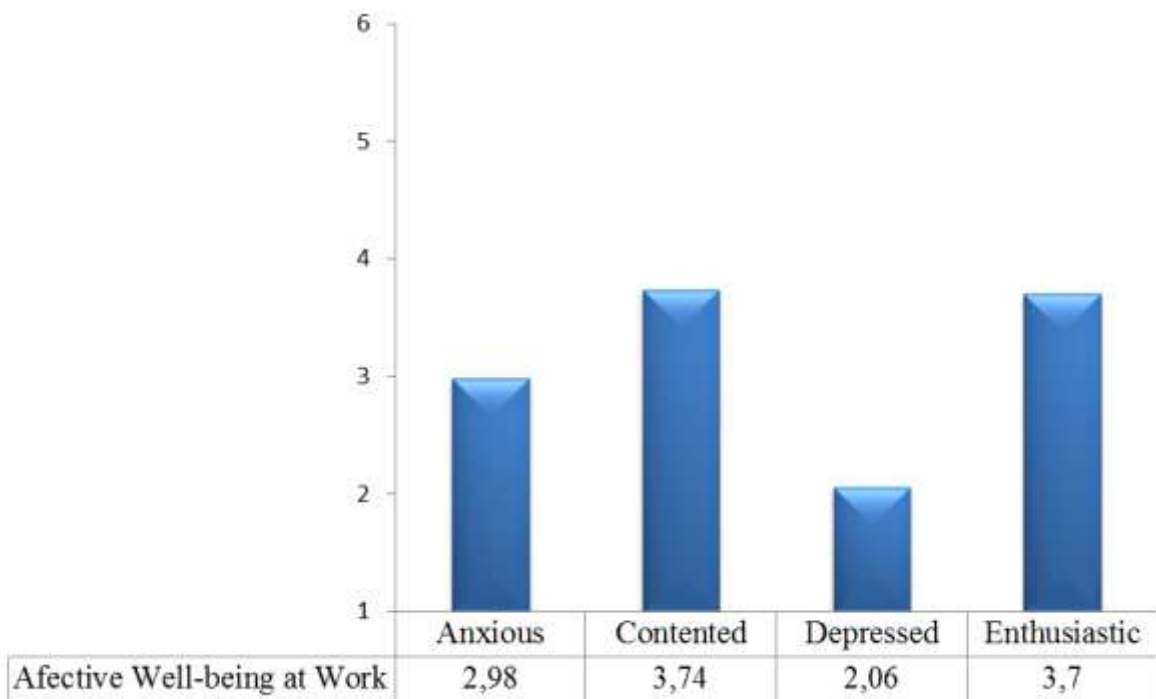
Regarding Organizational Culture, we assist to generally distributed perceptions among all the four type of cultures, being *Market Culture* the most accentuated and *Adhocracy Culture* the less accentuated (observe Figure 5). We can also verify that *Clan Culture* dimension demonstrate the highest variability (greater Standard Deviation) and *Market Culture* and *Adhocracy Culture* the lowest variability (observe Table 2).

19

Figure 5. General Perceptions of Organizational Cultural

FLEXIBILITY

Clan Culture (4,48)

Adhocracy Culture (4,15)

6
5
4
3
2
1

INTERNAL

EXTERNAL

Hierarchical Culture (4,44)

Market Culture (4,79)

CONROL

6.2. Model Test

As we have been describing along this project, and emerge it now in this section, the following thesis project focus in a correlational study, verifying the correlation between Organizational Culture and Affective Well-being at Work, introducing Person-job Fit as a mediating variable. With our hypothesis formulated, we need equations which can translate the correlation presented, in order to explain Affective Well-being at Work through Organizational Culture and Person-job Fit, assuming that Person-job Fit is mediating this relationship.

Supported by the literature reviewed in the present dissertation and the findings concerning the characterization and analysis of a mediating variable (Baron and Kenny,

1986), we follow the linear regression analysis[2] through a four step approach, where we perform several regression analyses, studying the significance of the coefficients at each step, as described in Table 3:

Table 3. Four Step Approach to Test Mediation with Regression Analysis

	Analysis	Equation
Step 1	Conduct a simple regression analysis with OC predicting AWBW to test for "path h" alone (see figure 6)	$AWBW_i = \beta_0 + \beta_1 OC_i + \varepsilon_i$ (1)
Step 2	Conduct a simple regression analysis with OC predicting PJF to test for "path f" alone (see figure 6)	$PJF = \beta_0 + \beta_1 OC_i + \varepsilon_i$ (2)
Step 3	Conduct a simple regression analysis with PJF predicting AWBW to test for "path g" alone (see figure 6)	$AWBW = \beta_0 + \beta_1 PJF_i + \varepsilon_i$ (3)
Step 4	Conduct a multiple regression analysis with OC and PJF predicting AWBW	$AWBW = \beta_0 + \beta_1 OC_i + \beta_2 PJF_i + \varepsilon_i$ (4)

According to Baron and Kenny (1986) the causal relations among the variables, represented in Figure 6, must be tested throughout the steps mentioned, assuring some criteria which allow us to move on to the next steps, in accordance to Table 3.

Steps 1 and 3, in which we make the simple regression of the dependent variable in the independent variable (path h) and in the mediating variable (path g) respectively and separately, must assure that significant levels are occurring in the regression coefficient of the independent variable (β_1 in equation 1) and mediating variable (β_1 in equation 3).

Step 2, in which we make the simple regression of the mediating variable in the independent variable (path f), must also assure that significant levels are occurring in the regression coefficient of the independent variable (β_1 in equation 2).

---

[2] The assumptions needed for the realization of the linear regression model were verified: linearity of the study, inexistence of multicollinearity, null expected value of the residual random variables, its constant variance, normal distribution and interdependency.

