

*The role of values and value congruence for job satisfaction, person  
organisation fit, work engagement and resilience.*

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### *Abstract*

There has been a recent increase in research investigating the relationship between values and value congruence in the workplace and how this leads to positive organisational outcomes. This study investigated the congruence between employees' values and their perceptions of organisational values, and how this relates to the organisational outcomes of job satisfaction, work engagement, person organisation fit and resilience. Participants were asked to rate eight values related to the workplace, in relation to how they thought about the values individually and how they perceived their organisation rated the eight values. These ratings were then used to analyse the relationship between values and value congruence and each of the four organisational outcomes. The proposed relationships were tested using data collected from an online survey of 120 employees from nine New Zealand based organisations. The results of hierarchical regression analyses showed that values and values congruence is significantly related to job satisfaction, work engagement, person organisation fit and resilience. However the significant relationships were dependent on certain values for each of the four outcomes. Which implies certain values are more salient for each of the outcomes. The results were also discussed in terms of the practical implications for organisations and areas of possible future research.

## *Introduction*

There is a quote by an American writer and runner George A. Sheehan that states, “Anything that changes your values changes your behaviour”. This quote eloquently reinforces the power of values and how they influence an individual’s behaviour. Organisations have recognised the importance of this relationship between values and behaviour. They realise that they can utilise this relationship in order to positively influence employees, as well as, the organisational culture.

Values have the power to influence, motivate and guide us (Hitlin & Piliavin, 2004; Verplanken, & Holland, 2002). Values hold this power, as they are the expression of basic human needs, bridging the gap between emotions and rational reasoning (Hitlin & Piliavin, 2004; Rokeach, 1973; Schwartz, 1992; Kleijnen, Dolmans, Muijtjens, Willems, & Van Hout, 2009). These needs encourage and motivate behaviour and are determined partially by one or more values (Williams, 1979; Bardi & Schwartz, 2003). Values are molded throughout a person’s life, with biological factors, race, gender, education and occupation being major influences of forming these values (Hitlin & Piliavin, 2004). Although core values tend to be stable throughout adulthood, changes can and do happen (Williams, 1979). Changes to an individual’s core values have been empirically linked to behavioural changes (Rokeach & Ball-Rokeach, 1989; Rokeach 1973). Although changes to core societal values is often gradual, changes to organisational values often happens more rapidly (Kleijnen, et al., 2009). The ability to change organisational values and the suggested links between changes in values and behaviour is of interest to organisations. Because of the powerful influence values have, the organisational impact and implications of values within the organisational setting is an extensively researched area (Hoffman & Woehr, 2006; Kristof-Brown, Zimmerman, & Johnson, 2005).

Values are the cornerstone of an organisation’s culture (Schein, 1985) and by

focusing on values an organisation increases its ability to influence and encourage desired behaviours of employees (Kleijnen, et al., 2009). Organisational values are one of the most stable and powerful forces within an organisation, influencing an organisations performance and strategic success (Kleijnen, et al., 2009). Research suggests that the fit between an employee and the organisation's values has an impact on organisational outcomes (Kristof, 1996, Ostroff & Judge, 2007). Edwards and Cable (2009) examined how the congruence between an employee's values and an organisation's values explains organisational outcomes such as, job satisfaction and turnover intentions, concluding that increased congruence positively impacts these organisational outcomes. However there is not a lot of research investigating other organisational outcomes, such as engagement, or individual outcomes such as resilience. It is from the ideas around value congruence and potential positive outcomes, which leads to the general aim of the current study. The current study intends to continue to uncover how values and values congruence can lead to positive outcomes for both the employee and the organisation.

### *Values defined*

The basic broad definition of personal values is that values are relatively stable, evaluative beliefs that guide a person's preferences for outcomes or courses of action in a variety of situations (McShane, Olekalns & Travaglione, 2010). Values are a personal perception of what is good and bad, wrong and right. They act as the moral compass, for an individual, guiding them and their motivations (McShane et al., 2010). Individuals tend to place values in a hierarchy of preference, which is known as a values system (McShane et al., 2010). Each person has their own unique values system, where the most salient and relevant values are placed above those that are less relevant to that individual and situation (Graves, 1970). Personal values develop, both implicitly and explicitly, through the influences such as



personality, society and culture (Dose, 1997). The assertion that values should and are distinguished from attitudes is somewhat a contentious topic (Dose, 1997). Although there is similarities between the two, with both being able to be measured on a continuum from general to specific, values are thought to be more general and do not depend on situational factors (Dose, 1997). Whereas attitudes are attached to specific objects, and individuals generally have numerous attitudes compared to values. Therefore values are more readily identified and the easier construct to research. Values also appear to have a more central position within both the cognitive system and an individual's personality than attitudes, which contributes to the increased link between values and motivation (Dose, 1997).

Research investigating values systems has evolved from a multitude of models. Such as the model proposed by Rokeach (1968,1973) of instrumental and terminal values, to the most widely accepted and studied set of values, developed by Schwartz (McShane et al., 2010). Some of the early and key influencers within this area include, Kluckhohn and Strodtbeck's (1961) Value Orientations theory, Allport, Vernon and Lindzey's Study of Values (1931,1960) and the better-known Rokeach Values theory (1968,1973). Kluckhohn and Strodtbecks (1961) theory was developed from the ideas proposed by Kluckhohn (1949,1951), investigating the shared traits and characteristics by all humans. The Value Orientations theory includes 13 dichotomies or values scales, which fall into five key aspects of human life. These include human nature, man-nature relationship, activities, time and social interactions. The Value Orientations theory was initially designed to primarily focus on measuring cultural and social systems, with limited applicability to individuals. Allport et al. study of values focuses on very traditional and societal values. The primary measures are grouped into six classes of values including religion, politics and economics. Whereas Rokeach's Values theory attempted to focus more on the individual, constructing two lists of values: instrumental values and terminal values (Rokeach,1968,1973). Instrumental values

are goals or desires, whereas terminal values refer to types of behaviours that will hopefully result in achieving ones instrumental values (Rokeach,1968,1973). Rokeach's terminal and instrumental provided the starting construct for the Schwartz's values model (Schwartz and Bilsky, 1990).