Finally, in Step 4 we conduct a multiple regression of the dependent variable in the independent variable (path *h'*) and mediating variable (path *g*), expecting a decrease of the importance of the independent variable in the model (partial mediation). If we verify that the independent variable's regression coefficient is no longer significant we are in the presence of a total mediation.

Figure 6. Research Analysis Model

Independent Variable

Dependent Variable

Organizational Culture

- Clan
- Adhocracy
- Hierarchical
- Market

Path *h* and *h'*

Affective Well-being at Work

- Anxious
- Contented
- Depressed
- Enthusiastic

Mediating Variable

Path *f*

Person-job Fit

Path *g*
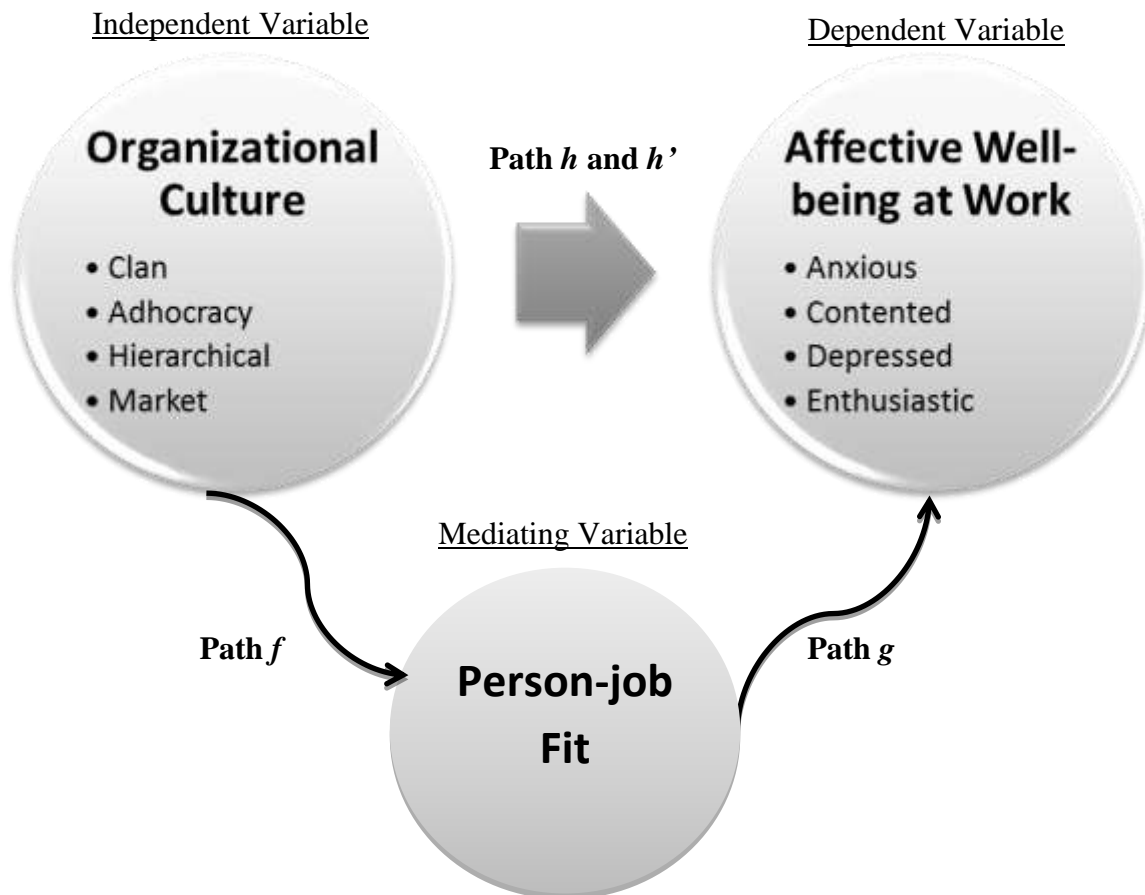
In addition, we have inserted some social demographic variables (gender, age, academic background, professional experience and dimension of the organization) as control variables along the regression analysis approach.

We are now in condition to study the hypothesis formulated, following the steps presented in Table 3. With the purpose of presenting a clarified analysis of the study, we divide this section according to the steps presented in Table 3, referring our hypothesis along the process:

6.2.1. Step 1

In this step we are trying to confirm our first hypothesis, which general idea is that Organizational Culture will influence Affective Well-being at Work. The individual will perceive more positive feelings of Affective Well-being (enthusiastic and contented) when he/she perceives accentuated conditions of a *Clan Culture* and/or *Adhocracy Culture* culture in the organization; and will perceive more negative feelings of Affective Well-being (anxious and depressed) when he/she perceives accentuated conditions of *Hierarchical* Culture and/or *Market* Culture in the organization.

In this view, we have conducted some regression analysis of the dependent variable, Affective Well-being at Work, in the independent variable, Organizational Culture, in order to test the first hypothesis (adding some social demographic variables - gender, age, academic background, professional experience and dimension of the organization - as control variables).

As we can observe in Table 4, *Clan Culture* has a significant positive effect in all positive feelings of Affective Well-being at Work, contented ($\beta = 0,512$; $\rho < 0,01$) and enthusiastic ($\beta = 0,615$; $\rho < 0,01$), which models explain 14,3% and 37,1%, respectively, of their variance; and a significant negative effect in all negative feelings, anxious ($\beta = -0,374$; $\rho < 0,01$) and depressed ($\beta = -0,629$; $\rho < 0,01$), which model explains 7,5% and 25%, respectively, of their variance. We can also observe in Table 4 that *Market Culture* has a significant positive effect in a negative feeling of Affective Well-being at Work, anxious ($\beta = 0,280$; $\rho < 0,05$).