The most prominent contemporary researcher investigating values would be Schwartz. Schwartz's initial work investigated what values are and how they play a role within an individual's everyday life. Schwartz and Bilsky (1990) stated that values are "(1) are concepts or beliefs, (2) pertain to desirable end states or behaviours, (3) transcend specific situations, (4) guide selection or evaluation of behaviour and events, and (5) are ordered by relative importance." Schwartz went on to created the Schwartz Values Model which lists 57 values that have divided into two bipolar dimensions of: 1. Self-transcendence – Self-Enhancement and 2. Openness to Change – Conservation, (Schwartz, 1992). These dimensions are further broken down into ten broad categories, each representing several specific values (McShane et al., 2010). The ten categories include Self-direction, Universalism, Benevolence, Tradition, Conformity, Security, Power, Achievement, Hedonism and Stimulation (Schwartz and Boehnke, 2004; Biber, Hupfeld & Meier, 2008). These are further defined in Table 1, which shows the value dimension, the broad value and the definition of that value, as well as which values are in which dimension. These values were identified, with the intention of being a comprehensive list of basic values that are recognised throughout all societies (Schwartz, 1992). These values are universal and dynamic making them highly related to behavioural implications of the goals, which can be either conflicting or compatible (Biber, et al., 2008). Schwartz's work has become the platform for a major part of values research, especially in the area of work values and the congruence between employees and organisation

Table 1 *Definitions and Types of Schwartz's (1992) Original Values Model*

Value Dimension	Broad Value	Definition
<b>Self-Transcendence</b>		
	Universalism	Tolerance and protection of welfare for all people. This includes values of equality, social justice and being open-minded.
	Benevolence	Preservation and enhancement of the welfare of those round us. This includes values of loyalty, honesty and helpfulness.
<b>Self-Enhancement</b>		
	Power	Having respect and influence over others. This includes values of influence, authority and wealth.
	Achievement	Having personal success, that is recognised by others. This includes values of ambition and prestige.
<b>Conservation</b>		
	Tradition	Respect, commitment and acceptance of traditional culture and religion. This involves values around tradition, being humble and moderation.
	Conformity	Having restraint of actions and impulses likely to violate social norms. This includes values of politeness, disciplined and self-regulation.
	Security	Stable relationships, society and being safe on both an individual and national level. This involves values of safety, order and invulnerability.
<b>Openness to Change</b>		
	Hedonism	Self-indulgence of actions that result in pleasure for the individual. This encompasses values of gratification and enjoyment of life.
	Stimulation	Having variety and challenges, in ones life to create excitement. This involves values of excitement and change.
	Self-Direction	Autonomy, allowing for independent thought and personal goal setting. This encompasses values of creativity, freedom and independence.

### *Work Values*

It has been argued that the workplace is the ideal context for investigating the complex nature of personal values (Connor & Becker, 1975). Work values have been defined as specific values an individual holds that pertain to work and the working environment. They are the values that influence an individual's attitude towards the importance of work within their life (Šverko, 1989). Work values incorporates many of the concepts and ideas of

basic values research, such as the work done by Schwartz. However they have been adapted with a primary focus on how these values impact on an employee and the organisation, as opposed to how they impact on an individual's everyday life (Ros, Schwartz & Surkiss, 1999). This focus on work values is because they are thought to be one of the fundamental attributes that both an individual and organisation should share (Finegan, 2000). Coupled with the links of how basic values have shown to affect behaviour, negates the need for further investigation of work values (Connor & Becker, 1975). Key research investigating work values dates back to Rosenberg's work on occupations and values (1957). Rosenberg proposed that occupational choices are the interaction between an individual's attitude, beliefs, personality, family background and personal values. In order to understand how these factors influence organisational choice Rosenberg (1957) developed the Occupations and Values Scale. The Occupations and Values Scale measures the factors and the influence they have when choosing an occupation, as well as the process an individual goes through. Rosenberg (1957) continued to investigate this process, by looking at certain aspects of values and how those values influence these decisions. Following on from Rosenberg's was Super's research, which proposed that values originated from needs (Super, 1973). Specifically, work values are goals an individual works towards to fulfill these needs, within a working context (Super, 1973). In order to satisfy these needs, more than one situation or occupation may be required (Super, 1973; Dose, 1997). In order to assess this, Super created the Work Values Inventory (WVI, Super, 1970), which measures values in relation to vocational behaviours. Continuing on from Super's work was the extensive research done by Ravlin, Meglino and associates, investigating values within the workplace (Ravlin & Meglino, 1987; Meglino, Ravlin, & Adkins, 1992). They identified that there are three primary areas of work values; these are the employees' personal values, the organisations values and the congruence between the two (Meglino, et al., 1992, Meglino & Ravlin, 1998).

Investigation of these three areas of work values provides the basis of this current study.

As with the basic values, each employee will have values that relates to the workplace, which will have an affect on the employee's behaviour at work (Rokeach, 1973). Employees' personal values are an important part of the organisation, as they can affect a number of organisational factors. It is thought when evaluating personal work values, in terms of goal preferences and strategies to attain these goals, it is apparent that values play an important role in a number of organisational situations and factors (Mumford, Connelly, Helton, Van Doorn & Osburn, 2002). These situations and factors range from how comfortable an employee is with being associated with an organisation, to their motivation (Berndt & Miller, 1990) and how they work with others within that organisation (McShane et al., 2010; Sullivan, Sullivan and Buffton, 2001).

Organisational values are an integral part of creating a positive organisational culture. This is because the culture of an organisation is built using a set of values and assumptions of behaviours (Schein, 1985; O'Reilly, Chatman & Caldwell, 1991). An organisations culture is defined as the product of shared beliefs, principles and values of the organisational members (Needle, 2010). The beliefs and principles are a combination of numerous components such as the management style, the national culture, the business market and the type of employees. Organisational values are communicated through an organisations vision, mission and values statements (Leiter, 2008). By expressing and sharing these values, an organisation is able to form expectations around behaviours and the organisations goals. If an organisation has a clear values-based culture that employees can identify with, the employees are allowed to feel connected and be part of the organisation's decision-making (Sullivan, et al., 2001; Finegan, 2000). Organisations benefit from the shared values by creating a committed workforce that is able to function through the unpredictable changing nature of the business

world (Auster & Freeman, 2013; Sullivan, et al., 2001). By using values to engage employees to achieve corporate goals, the organisation increases the chance of successfully reaching these goals (Sullivan, et al., 2001). Studies suggest that having a values-led approach can improve revenue, job creation, profit margins, as well as decrease turnover (Dearlove and Coomber, 1999). Being values led is also beneficial in recruitment, as by having explicit organisational values attracts potential employees who hold the same or similar values to the organisation (Sullivan, et al., 2001). Therefore the organisation can employ individuals who are more likely to feel committed (Sullivan, et al., 2001). By being a value driven organisation creates win-win outcomes for everyone concerned (Sullivan, et al., 2001).

### *Value Congruence*

In recent years there has been an increase in research, investigating the relationship and implications between the congruence of an individuals values and their organisations values (Hoffman, Bynum, Piccolo, & Sutton, 2011; Edwards & Cable, 2009; Hoffman & Woehr, 2006; Kristof-Brown et al., 2005). The interest in how employees' work values and the potential positive outcomes resulting from values is growing (Hoffman et al. 2011). The interest in values is a result of the greater expectations on workers to keep up with the demanding and changing nature of the working environment (Hoffman et al. 2011). The fast changing working environment has affected employees, who now have a greater need and desire for purpose, altruism, significance from their work, and to feel connected with their organisation (Kolodinsky, Giacalone & Jurkiewicz, 2007; Jurkiewicz & Giacalone 2004). These needs and desires are products of personal values, which has led some to argue that by focusing on values is a way to get the desired organisational outcomes required in today's organisational climate (Jurkiewicz & Giacalone, 2004). Because of the positive links that

values have with an individual's behaviour (Bardi & Schwartz, 2003), and the possible ways an organisation could enhance these links, has increased the interest of organisations.