Therefore we can conclude that hypothesis 1 is partially verified, there is a significant effect of *Clan Culture* perceptions in all dimensions of Affective Well-being at Work.

Table 4. Prediction of Affective Well-being through Organizational Culture

		Anxious β	Contented β	Depressed β	Enthusiastic β
Model 1	Social Demographic Variables				
	Gender[a]	-0,153	0,057	-0,101	0,081
	Age	-0,071	0,011	0,092	-0,053
	Academic Background	0,094	0,013	0,096	-0,148
	Professional Experience	0,115	-0,115	-0,052	-0,099
	Organizational Dimension	0,056	-0,084	0,087	-0,121
		F = 1,077 Adjusted R^2 = 0,003	F = 0,538 Adjusted R^2 = -0,018	F = 0,816 Adjusted R^2 = -0,007	F = 1,442 Adjusted R^2 = 0,017
Model 2	Social Demographic Variables				
	Gender[a]	-0,162	0,055	-0,105	0,078
	Age	-0,083	0,055	0,051	0,028
	Academic Background	0,123	0,001	0,124	-0,148
	Professional Experience	0,102	-0,056	-0,118	-0,011
	Organizational Dimension	-0,011	0,043	-0,066	0,041
	Organizational Culture				
	Hierarchical	0,026	-0,081	0,097	0,003
	Market	0,280*	0,013	0,132	0,024
	Clan	-0,374**	0,512**	-0,629**	0,615**
	Adhocracy	-0,029	-0,047	-0,030	0,012
		F = 2,176* Adjusted R^2 = 0,075	F = 3,420** Adjusted R^2 = 0,143	F = 5,817** Adjusted R^2 = 0,250	F = 9,513** Adjusted R^2 = 0,371

Note: N = 131

**$\rho<0.01$; *$\rho<0.05$; in bold we highlight the predictable variables with significant effect

[a] Gender was defined as a dummy variable (1=men; 2=woman)

6.2.2. Step 2

This step is a requisite of our third hypothesis. We are trying to verify that Organizational Culture will influence Person-job Fit. The individual will perceive that he/she is more fitted with his/her job when he/she perceives accentuated conditions of a *Clan Culture* in the organization; and will perceive that he/she is less fitted with his/her job when he/she perceives little accentuated conditions of *Clan Culture* in the organization.

In this view, we have conducted some regression analysis of the mediating variable, Person-job Fit, in the independent variable, Organizational Culture.

As we can observe in Table 5, *Clan Culture* model of Organizational Culture has a significant positive effect in Person-job Fit ($\beta = 0,569$; $\rho < 0,01$), which model explains

20,2% of its variance. Therefore, the requisite is verified, there is a significant effect of *Clan Culture* perceptions in Person-job Fit.

We can also observe in Table 5 that one of the social demographic variables, Professional Experience, has a significant positive effect in Person-job Fit ($\beta = 0,348$; $\rho < 0,05$). This result is not surprising since it is expected that with more years of experience the Person-job Fit increases as well.

Table 5. Prediction of Person-job Fit through Organizational Culture

		Person-job Fit β
Model 1	**Social Demographic Variables**	
	Gender[a]	0,017
	Age	-0,238
	Academic Background	-0,033
	Professional Experience	0,280
	Organizational Dimension	-0,061
		F = 0,897
		Adjusted R^2 = -0,004
Model 2	**Social Demographic Variables**	
	Gender[a]	0,012
	Age	-0,193
	Academic Background	-0,046
	Professional Experience	**0,348***
	Organizational Dimension	0,084
	Organizational Culture	
	Hierarchical	-0,139
	Market	0,106
	Clan	**0,569****
	Adhocracy	-0,107
		F = 4,663**
		Adjusted R^2 = 0,202

Note: N = 131

**$\rho<0.01$; *$\rho<0.05$; in bold we highlight the predictable variables with significant effect

[a] Gender was defined as a dummy variable (1=men; 2=woman)

6.2.3. Step 3

This step refers to our second hypothesis, which assumes that Person-job Fit influences Affective Well-being at Work. The individual will perceive more positive feelings of Affective Well-being (enthusiastic and contented) when he/she perceives a high fit between his/her knowledge, skills and abilities and his/her function and between

his/her needs/desires and what the job has to offer; and will perceive more negative feelings of Affective Well-being (anxious and depressed) when he/she perceives a low Person-job Fit.

In this view, we have conducted some regression analysis of the dependent variable, Affective Well-being at Work, in the mediating variable, Person-job Fit.

As we can observe in Table 6, Person-job Fit has a significant positive effect in all positive feelings of Affective Well-being at Work, contented ($\beta = 0,400$; $\rho < 0,01$) and enthusiastic ($\beta = 0,578$; $\rho < 0,01$), which model explains 13,6% and 34,7%, respectively, of their variance; and a significant negative effect in all negative feelings, anxious ($\beta = -0,300$; $\rho < 0,01$) and depressed ($\beta = -0,471$; $\rho < 0,01$), which model explains 8,6% and 20,9%, respectively, of their variance. Therefore, the hypothesis 2 is totally verified.

We can also observe in Table 6 that one of the social demographic variables, Professional Experience, has a significant negative effect in a positive feeling of Affective Well-being at Work, enthusiastic ($\beta = -0,261$; $\rho < 0,05$).