There have been three main models used to understand congruence of values within an organisation. The first looks at the congruence between subordinates work values and their supervisors work values (Meglino, Ravlin, & Adkins, 1989). The second similarly examines the congruence between co-workers work values (Meglino, Ravlin & Adkins, 1992). The third investigates the congruence between an individual employee's work values and the dominant values of the organisation (Liedtka, 1989; Chatman, 1991). This is also known as the value-congruence model, proposed by Liedtka (1989). This current study will follow a similar model to the value-congruence model, looking at the congruence between an individual's work values and the organisation's values. Therefore the definition of value congruence used in the present study, is that value congruence refers to how an individual's values match their organisation's values (Chatman, 1989; Kristof, 1996; Edwards & Cable, 2009). This definition implies that in order to have congruence, an individual must be aware of their own values and those of their organisation (Posner & Schmidt, 1993). For the values of an employee and the organisation to be considered congruent, there needs to be agreement and consistency between an individual's personal values and the organisation's values and the extent that an individual feels that they have to compromise their personal values to meet the organisations expectations (Posner & Schmidt, 1993). Because personal values are the key drivers of an individual (McShane, et al., 2010), it is has been proposed that a match between an individuals values and that of the organisation will result in positive outcomes for the organisation (Kristof, 1996). That is if an individual has minimal conflict between their own personal values and the organisations, results in positive outcomes for both the individual and the organisation. These positive outcomes include job satisfaction, identification with their organisation, more likely to actively maintain organisational

relationships, increased organisational citizenship behaviours and organisational loyalty (Kristof, 1996; Kristof-Brown et al., 2005; Meglino & Ravlin 1998; Edwards & Cable 2009).

Conversely when there are gaps or differences between the two values systems, between the employee and the organisation, this can lead to maladaptive attitudes (Posner & Schmidt, 1993). These attitudes that get formed tend to be those, which suppress motivation and inhibit job performance (Posner & Schmidt, 1993), and result in increases in levels of dissatisfaction, stress and turnover intentions (Posner & Schmidt, 1993). It is highly possible that differences between an employee's values and an organisation's values, could result in counter-productive behaviours, as research suggests that often an individual's values differs from the organisation's values (Sullivan, et al., 2001). In Sullivan, Sullivan and Buffton's (2001) study surveying subordinates and supervisors, they found that the most commonly held values subordinates have in relation to work are: results achievement, reasonability, recognition and the opportunity to use their abilities and skills (Sullivan, et al., 2001), while the most commonly held values by supervisors are respect, quality, accountability, creativity, having a customer focus and involvement (Sullivan, et al., 2001). The differences between the values of an individual and the organisation, impacts on the potential congruence or compatibility between the individual and the organisation. This highlights the importance of value congruence to both the individual and the organisation, as both are at risk of losing the potential benefits value congruence can bring.

### *Assessing Congruence*

There has been numerous different ways researchers have measured value congruence (Meglino, Ravlin & Adkins, 1992). Often researchers will use indexes or differences scores to measure the congruence between the values. The difference scores measuring congruence are either be squared or will remain unsquared (Meglino, et al., 1992). Squared indexes focus on the large unit differences between the individual and the organisation's values. This is



consistent with the theory proposing those individuals are adverse to large discrepancies between their expectations and reality, however they respond positively to small discrepancies of this kind (McClelland, Atkinson, Clark & Lowell, 1953; Meglino, et al., 1992). An unsquared index proposes that the unit differences in values are just as important regardless of the overall differences in values (Meglino, et al., 1992; Liedtka, 1989).

More recently, Edward and Cable (2009) assessed value congruence in terms of subjective fit. Subjective fit refers to the match between an employee's own values and his or her perceptions of an organisations values (French, Rodgers & Cobb, 1974; Kristof-Brown et al., 2005). This can be contrasted with objective fit, which refers to the comparison of an employees values and the organisations value, as perceived by another person (Edwards & Cable, 2009; French, Rodgers & Cobb, 1974; Kristof-Brown et al., 2005), for example a manager, supervisor or co-worker. In order to assess congruence, Edwards and Cable (2009) developed the Work Values Survey (WVS). The WVS was developed using Schwartz's model of basic human values (Schwartz, 1992; Cable & Edwards, 2004; Edward & Cable, 2009). The WVS included all 10 of core values proposed originally by Schwartz, however Cable and Edwards (2004) combined achievement and hedonism and conformity and tradition, reducing the amount of the core values in the WVS to just eight. Then each of the eight core values was adapted to measure items within the working environment (Cable & Edwards, 2004; Edward & Cable, 2009). The eight core values measured in the WVS are: Altruism, Relationships with Others, Pay, Prestige, Security, Authority, Variety and Autonomy (Cable & Edwards, 2004; Edward & Cable, 2009). These eight values can be grouped into the four broad domains initially proposed by Schwartz, of self-transcendence, self-enhancement, conservation and openness to change (Schwartz, 1992). Self-transcendence includes values related to positive social interactions, which includes altruism and having relationships with others from the WVS. Self-enhancement comprises of values

related to personal motivation, which includes the values pay and prestige. Conservation incorporates values around protection and conformity, which includes security and authority. Finally, openness to change includes values related to self-awareness, which involves the values variety and autonomy (Schwartz, 1992, Cable & Edwards, 2004). In order to measure the congruence between an individual and their organisation on all these dimensions, respondents are asked to rate how important that value was to them (individual values), as well as how important they perceived it was to their organisation (organisational values).

### *Person Organisation Fit*

Values and value congruence have also been examined in terms of Person Organisation Fit (P-O fit) (Adkins, Russell & Werbel, 1994). P-O Fit is defined, by Kristof (1996, p.4), as the “compatibility between people and organisations that occurs when (a) at least one entity provides what the other needs, (b) they share similar fundamental characteristics, or (c) both.” This definition encapsulates the multiple constructs and concepts, such as the complementary and supplementary fit perceptives in which P-O fit consists of (Kristof, 1996). Complementary fit refers to when an employee’s personal attributes, fulfills a missing competent within the working environment (Muchinsky & Monahan, 1987). Whereas supplementary fit refers to when an employees possess attributes, which are similar to other employees within the working environment (Muchinsky & Monahan, 1987). It is within the supplementary fit construct of P-O fit, where value congruence sits (Kristof, 1996). O’Reilly, Chatman and Caldwell (1991), proposed that the heart of P-O fit, is having congruency between an employees values and the organisations values. Watson, Papamarcos, Teague and Bean (2004), suggested that values have a predominate role within P-O fit research was because values are at the core of who a person is. Therefore values have the ability to influence an individual’s behaviour, how they respond to situations, how much energy they will invest at work and make judgments of the

organisation (Posner, 2010). This means values are a good indicator to an individual, whether or not they “fit” within an organisation, in terms of their own values and the organisations values (Kristof, 1996). Therefore the greater the congruency between the two, the greater levels of P-O fit an employee should feel. Which has led to the present study testing whether those who display greater levels of value congruence, will also have greater levels of P-O fit, within their organisation, compared to those who have lower levels of value congruence.