Table 6. Prediction of Affective Well-being through Person-job Fit

		Anxious β	Contented β	Depressed β	Enthusiastic β
Model 1	**Social Demographic Variables**				
	Gender[a]	-0,153	0,057	-0,101	0,081
	Age	-0,071	0,011	0,092	-0,053
	Academic Background	0,094	0,013	0,096	-0,148
	Professional Experience	0,115	-0,115	-0,052	-0,099
	Organizational Dimension	0,056	-0,084	0,087	-0,121
		F = 1,077	F = 0,538	F = 0,816	F = 1,442
		Adjusted R^2 = 0,003	Adjusted R^2 = -0,018	Adjusted R^2 = -0,007	Adjusted R^2 = 0,017
Model 2	**Social Demographic Variables**				
	Gender[a]	-0,148	0,050	-0,093	0,071
	Age	-0,142	0,106	-0,020	0,085
	Academic Background	0,084	0,026	0,080	-0,129
	Professional Experience	0,200	-0,227	0,080	**-0,261***
	Organizational Dimension	0,037	-0,060	0,058	-0,086
	Person-job Fit	**-0,300****	**0,400****	**-0,471****	**0,578****
		F = 3,035**	**F = 4,402****	**F = 6,722****	**F = 12,511****
		Adjusted R^2 = 0,086	Adjusted R^2 = 0,136	Adjusted R^2 = 0,209	Adjusted R^2 = 0,347

Note: N = 131

**$\rho<0.01$; *$\rho<0.05$; in bold we highlight the predictable variables with significant effect

[a] Gender was defined as a dummy variable (1=men; 2=woman)

6.2.4. Step 4

The final step is linked with our third hypothesis. In this hypothesis we assume that the influence of Organizational Culture in Affective Well-being at Work is mediated by the level of Person-job Fit.

In this view, we have conducted some regression analysis of the dependent variable, Affective Well-being at Work, in the independent and mediating variable, Organizational Culture and Person-job Fit respectively. We have only included in these regressions the dimensions of Organizational Culture which have showed significantly correlated with the dimensions of Affective Well-being at Work. Concerning Person-job Fit, we include it in all regressions since it was verified a significant correlation with all dimensions of Affective Well-being at Work. We can observe the results in Table 7.

Clan Culture and *Market Culture* perceptions have a significant negative and positive effect (β = -0,381; ρ < 0,01 and β = 0,283; ρ < 0,01), respectively, in Anxious dimension of Affective Well-being at Work, explaining (along with the control variables) 9% of the variance of this dimension. When added to the model our mediating variable, Person-job Fit (β = -0,251; ρ < 0,01), we assist to a decrease in the importance of both culture perceptions, *Clan* (β = -0,257) and *Market* (β = 0,279). In spite the regression coefficient of *Clan Culture* perceptions has decreased, becoming less significant, both regression coefficients (concerning *Clan Culture* and *Market Culture* perceptions) are still significant (ρ < 0,05 and ρ < 0,01, respectively). Consequently we can conclude that Person-job Fit partially mediates the relation between two dimensions of Organizational Culture (*Clan Culture* and *Market Culture*) and the Anxious dimension of Affective Well-being at Work. Moreover, these three variables together (*Clan Culture*, *Market Culture* and Person-job Fit), along with the control variables, explain 13,3% of the variance of Anxious dimension.

Clan Culture perceptions also have a significant and positive effect (β = 0,447; ρ < 0,01) in Contented dimension of Affective Well-being at Work, explaining (along with the control variables) 15,8% of the variance of this dimension. When added to the model our mediating variable, Person-job Fit (β = 0,257; ρ < 0,01), we assist to a decrease in the importance of *Clan Culture* perceptions (β = 0,322). Nevertheless the regression coefficient is still significant (ρ < 0,01). Consequently we can conclude that Person-job Fit partially mediates the relation between *Clan Culture* dimension of Organizational Culture and the Contented dimension of Affective Well-being at Work.

Moreover, these two variables together (*Clan Culture* and Person-job Fit), along with the control variables, explain 20,4% of the variance of Contented dimension.

Concerning Depressed dimension, *Clan Culture* perceptions have a significant and negative effect (β = -0,527; ρ < 0,01), explaining (along with the control variables) 24,1% of the variance of this dimension. When added to the model our mediating variable, Person-job Fit (β = -0,302; ρ < 0,01), we assist to a decrease in the importance of *Clan Culture* perceptions (β = -0,380). Nevertheless the regression coefficient is still significant (ρ < 0,01). Consequently we can conclude that Person-job Fit partially mediates the relation between *Clan Culture* dimension of Organizational Culture and the Depressed dimension of Affective Well-being at Work. Moreover, these two variables together (*Clan Culture* and Person-job Fit), along with the control variables, explain 30,8% of the variance of Depressed dimension.

Finally, we can verify that *Clan Culture* perceptions once more have a significant and positive effect (β = 0,639; ρ < 0,01) in the Enthusiastic dimension, explaining (along with the control variables) 38,5% of the variance of this dimension. When added to the model our mediating variable, Person-job Fit (β = 0,376; ρ < 0,01), we assist to a decrease in the importance of *Clan Culture* perceptions (β = 0,456). Nevertheless the regression coefficient is still significant (ρ < 0,01). Consequently we can conclude that Person-job Fit partially mediates the relation between *Clan Culture* dimension of Organizational Culture and the Enthusiastic dimension of Affective Well-being at Work. Moreover, these two variables together (*Clan Culture* and Person-job Fit), along with the control variables, explain 49,3% of the variance of Depressed dimension.