### *Job satisfaction*

One of the most common positive outcomes proposed as a result of having value congruence is job satisfaction. The basic definition of job satisfaction is how content an individual is with their job. A more scientific definition is the classic definition proposed by Locke and Lathan (1990) which states that job satisfaction, is an enjoyable psychological situation, that results from having appraised one’s job and/or job experience. Locke (1976) proposed the Range of Affect theory of job satisfaction. Which proposes that job satisfaction is determined by the discrepancy between what an individual wants in a job and what that individual ends up getting in their job. Often these wants comprises of components or values related to the working environment such as pay, promotion, benefits, supervisor, co-workers, work conditions, communication, safety, productivity, and the work itself. For example if an employee values autonomy, and has their expectations met, their level of satisfaction will be positively impacted. Conversely if their expectations are not met, their satisfaction will be impacted negatively, possibly leading to dissatisfaction, compared to an employee who does not value autonomy (Berry, 1997). This theory shows that there is a possible link between an individual’s job satisfaction and their value congruence. As many of the constructs identified within Locke’s (1976) theory are part of the many values congruence theories that have been proposed. For example Kristof’s (1996) theory states that if an individual has minimal conflict between their own personal values and the organisations values it will result in

positive outcomes for both the individual and the organisation. This leads to the suggestion that when an employee has value congruence within the workplace they will report greater levels of job satisfaction, than those who do not have value congruence.

### *Work Engagement*

The definition used for work engagement is the commonly cited definition proposed by Schaufeli, Salanova, Gonzalez and Bakker (2002), which states engagement as “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (p. 74). Although there have been numerous theories on work engagement, such as the notable theories from Maslach, Schaufeli and Leiter (2001) and Kahn (1990), it is Saks’s (2006) work engagement theory that tends to lead to a greater overall understanding of how value congruence affects work engagement. Saks (2006) proposed that the Social Exchange Theory (SET) could explain work engagement. The Social Exchange Theory maintains that interactions between parties create obligations through an evolving relationship (Saks, 2006). The parties abide by certain rules of exchange, so long as the relationship has evolved to be mutually trusting, committed and loyal (Saks, 2006). Saks’s (2006) proposed that engagement within ones job and organisation, is a possible way for an employee to repay their organisation. Job engagement relates to the level of engagement an employee has towards their specific job role, whereas organisational engagement refers to the engagement level an employee displays in relation to the organisation as a whole (Saks, 2006). The levels of both types of engagement are a response to the resources they receive from their organisation (Saks, 2006). Resources such as perceived organisational support, core self-evaluations and value congruence have shown to affect overall work engagement (Rich, Lepine and Crawford, 2010). It is thought that when an employee finds their job role demands behaviours which reflect how they like to see themselves, they are more likely to find their job as inviting and valuable (Kahn, 1992, Rich, et al., 2010). This is also true when

an employee believes that their values are congruent with their organisations. That is they perceive the expectations within their role in the organisation, are congruent with their own (Rich, et al., 2010; Chatman, 1989; Kahn, 1990, 1992; Kristof, 1996). Therefore an employee should find more meaning within their job and should in turn exhibit higher job and organisational engagement (Rich, et al., 2010). This suggests that when an employee has value congruence within the workplace, they are more likely to be engaged in their job and the organisation, than those who do not perceive value congruence.

### *Resilience*

In lay terms resilience is the ability to withstand or overcome a difficult situation in ones life. For the current study the definition for resilience will be the one proposed by Tugade and Fredrickson (2004, p.2), which states that “resilience is characterised by the ability to bounce back from negative emotional experiences and by flexible adaptation to the changing demands of stressful experiences” (Block & Block, 1980; Block & Kremen, 1996; Lazarus, 1993). This definition encompasses the theoretical framework of resilience that has been associated with the behaviours and psychological outcomes associated with being resilient and having the resources to be resilient (Tugade & Fredrickson, 2004). Using Schwartz’s values model, it is suggested that when an employee has value congruence, in their organisation, they essentially have resources, such as power, health, support and security (Schwartz, 1992). Resilience requires efficacy, effort and resources, such as having social support and physical and mental health (Wagnild, 2003). It has been proposed that by having value congruence, employees are reassured that they possess the efficacy and resources needed to achieve and overcome adversity (Leiter, 2008). This leads to the suggestion that when an employee has value congruence, it will contribute to resilience, as they will have the resources to deal with the adversity.

### *The Current Study*

With the rise of research investigating the need for clear organisation values and value congruence with employees, there has been an increased interest in the potential positive outcomes value congruence can provide organisations and employees. Current research tends to focus on work-orientated outcomes that result from having value congruence within the organisation. The outcomes typically investigated are organisational loyalty, turnover intentions and organisational citizenship behaviours. There has been less of a focus on other positive outcomes that result from having value congruence, for the individual beyond solely work-related constructs. Constructs such as resilience tend to be under researched, within the value congruence literature.

This current study attempts to address how value congruence affects not just the typical resulting work-related outcomes but also how it can affect an individual's resilience within the workplace. In order to investigate the potential beneficial outcomes, that result from value congruence, three work-related constructs of job satisfaction, work engagement and P-O fit have been selected, as well as resilience related to the workplace. It is been proposed that having greater personal value congruence will positively impact the four constructs of, job satisfaction, work engagement, P-O fit and resilience. These constructs were selected for their relationship to the working environment and because of the current working climate, which is requiring more and more from employees. This is particularly salient for the construct of resilience, as organisations have had a greater need and interest in looking at the resilience of employees, after increased turbulence in the business world (Auster & Freeman, 2013).

To investigate this the following research question will be examined:

- Do employees who get greater value congruence within the workplace, report greater job satisfaction, work engagement, P-O fit or resilience, compared to those who report less value congruence?

### *Control Variables*

The outcomes of this current study, of job satisfaction, work engagement, P-O fit and resilience have also been associated, in previous research by some or all of the four control variables, of gender, age job demands and self-efficacy.

#### *Gender*

Studies suggest that women are more likely to be satisfied with their jobs, compared to men (Clark, 1997, Carleton & Clain, 2011). Researchers have postulated a possible explanation for this difference (Bender, Donohue & Heywood, 2005). That is that women have lower expectations with the labour market. Therefore as satisfaction can be attributed to expectations, by having lower expectations means they are easier to fulfil (Clark, 1997). This appears to be the opposite for work engagement, where research suggests that men tend to be more engaged in the workplace than women (Schaufeli, Bakker & Salanova, 2006). However this is still under researched area of engagement (Banihani, Lewis, & Syed, 2013). In relation to gender and P-O fit, it is thought that men may have slightly higher levels of P-O fit, in terms of organisational commitment (Seong, Hong & Park, 2012). It is expected that job satisfaction, work engagement and P-O fit, at least, will be related partially by gender and gender will therefore be controlled for.

#### *Age*

A multitude of studies suggest that job satisfaction tends to increase with age (Janson & Martin, 1982). It is expected that job satisfaction increases with age as a result of the life

cycle, where an individual's needs and resources change over time (Janson & Martin, 1982). It is possible that it also relates to the differences in generations, with each generation differing in values (Janson & Martin, 1982). Just like job satisfaction, work engagement appears to also increase slightly with age (Schaufeli, et al., 2006). However, this relationship is still being researched (Schaufeli, et al., 2006). Age is also thought to be a contributing factor in understanding resilience. Research suggests resilience increases with age, with protective social development factors such as communication, problem solving and empathy, developing as we age (Wasonga, Christman, & Kilmer, 2003). As a result of these studies, it is proposed that job satisfaction, resilience and work engagement to some degree, will be predicted by age, and will therefore be controlled for in predicting all outcomes.

### *Job Demands*

Job demands relate to the sustained psychological and/or physical skills or effort required to fulfil the features of a job- psychological, social, physical or organisational (Bakker & Demerouti, 2006). Research has revealed that job satisfaction is dependent on the level of job demands someone has. That is, job demands can be beneficial on an employee's job satisfaction, up until a certain level. After this optimal level has been achieved, any added demands will result in a decline in job satisfaction (Janssen, 2001). There has also been an increase in research investigating how job demands affect work engagement, however this research focuses more on job resources (Schaufeli & Bakker, 2004; Bakker & Demerouti, 2006; Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007). That is, the more job resources an employee has, such as social support and autonomy, will minimise the effects felt by job demands, resulting in greater work engagement (Schaufeli & Bakker, 2004; Bakker & Demerouti, 2006). It is expected that both job satisfaction and work engagement at least will be partially predicted, by job demands and this will therefore be controlled for.



### *Self Efficacy*

Self-efficacy refers to an individual having the belief in oneself to complete the intended desired outcomes of an unfamiliar or strenuous activity (Bandura, 1997). Self-efficacy has been shown not just to affect an individual in stressful situations but also helps an individual imagine completing demanding life goals, as well as develop motivation (Schwarzer & Warner, 2013). Self-Efficacy has also been proposed to be one of the personal resources, an individual possesses, that influence an individuals overall resilience (Condy, 2006). Therefore, self-efficacy will be controlled for when investigating predictors of resilience.

### *Method*

#### *Study Design*

The current study used quantitative based research, which employed a statistical survey design. The dependent variables included were the participant's perception of their overall job satisfaction, organisational engagement, job engagement, P-O fit and resilience. The independent variables included were the participant's perception of their workplace values compared to the organisation. There were also four control variables included, which were age, gender, perceived job demands and self-efficacy.

#### *Participants and Procedure*

Data was collected using an online survey from 120 New Zealand individuals that were recruited via Synergy Health, an organisation providing health promotion programmes to a number of different organisations. The client organisations were mainly from white-collar occupations from banks, insurance companies and various government departments. Majority of the respondents were from a major bank, with 55% of the all the respondents

coming from the major bank. An overall summary of the demographic information is represented in Table 2.

The participant responses were exclusively gathered using an online survey. Individuals were able to click on a link, which was posted on Synergy Health managed websites for their organisations, which took them directly to the survey. Synergy Health promoted the survey online for two months, advertising the opportunity to win an iPad mini, as an inducement to complete the survey. The survey was completed anonymously, and took approximately 10-15 minutes to complete. Upon completing the survey participants were invited to enter the draw to win an iPad mini, in exchange for their time. Those who wished to go into win the iPad mini, clicked on a link at the end of the survey, where they were able to enter their email address. The use of a separate link to gather email addresses allowed for the survey answers to remain anonymous.

Table 2.  
*Demographics Characteristics*

Categorical Variable	Frequency	Per cent
<b>Gender</b>		
Male	36	30
Female	84	70
<b>Age</b>		
20-29	26	21.7
30-39	34	28.3
40-49	33	27.5
50-59	24	20
60-69	3	2.5
<b>Organisation</b>		
Organisation 1	3	2.5
Organisation 2	66	55
Organisation 3	1	0.8
Organisation 4	2	2.5
Organisation 5	2	1.7
Organisation 6	5	4.2
Organisation 7	10	8.3
Organisation 8	1	0.8
Organisation 9	29	24.1

Note. N=120. Mean Age=40 SD=10.7

### *Measures*

The data was gathered from participants using an internet-based survey, which was administered once via Qualtrics Research Suite survey system. The survey included measures of the participants work values, perceived organisation values, job satisfaction, work engagement, P-O fit, resilience, job demands and self-efficacy, as well as demographic questions related to their gender, age and organisation. The survey included an information page, briefly explaining the study, conditions of participation, the withdrawal process and the reassurance of anonymity regarding the responses. At the bottom of the page, participants were asked to consent to completing the survey by clicking the yes tick box. (See Appendix 1.)

Six separate scales, which totalled 46 items, were used to measure both the independent and dependent variables for this research. There were also two additional scales that totalled 13 items, which were used as control variables along with the two demographic questions. All of the items were placed in a set order, with the demographic information at the beginning followed by the value items, with all remaining variables following.

*Work Values*- Work values were measured using Cable & Edwards (2004) Work Values Survey, which has been based on Schwartz's (1992) original values model. The measure included eight core value dimensions of Altruism, Relationships with others, Pay, Prestige, Security, Authority, Variety and Autonomy. For each of these dimensions there were three questions related to specific items of that value. For example Altruism included three questions of "*Making the world a better place*", "*Being of service to society*" and "*Contributing to humanity*". For each question the participants were asked to rate how important that value is to them (individual values), as well as how important they perceive it is to their organisation (organisational values). Responses were given using a five-point Likert scale, where 1= Not Important to 5= Extremely Important, for both the individual values and organisational values. Cable and Edwards (2004) found the coefficient alpha for the outcome measures to be .93.

*Person Organisation Fit*- P-O fit was measured using Cable and Judge's (1996) "Perceived P-O fit" measure. The scale used three items to directly assess an employee's perception of his or her fit with an organisation. For example "*To what degree do you feel your values "match" or fit this organisation.*" Participants indicated their response on a five-point Likert-type scale with anchors 1= *not at all* to 5=*completely*. Cable and Judge (1996) found the coefficient alpha for the perceived P-O fit scale is .87.

*Job Satisfaction-* Job satisfaction was measured using Cammann, Fichman, Jenkins and Klesh's (1983), "Overall Job Satisfaction" scale, which was developed as part of the Michigan Organisational Assessment Questionnaire (MOAQ). The scale includes three items to describe an employee's subjective response to working in his or her job and organisation. For example "*All in all, I am satisfied with my job.*" Responses were obtained using a 7-point Likert scale where 1= *Strongly disagree*, 2= *Disagree*, 3= *Slightly disagree* 4= *Neither agree nor disagree* 5= *Slightly agree*, 6= *Agree*, and 7= *Strongly agree*. The overall job satisfaction scale had a coefficient alpha value of .84.

*Work Engagement-* Work engagement was measured using Saks (2006) Scale investigating the antecedents and consequences of employee engagement. Two six-item scales were used for this study to measure job engagement and organisation engagement. Items were written to assess participant's psychological presence in their job and organisation. For example "*I really "throw" myself into my job.*" Participants indicated their response on a five-point Likert-type scale with anchors (1) strongly disagree to (5) strongly agree. The job engagement scale had a overall alpha of .82 and the organisational engagement scale had a overall alpha of .90 (Saks, 2006).