Table 7. Prediction of Affective Well-being through Organizational Culture and Person-job Fit

		Anxious β	Contented β	Depressed β	Enthusiastic β
Model 1	**Social Demographic Variables**				
	Gender[a]	-0,153	0,057	-0,101	0,081
	Age	-0,071	0,011	0,092	-0,053
	Academic Background	0,094	0,013	0,096	-0,148
	Professional Experience	0,115	-0,115	-0,052	-0,099
	Organizational Dimension	0,056	-0,084	0,087	-0,121
		F = 1,077	F = 0,538	F = 0,816	F = 1,442
		Adjusted R^2 = 0,003	Adjusted R^2 = -0,018	Adjusted R^2 = -0,007	Adjusted R^2 = 0,017
Model 2	**Social Demographic Variables**				
	Gender[a]	-0,161	0,055	-0,099	0,079
	Age	-0,090	0,067	0,026	0,027
	Academic Background	0,119	0,012	0,098	-0,150
	Professional Experience	0,105	-0,055	-0,123	-0,014
	Organizational Dimension	-0,007	0,030	-0,048	0,042
	Organizational Culture				
	Market	**0,283****	-	-	-
	Clan	**-0,381****	**0,447****	**-0,527****	**0,639****
		F = 2,827**	**F = 5,065****	**F = 7,896****	**F = 14,581****
		Adjusted R^2 = 0,090	Adjusted R^2 = 0,158	Adjusted R^2 = 0,241	Adjusted R^2 = 0,385
Model 3	**Social Demographic Variables**				
	Gender[a]	-0,157	0,052	-0,095	0,073
	Age	-0,135	0,113	-0,028	0,094
	Academic Background	0.110	0,020	0,087	-0,137
	Professional Experience	0,191	-0,144	-0,018	-0,144
	Organizational Dimension	0,009	0,014	-0,028	0,018
	Organizational Culture				
	Market	**0.279****	-	-	-
	Clan	**-0,257***	**0,322****	**-0,380****	**0,456****
	Person-job Fit	**-0,251****	**0,257****	**-0,302****	**0,376****
		F = 3,494**	**F = 5,763****	**F = 9,269****	**F = 19,073****
		Adjusted R^2 = 0,133	Adjusted R^2 = 0,204	Adjusted R^2 = 0,308	Adjusted R^2 = 0,493

Note: N = 131

$**\rho<0.01$; $*\rho<0.05$; in bold we highlight the predictable variables with significant effect

[a] Gender was defined as a dummy variable (1=men; 2=woman)

Throughout the 4 steps proposed by Baron and Kenny (1986) we can verify if the relations between the independent variable and the mediating variable, and the relation between the mediating variable and the dependent variable are significant. In other words, we can test the individual effects of *paths f* and *g* (see figure 5), but we need to

pay attention also to the indirect effects of the independent variable into the dependent variable through the mediating variable (*fg*).

We need complementary analysis in order to verify the indirect effect mentioned (Sobel, 1982). According to this approach we calculated the indirect effect and tested it for significance. The regression coefficient for the indirect effect represents the change in Affective Well-being at Work for every unit change in Organizational Culture, more specifically in *Clan Culture* dimension, that is mediated by Person-job Fit.

In order to perform this analysis we follow the approach proposed by Sobel (1982) in which we multiply two regression coefficients (unstandardized), the partial regression for Person-job Fit predicting Affective Well-being at Work and the simple coefficient for Organizational Culture predicting Person-job Fit, assuring (as we have already verified) the relationship between Organizational Culture and Person-job Fit (Sobel, 1982).Since we have been using standardized coefficients along this dissertation, we present now the unstandardized coefficients, and the standard error, necessary to perform this test, in Table 8.

Table 8. Unstandardized Coefficients and Standard Errors

Independent Variables	Dependent Variables	
	Person-job Fit	
	β	Std. Error
OC_Clan Culture	0,473	0,095
	AWBW_Anxious	
	β	Std. Error
Person-job Fit	-0,347	0,099
	AWBW_Contented	
	β	Std. Error
Person-job Fit	0,450	0,093
	AWBW_Depressed	
	β	Std. Error
Person-job Fit	-0,518	0,087
	AWBW_Enthusiastic	
	β	Std. Error
Person-job Fit	0,823	0,103

Note: We present only the dimension of Organizational Culture which significance, for the direct effect, was already verified

We are now in condition to perform our analysis, inputting the values presented in Table 8 into Sobel (1982) approach, verifying the indirect effect of the relation between *Clan Culture* dimension of Organizational Culture into the four dimensions of Affective Well-being at Work through Person-job Fit.

Interpreting the results obtained in Table 9, according to Sobel (1982), we can conclude that in fact Person-job Fit is mediating partially the relation between *Clan Culture* dimension of Organizational Culture and the negative dimensions of Affective Well-being at Work (z > -1,96), and is also mediating partially the relation between *Clan Culture* dimension and the positive dimensions of Affective Well-being at Work (z > 1,96).

Table 9. Sobel Test for the Indirect Effect

	z	ρ (2-tailed)	ρ (1-tailed)
AWBW_Anxious	**-2,866**	1,996	0,998
AWBW_Contented	**3,470**	0,001	0,000
AWBW_Depressed	**-3,819**	2,000	1,000
AWBW_Enthusiastic	**4,226**	0,000	0,000

7. DISCUSSION

7.1. Results

The present dissertation had outlined as general objective study the predictors of Affective Well-being at Work, contributing to the literature and studies developed in this area, more specifically with the variables under study and the relations among them. In order to accomplish this general goal, data analysis have been conducted with the purpose of answering two specific objectives, namely confirming the relation between Organizational Culture and Affective Well-being at Work; and proving the mediating role of Person-job Fit in the relation between Organizational Culture and Affective Well-being at Work.

Results presented confirm the relation between Organizational Culture and Affective Well-being at Work. More specifically, results show that *Clan Culture* perceptions of Organizational Culture has a significant positive effect in all positive feelings of Affective Well-being at Work (contented and enthusiastic), and a significant negative effect in all negative feelings (anxious and depressed). In other words, we can

affirm that accentuated perceptions of a *Clan Culture* in the organization drives employees to higher levels of contentment and enthusiasm and to lower levels of anxiety and depression. In addition, the results display that *Market Culture* dimension of Organizational Culture has a significant positive effect in a negative feeling of Affective Well-being at Work (anxious), which means that accentuated perceptions of *Market Culture* in the organization will drive employees to higher levels of anxiety. Furthermore these results have a clear convergence with previous research done in order to link Organizational Culture to Affective Well-being at Work (e.g. Beauregard, 2011; Gonçalves, 2011; MacKay et al., 2004; Santos et al., 2012).

Our study also reveals a strong relation between Person-job Fit and all dimensions of Affective Well-being at Work, which was a criteria, validated in our study, to test the mediating role of Person-job Fit in the relation between Organizational Culture and Affective Well-being at Work. Results show a significant positive effect of Person-job Fit in all positive feelings of Affective Well-being at Work (contented and enthusiastic), and a significant negative effect in all negative feelings (anxious and depressed). We can affirm that accentuated perceptions of good fit with the kind of job in the organization drives employees to higher levels of contentment and enthusiasm and to lower levels of anxiety and depression. Therefore, we can consider this study as another step into the explanation of employees' Well-being and job satisfaction, already opened in previous research by Hecht and Allen (2005) and Kristof-Brown et al. (2005).

Relatively to our second specific objective, in order to study the mediating role of Person-job Fit in the relation between Organizational Culture and Affective Well-being at Work, it was required to study also the relation between Person-job Fit and Organizational Culture in order to verify if the mediation was possible. Once again, *Clan Culture* dimension of Organizational Culture showed a significant positive effect in Person-job Fit, which drives us to conclude that accentuated perceptions of a *Clan Culture* in the organization drives employees to an higher fit between their skills and knowledge and the job demands and between their needs and desires and what the job has to offer. Additionally other conclusion have popped out from this study, once we have inserted some social demographic variables as control variables, we are able to identify a significant positive effect of Professional Experience in Person-job Fit, which is not surprising since it is expected that with more years of experience, employees' Fit with their function also increases, since there is a tendency for a higher match between employees' abilities, competencies and skills and the role they play in the organization,

with more experience gathered. Following we have studied the mediating role of Person-job Fit in the relation between Organizational Culture and Affective Well-being at Work and we have verified that *Clan Culture* dimension have a decreased importance in all dimensions of Affective Well-being at Work, despite it's still significant, when we added the variable Person-job Fit, happening the same to *Market Culture* relatively to anxious dimension of Affective Well-being at Work. Thus our results have showed evidence of a partial mediating role of Person-job Fit in the relation between *Clan Culture* dimension of Organizational Culture and all dimensions of Affective Well-being at Work, further it has also revealed a partial mediating role of Person-job Fit between *Market Culture* dimension of Organizational Culture and anxious dimension of Affective Well-being at Work. This results allow us to conclude that in fact perceptions of a high fit between an individual's knowledge and competencies and the job demands and between the individuals' needs and desires and what the job has to offer will boost his/her levels of enthusiasm and contentment and drop their anxiety and depression levels, mediating the effect of *Clan Culture*, which has revealed with a significant positive effect in all dimensions of Affective Well-being at Work, increasing enthusiasm and contentment and decreasing anxiety and depression.

7.2. Contributions

Generally this study has the merit of contributing to the insights of the predictors of Affective Well-being at Work, boosting our understanding of what can affect employees' Well-being. Specifically the study reveals the impact of the perceptions of Organizational Culture in an organization, more precisely a *Clan Culture*, in employees' Affective Well-being at Work through their perceptions of their fit to the kind of job they play in the organization. We highlight that this is the first reading, that we have knowledge, studying the mediating role of the perceptions of Person-job Fit in the relation between Organizational Culture and Affective Well-being at Work. Therefore, this study gains relevance contributing to the investigation about the predictors of Affective Well-being at Work, enlightening and continuing previous research in the subject (e.g. de Lange et al., 2003; Fisher and Boer, 2011; Gonçalves, 2011; Makikangas et al., 2007; Wood and Menezes, 2011). In this view, our study confirms the effect of Organizational Culture, specifically *Clan Culture*, in anxiety, contentment, depression and enthusiasm levels of employees', converging with previous researches already instigated by Gregory et al. (2009) and Lau and Ngo (2004) and succeeding

studies in this relationship (e.g. Beauregard, 2011; Gonçalves, 2011; MacKay et al., 2004; Santos et al., 2012), but most of all, provides empirical evidence of the effect of employees' perceptions of their fit with their role in the organization (concerning the match between their skills and the job demands and between their needs and what the job has to offer) and their levels of anxiety, contentment, depression and enthusiasm.

7.3. Limitations

Although we have reached our objectives and the contribution to the investigation in this area is notorious, the present study shows some limitations which must be kept in mind when interpreting the results. Firstly, we use a convenience sample which doesn't allow us to extrapolate the results to the general population, nonetheless it's a decent starting point in order to access that deeper studies in this theme are worthy to develop in the future. Secondly, despite the scales adopted to measure each of the variables came from different sources, data was gathered in a single instrument (questionnaire in Annex A) in a solo moment in time, which doesn't let us access the tendencies of the results and the direction of the relations presented in the study. Lastly, we must emphasis that the study has focused on employees' own perception of Organizational Culture and Person-job Fit, which may differ from the organizations' overall perceptions; a non-convenience sample, in which we access not only the perceptions of "employee A" but also his/her co-workers' perceptions in terms of Organizational Culture, seems appropriate to overlap this gap.