*Resilience-* Resilience was measured using Sinclair and Wallston's (2004) "Brief Resilient Coping Scale", which was designed to measure resilient coping and a sense of control over stressful conditions. For example "*I actively look for ways to replace the losses I encounter in life.*" A nine-item scale was created, however only the first four items will be used. This was from previous research, which showed the first four variables had sufficient reliability; this also enabled a reduction in the length of the survey. Responses were obtained by getting the participants to consider how well the following statements describe their behaviour and actions on a scale from 1 to 5, where (1) means the statement does not

describe them at all and (5) means it describes them very well. The overall reliability of the scale, had a coefficient alpha of .69, these four items were shown to have a sufficient reliability (Sinclair & Wallston, 2004).

### *Control Variables*

*Demographics*- The first section of the survey after the information and consent page, asked participants to provide demographic information. This included their age and their gender, as well as their organisation.

*Job Demands*- Job Demands was measured using Beehr, Walsh, and Taber (1976) "Job Demands Scale". The scale uses three items to assess the employee's perceptions on how demanding their job is. For example "*I am given enough time to do what is expected of me in my job*". Participants indicated their response on a five-point Likert-type scale with anchors 1= *not at all* to 5=*completely*. The coefficient alpha for the job demands scale is .77.

*Self-efficacy*- Self-efficacy was measured using Schwarzer & Jerusalem (1995) Self-efficacy scale, which was created to assess a general sense of perceived self-efficacy. The scale included 10 items with the aim in mind to predict coping with daily hassles as well as adaptation after experiencing all kinds of stressful life events. For example "*I can always manage to solve difficult problems if I try hard enough.*" Responses were obtained using a four-point scale where, 1 = Not at all true 2 = Hardly true 3 = Moderately true and 4 = Exactly true. Schwarzer & Jerusalem (1995) found the coefficient alpha for the self-efficacy scale is .80.

### *Ethics*

This study was reviewed and approved by the University of Canterbury Human Ethics Committee. Reference number HEC 2013/49/LR.

## *Data Analyses*

The statistical analyses for this study were all performed in SPSS, version 21, for Mac.

*Data Transformation-* In preparation for the data analyses, all of the negatively keyed items were reverse coded. Each item was checked to ensure they were correctly transformed. Initially there were 154 respondents to the survey, however 34 of the respondents did not complete the survey past the consent section and therefore their data was removed from analysis.

The 24 values questions were further grouped from the initial eight value dimensions, and analysed in blocks representing the four overarching conceptual dimensions of Self-Transcendence, Self-Enhancement, Conservation and Openness to Change. This was done for ease of analysis and in accordance's to Cable and Edwards (2003) and Schwartz (1992). The variables were then centred, by subtracting the mean of the variable from each value within that variable. This is done to make all the means to equal zero for all of the variables.

In order to test congruence for each of the eight dimensions interaction terms were calculated. This involved multiplying the centred individual values by the centred organisational values.

## *Regression analyses*

The data was analysed using multiple hierarchical regression. Accordingly, for each of the four blocks of value dimensions (self-enhancement, self-transcendence, conservation and openness to change), five multiple regressions analyses were conducted to predict job satisfaction, job engagement, organisational engagement, P-O fit and resilience. In the first step, the centred variables representing both the individual and organisation values, as well as the centred control variables of job demands, age and gender, were entered. Next the

interaction terms representing degree of value congruence were entered.

## *Results*

### *Descriptive Statistics*

Table 2 shows the means, standard deviations, coefficient alphas and bivariate correlations for the variables in the current study, which included the control variables that demographic information inclusive and the dependent variables.

Results' concerning the research aims of the study, relating to the four value dimensions, the perceived congruence between an individual and the organisation and the outcome variables are reported in Tables 4, 5, 6 and 7.

### *Values*

#### *Self-Transcendence*

Table 4 contains the multiple regression analyses for the value dimension of Self-transcendence, which includes values related to positive social interactions: altruism and having relationships with others. As Table 4 shows, there was no significant relationship between either individual or organisational altruism and for any of the dependent variables. However there was a positive relationship between individual relationships and organisational engagement ( $b=.14$ ), as well P-O fit ( $b=.24$ ). The other remaining dependent variables were not significant. There were also no significant relationships between organisational relationships and the dependent variables.

There were no significant effects of the interaction between individual and organisational altruism on the dependent variables. For organisational engagement, the interaction between individual and organisational valuing relationships, was significant,



showing a positive relationship ( $b = .16$ ), as shown in Figure 1. This indicates that when both an individual and organisations value having positive relationships with others, those individuals tended to have the highest level of organisational engagement. When the individual highly values relationships, and the organisation does not, they report lower levels of organisational engagement. Similar levels of organisational engagement were found when an individual does not highly value relationships, and their organisation also does not value relationships. Those with the lowest levels of organisational engagement were those who did not highly value relationship, but their organisation did.

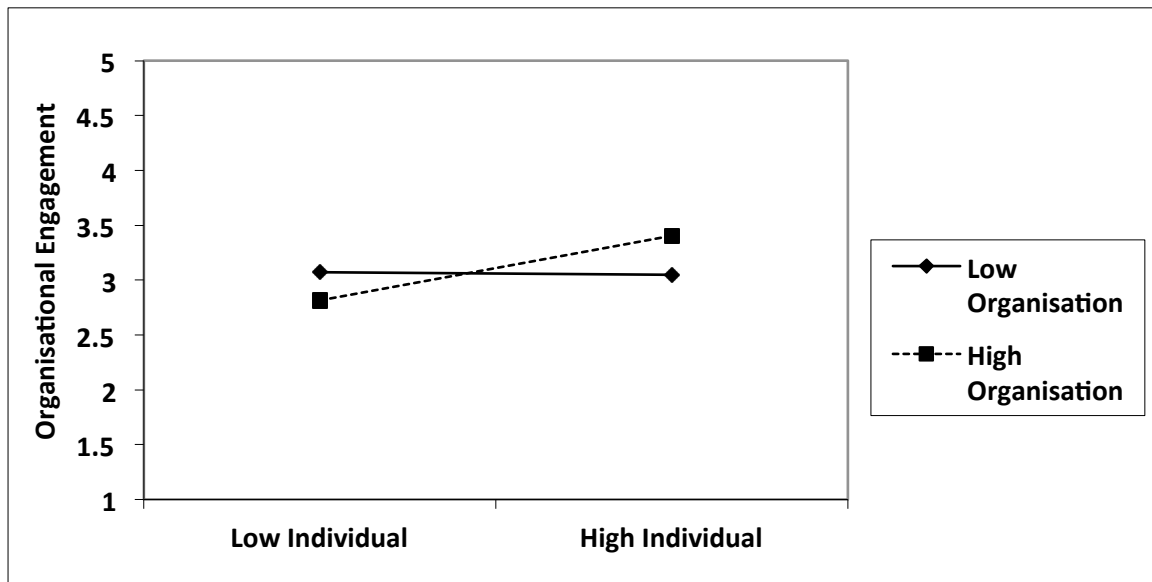


Figure 1. *Valuing relationships with others: Interaction effect of individual and organisational values on organisational engagement.*

For the control variables, the coefficients for both job demands and self-efficacy were significant, age and gender were both not significant. Job demands showed a negative relationship for both job satisfaction ( $b = -.11$ ) and P-O fit ( $b = -.23$ ), indicating that those reporting higher demands also reported lower job satisfaction and lower perceived P-O fit. Self-efficacy showed a positive relationship for resilience ( $b = .78$ ), indicating that those reporting high self-efficacy also reported high resilience.