7.4. Suggestions for Further Research

We consider also relevant to pinpoint some suggestions for further research that can answer questions raised by the present study, and continue the investigation about the predictors of Well-being at Work. Continuing the study about the relation between Organizational Culture and Affective Well-being at Work, as mentioned before in the limitation of the study, it is recommended that a larger and non-convenience sample can be carried in order to allow a higher extrapolation of the results and a more accurate certification of the organizations' culture; accessing not only an employee's own perception but an overall perception about the culture of a certain organization, we can guarantee a more accurate validation of that organization's culture. Another step that further research can consider is to study the effect of time, accessing the lap of results between different time periods; this can boost the congruency and accuracy of data

collected, opening a window to explore other predictors of Affective Well-being and confirm the results presented. Concerning the independent variable, Organizational Culture, our results show a clear correlation between *Clan Culture* and all dimensions of Affective Well-being at Work, nevertheless we consider worthy to explore the effect of the other types of culture, according of the CVF (*Adhocracy Culture*, *Market Culture* and *Hierarchical Culture*) using another and larger sample. Another suggestion is the inclusion of other mediating variables, concerning the fit of the individual in an organization, for example Person-Organization Fit, Person-Group Fit, and Person-Supervisor Fit (Kristof-Brown et al., 2005), already studied in other areas, for example by Delgado (2011) which demonstrated evidence that both Person-organization Fit and Person-job Fit are partially mediating the relation between familiarity with the organization and the efficacy of attracting new workers. Inputting these variables in the study may reduce the error and increase the variance explained in the four dimensions of Affective Well-being at Work. Further research can also focus in the other dimensions of Subjective Well-being, more specifically Cognitive Well-being, studying the effect of Person-job Fit and Organizational Culture in both dimensions of Subjective Well-being, as described by Luhmann et al (2012), following this and previous researches which have verified a strong positive relationship between Organizational Culture and Subjective Well-being (Beauregard, 2011; MacKay et al., 2004; Santos et al., 2012), and also between Person-job Fit and Subjective Well-being (Hecht and Allen, 2005). Our last recommendation is to explore other dimensions from an organization's perspective; more precisely we suggest the study of some indicators of an organizations' performance, such as ROA (Return on Assets), succeeding previous research with the variable job satisfaction (Schneider et al., 2003), with the purpose of verifying possible relations between employees' Affective Well-being at Work and this variable, which can increase the interest of organization's in employees' Well-being and open a path for new studies in the area.

8. BIBLIOGRAPHY

Baron, R. M., & Kenny, D. A. 1986. The moderator-mediator variable distinction in social psychological research: conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*.

Beauregard, T. A. 2011. Direct and indirect links between organizational work-home culture and employee Well-being. *British Journal of Management*.

Bowling, N. A., Eschleman, K. J., Wang, Q. 2010. A meta-analytic examination of the relationship between job satisfaction and Subjective Well-being. *Journal of Occupational and Organizational Psychology*.

Cordery, J. L., Sevastos, P., Smith, L. 1992. Evidence on the reliability and construct validity of Warr's (1990) Well-being and mental health measures. *Journal of Occupational and Organizational Psychology*.

Cronbach, L. J. 1951. Coefficient alpha and the internal structure of tests. Psychometrika. *Psychometrika*, 16 (3): 297-334

De Lange, A. H., Taris, T. W., Kompier, M. A. J., Houtman, I. L. D., Bongers, P. M. 2003. "The *very* best of the millennium": Longitudinal research and the demand-control-(support) model. *Journal of Occupational Health Psychology*.

Delgado, L. S. 2011. *A familiaridade contribui para a eficácia da atracção de potenciais colaboradores? O papel mediador das percepções de ajustamento à organização e à função*. Unpublished master dissertation, ISCTE-IUL, Lisbon.

Diener, E. 2012. New findings and future directions for Subjective Well-being research. *American Psychologist*.

Edwards, J. R. 1991. Person–job fit: A conceptual integration, literature review, and methodological critique. *International Review of Industrial and Organizational Psychology.*

Fischer, R., & Boer, D. 2011. What is more important for national Well-being: Money or autonomy? A meta-analysis of Well-being, burnout, and anxiety across 63 societies. *Journal of Personality and Social Psychology*.

Gonçalves, S. M. P. 2011. *Bem-estar no trabalho em contexto policial: O contributo dos valores e das práticas organizacionais.* Unpublished doctoral dissertation, ISCTE-IUL, Lisbon.

Gregory, B. T., Harris, S. G., Armenakis, A. A., Shook, C. L. 2009. Organizational Culture and effectiveness: A study of values, attitudes, and organizational outcomes. *Journal of Business Research*.

Hecht, T. D., & Allen, N. J. 2005. Exploring links between polychronicity and Well-being from the perspective of person-job fit: Does it matter if you prefer to do only one thing at a time?. *Organizational Behavior and Human Decision Processes*.

Hofstede, G. 1981. Culture and organizations. *International Studies of Management & Organizations*.

House, R., Javidan, M., Hanges, P., Dorfman, P. 2002. Understanding cultures and implicit leadership theories across the globe: an introduction to project GLOBE. *Journal of World Business*.

Howard, L. W. 1998. Validating the competing values model as a representation of Organizational Cultures. *The International Journal of Organizational Analysis*.

Jarnagin, C., & Slocum Jr., J. W. 2007. Creating corporate cultures trough mythopoetic leadership. *Organizational Dynamics*.

Kalliath, T. J., Bluedorn, A.C., Strube, M. J. 1999. A test of value congruence effects. *Journal of Organizational Behavior*.

Kristof-Brown, A. L., Zimmerman, R. D., Johnson, E. C. 2005. Consequences of individuals' fit at work: A meta-analysis of person-job, person-organization, person-group, and person-supervisor fit. *Personnel Psychology*.

Lau, C. M., & Ngo, H. Y. 2004. The HR system, Organizational Culture, and product innovation. *International Business Review*.

Linnenluecke, M. K., & Griffiths, A. 2010. Corporate sustainability and Organizational Culture. *Journal of World Business.*

Luhmann, M., Eid, M., Hofmann, W., Lucas, R. E. 2012. Subjective Well-being and adaptation to life events: A meta-analysis. *Journal of Personality and Social Psychology*.