### *Self-Enhancement*

Table 5 consists of the analyses for the second value dimension of Self-enhancement, which involves the values related to pay and prestige. Table 5 shows that there is a positive relationship between individual pay and P-O fit ( $b=.25$ ). All of the dependent variables for individual pay were not significant. There were two variables for organisation pay that were significant, which was job satisfaction and P-O fit. There was a negative relationship between organisation pay and job satisfaction ( $b=-.13$ ). P-O fit and organisation pay also showed a negative relationship ( $b= -.26$ ). All of the remaining variables showed no significant relationship. There were no significant relationships between all of the dependent variables and individual prestige. However there was a positive relationship between organisation prestige and job engagement ( $b=.20$ ). The other remaining dependent variables were not significant.

There were no significant relationships between the interaction of individual and organisation pay and the dependent variables. For P-O fit, the interaction between individual and organisational prestige was significant, showing a positive relationship ( $b= .28$ ), as shown by figure 2. This indicates that when both an individual and organisation value prestige, those individuals tended to report the highest level of P-O fit. When the individual highly values prestige and the organisation does not, they reported lower levels of P-O fit. Similar levels of P-O fit, were found when an individual does not highly value prestige, and their organisation also does not value prestige, as well as were who did not highly value prestige, but their organisation did.

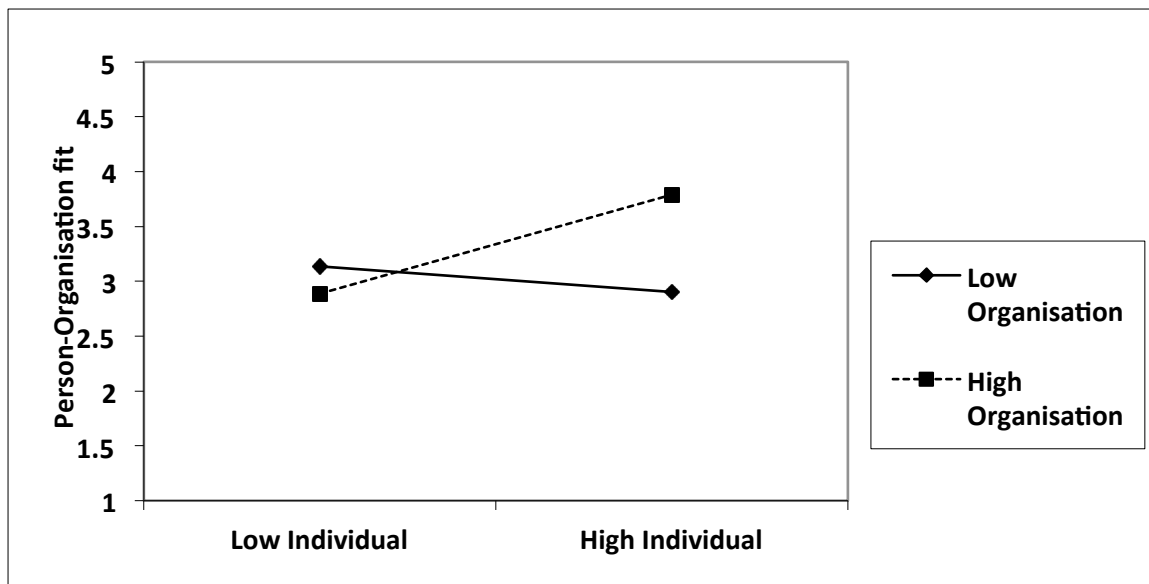


Figure 2. *Valuing prestige: Interaction effect of individual and organisational values on P-O fit.*

For the control variables, only the coefficients for self-efficacy was significant, the rest of the control variables were not significant for the predictor variables, for the self-enhancement dimension of values related to pay and prestige. Self-efficacy showed a positive relationship for resilience ( $b = .85$ ), indicating that those reporting high self-efficacy also reported high resilience.

### *Conservation*

Table 6 contains the analyses for the third value dimension of Conservation, which incorporates values related to security and authority. As Table 6 shows there is no significant relationships for any of the dependent variables and individual security. However there are three significant relationships for organisation security and the dependent variables. These are a positive relationship between organisation security and job engagement ( $b = .13$ ), as well as organisation engagement ( $b = .16$ ). The third is organisation security and P-O fit, which also showed a positive relationship ( $b = .25$ ). For Individual Authority there is only one significant relationship between the dependent variable of P-O fit ( $b = .28$ ). All the remaining dependent variables for individual authority were not significant. There were no significant relationships between organisation authority and the dependent variables.

The interaction between individual and organisational authority and all of the dependent variables were also not significant. For resilience the interaction between individual and organisational security was significant, showing a positive relationship ( $b = .25$ ), as shown in Figure 3. This indicates that when both an individual and organisation value security, those individuals tended to have the highest level of resilience. Whereas slightly lower levels of resilience were found when an individual did not highly value security and their organisation also did not highly value security. Lower levels of resilience were found when the individual did not highly value security and the organisation does. Similarly when the individual highly values security and perceived the organisation did not, they reported lowest levels of resilience

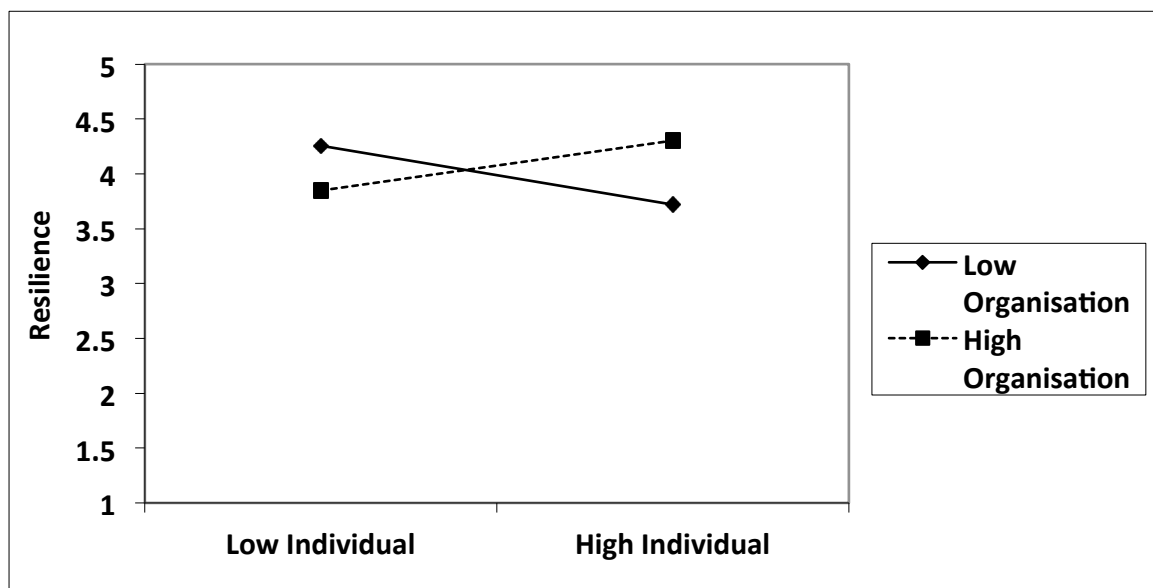


Figure 3. *Valuing security: Interaction effect of individual and organisational values on resilience.*

For the control variables, the coefficients for both job demands and self-efficacy were significant, age and gender were both not significant. Job demands showed a negative relationship for both job satisfaction ( $b = -.11$ ) and P-O fit ( $b = -.25$ ), indicating that those reporting higher demands also reported lower job satisfaction and lower perceived P-O fit. Self-efficacy showed a positive relationship for resilience ( $b = .81$ ), indicating that those

reporting high self-efficacy also reported high resilience.