MacKay, C. J., Cousins, R., Kelly, P. J., Lee, S., McCaig, R. H. 2004. 'Management standards' and work-related stress in the UK:policy background and science. *Work & Stress*.

Makikangas, A., Feldt, T., Kinnuken, U. 2007. Warr's scale of job-related Affective Well-being: A longitudinal examination of its structure and relationships with work characteristics. *Work & Stress*.

Neves, J. G. 2007. *Paradoxo e complexidade na cultura e Liderança: padrões configuracionais*. Lição de síntese. Provas de Agregação. ISCTE, Lisboa.

Parker, R., & Bradley, L. 2000. Organisational culture in the public sector: evidence from six organisations. *The International Journal of Public Sector Management*.

Peterson, M., & Wilson, J. F. 2002. The culture-work-health model and work stress. *American Journal of Health Behavior*.

Quinn, R. E., & Rohrbaugh, J. 1983. A spatial model of effectiveness criteria: Towards a competing values approach to organizational analysis. *Management Science*.

Quinn, R. E., & Spreitzer, M. G. 1991. The psychometrics of the competing values culture instrument and an analysis of the impact of Organizational Culture on quality of life. *Research in Organizational Change and Development*.

Richard, O. C., McMillan-Capehart, A., Bhuian, S. N. 2009 Taylor EC. Antecedents and consequences of psychological contracts: Does Organizational Culture really matter?. *Journal of Business Research*.

Saks, A. M., & Ashforth, B. E. 1997. A longitudinal investigation of the relationships between job information sources, applicant perceptions of fit, and work outcomes. *Personnel Psychology*.

Santos, A., Hayward, T., Ramos, H. M. 2012. Organizational Culture, work and personal goals as predictors of employee Well-being. *Journal of Organizational Culture, Communications and Conflicts*.

Schein, E. H. 1990. Organizational Culture. *American Psychologist*.

Schneider, B., Hanges, P. J., Smith, D. B., Salvaggio, A. N. 2003. Which comes first: Employee attitudes or organizational financial and market performance?. *Journal of Applied Psychology*.

Schwartz, H., & Davis, S. M. 1981. Matching corporate culture and business strategy. *Organizational Dynamics*.

Sekiguchi, T., & Huber, V. L. 2011. The use of person-organization fit and person-job information in making selection decisions. *Organizational Behavior and Human Decision Processes*.

Sobel, M. E. 1982. Asymptotic confidence intervals for indirect effects in structural equations models. In S. Leinhardt (Ed.), *Sociological Methodology*: 290-312. Washington DC: American Sociological Association.

Trice, H. M., & Beyer, J. M. 1984. Studying Organizational Cultures trough rites and ceremonials. *Academy of Management Review*.

Warr, P. 1990. The measurement of Well-being and other aspects of mental health. *Journal of Occupational Health Psychology*.

Wood, S., & Menezes, L. M. 2011. High involvement management, high-performance work systems and Well-being. *The International Journal of Human Resources Management*.

9. ANNEXES

Annex A: Questionnaire distributed to collect data and measure the variables under study[3]

Annex A.1: Introduction and Social Demographic Data

---

[3] Since the respondents were Portuguese, the questionnaire was distributed in their mother language in order to assure the best comprehension of the topics inserted.

Annex A.2: Professional Data

CARGO OCUPADO

EXPERIÊNCIA PROFISSIONAL

- Até 3 anos
- 4 - 9 anos
- 10 - 15 anos
- Mais de 15 anos

Relativamente à empresa/organização onde trabalha, responda às duas questões seguintes:

DIMENSÃO (relativamente a nº de colaboradores)				SETOR DE ATIVIDADE
Micro (menos de 10 colaboradores)	Pequena (10 - 49 colaboradores)	Média (50 - 249 colaboradores)	Grande (mais de 249 colaboradores)	
○	○	○	○	

>>

Annex A.3: Organizational Culture Instrument Adopted[4]
(Source: Neves, 2007)

---

[4] Each Cultural Dimension is obtained from the mean of the correspondent items: Clan *Culture* (2,11,12,14); *Adhocracy Culture* (1,5,9,15); *Hierarchical Culture* (7,8,10,16); *Market Culture* (3,4,6,13).

Annex A.4: Affective Well-being at Work Instrument Adopted[5]
(Source: Warr, 1990)

As questões seguintes são sobre o seu bem-estar geral e os seus sentimentos em relação ao trabalho. **Pensando nas últimas semanas**, em que medida <u>o seu trabalho</u> o/a fez sentir como descrito abaixo?

	Nunca	Raramente	Por Algum Tempo	Grande Parte do Tempo	Quase Todo o Tempo	Todo o Tempo
TENSO	○	○	○	○	○	○
ANSIOSO	○	○	○	○	○	○
PREOCUPADO	○	○	○	○	○	○
CONFORTÁVEL	○	○	○	○	○	○
CALMO	○	○	○	○	○	○
DESCONTRAIDO	○	○	○	○	○	○
DEPRIMIDO	○	○	○	○	○	○
MELANCÓLICO	○	○	○	○	○	○
INFELIZ	○	○	○	○	○	○
MOTIVADO	○	○	○	○	○	○
ENTUSIASMADO	○	○	○	○	○	○
OTIMISTA	○	○	○	○	○	○

>>

---

[5] Each Affective Well-being at Work Dimension is obtained from the mean of the correspondent items: Anxious (1,2,3); Contented (4,5,6); Depressed (7,8,9); Enthusiastic (10,11,12).

Annex A.5: Person-job Fit Instrument Adopted[6]
(Source: Saks and Ashforth, 1997)

---

[6] The Person-job Fi is obtained through the mean of the four items.