### *Openness to Change*

Table 7 includes the analyses for the final value dimension of Openness to Change, which involves values pertaining to variety and autonomy. Table 7 shows that between individual variety and the dependent variables, there are no significant relationships. There is however two significant relationships between organisation variety and two of the dependent variables- organisation engagement ( $b=.19$ ) and P-O fit ( $b=.29$ ). All of the remaining variables for organisation variety were not significant. There was one significant relationship between Individual autonomy and resilience ( $b=.30$ ). All of the other dependent variables were not significant for individual autonomy. There was also one significant relationship between organisation autonomy and P-O fit ( $b=.26$ ). However all the remaining variables were not significant for organisation autonomy.

None of the interactions between individual and organisation variety and the dependent variables were significant. This was also the case for all of the interactions between individual and organisation autonomy and the dependent variables, with all of them also showing no significant relationships.

For the control variables, the coefficients for both job demands and self-efficacy were significant, however age and gender were both not significant. Job demands showed a negative relationship for both job satisfaction ( $b=-.12$ ) and P-O fit ( $b=-.22$ ), indicating that those reporting higher demands also reported lower job satisfaction and lower perceived P-O fit. Self-efficacy showed a positive relationship for resilience ( $b=.86$ ), indicating that those reporting high self-efficacy also reported high resilience.

Table 3 *Intercorrelations and descriptive statistics of study variables*

Measure	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
1.Gender																									
2.Age	.05																								
3.Altruism Individual	-.04	.13																							
4.Relationships Individual	.06	-.04	.48																						
5.Pay Individual	.11	-.02	.36	.46																					
6.Prestige Individual	.19	-.01	.39	.41	.43																				
7.Altrusim Organisation	.02	.24	.27	.04	.18	.18																			
8.Relationships Organisation	.03	-.10	.35	.48	.31	.37	.27																		
9.Pay Organisation	.06	-.01	.13	.10	-.12	-.02	.09	.14																	
10.Prestige Organisation	.03	-.06	.07	.28	.13	.16	.12	.24	.26																
11.Security Individual	.03	-.16	.02	.17	.06	.17	.09	.12	.37	.37															
12.Authority Individual	.03	.02	.26	.42	.50	.49	.09	.14	-.07	.06	.14														
13.Vaiety Individual	-.12	-.19	.13	.19	.13	.16	.19	.27	.02	.17	.06	.24													
14.Autonomy Individual	-.19	-.17	.15	.34	.16	.14	.15	.37	.19	.30	.13	.26	.41												
15.Security Organisation	.14	-.14	.37	.40	.46	.45	.13	.31	-.03	.29	.12	.32	.19	.18											
16.Authority Organisation	.07	.02	.13	.29	.11	.10	.17	.12	.26	.25	.39	.26	.13	.23	.14										
17.Variety Organisation	.03	-.10	.37	.37	.53	.39	.20	.32	-.07	.28	.13	.38	.29	.21	.43	.24									
18.Autonomy Organisation	.10	-.11	.36	.35	.55	.33	.08	.30	-.08	.24	.02	.30	.22	.23	.45	.15	.61								
19.Job Satisfaction	-.01	.08	.11	.16	.21	.17	-.04	.06	-.22	-.06	.03	.19	.08	-.09	.13	-.09	.01	.04							
20.Job Engagement	.09	.05	.17	.22	.16	.11	.16	.27	-.10	.26	.15	.09	.09	.12	.21	.15	.22	.21	.36						
21.Organisational Engagement	.04	.13	.32	.34	.24	.13	.24	.23	-.08	.13	-.01	.11	.13	.11	.25	.06	.30	.21	.40	.57					
22.P-O Fit	.04	.08	.23	.36	.42	.30	.11	.25	-.18	.12	.04	.37	.21	.05	.33	.21	.39	.40	.18	.14	.27				
23. Resilience	-.22	.03	.27	.20	.19	.19	.21	.36	-.09	.06	-.06	.19	.24	.38	.16	.08	.18	.14	.23	.34	.37	.16			
24.Job Demands	.08	-.03	-.19	-.22	-.26	-.12	.02	-.04	.12	.11	.06	-.16	-.13	.01	-.13	.08	-.09	-.18	-.29	.05	-.13	-.28	-.07		
25.Self-Efficacy	-.20	.13	.14	.08	.22	.12	.20	.30	-.15	.06	-.06	.15	.15	.12	.08	.14	.06	.17	.20	.26	.22	.24	.58	.14	
Mean	-	40.0	3.96	3.58	3.29	3.74	4.02	3.87	4.33	3.76	4.43	4.01	4.09	4.11	3.33	4.03	3.09	3.14	4.03	3.55	3.20	3.20	3.70	2.77	3.29
SD	-	10.8	0.68	0.88	0.92	0.93	0.67	0.78	0.66	0.75	0.71	0.79	0.65	0.67	0.93	0.67	0.88	0.85	0.38	0.55	0.55	1.02	0.71	0.90	0.45

Correlations at and above 0.19 are significant at the  $*p < .05$  Correlations at and above 0.24 are significant at the  $*p < .05$

Table 4 *Unstandardised regression coefficients for predicting the 5 dimensions of Self-Transcendence*

	Job Satisfaction	Job Engagement	Organisational Engagement	P-O Fit	Resilience
<b>Control Variables</b>					
Age	0.00	0.00	0.00	0.01	0.00
Gender	0.01	0.09	0.04	0.03	-0.18
Job Demands	-0.11 **	0.05	-0.03	-0.25 *	0.04
Self-Efficacy	n/a	n/a	n/a	n/a	0.78 **
<b>Predictor Variables</b>					
Altruism Individual	0.03	0.06	0.15	0.00	0.14
Altruism Organisation	-0.05	0.05	0.11	0.05	0.05
Relationships Individual	0.03	0.08	0.14 *	0.24 **	0.06
Relationships Organisation	0.02	0.13	0.02	0.19	0.11
R2	0.11	0.11	0.19	0.20	0.41
<b>Interactions</b>					
Ind*Org Altruism	0.00	-0.03	-0.01	0.32	0.02
Ind*Org Relationships	0.05	0.07	0.16 *	0.23	-0.07
R2 Change	0.01	0.01	0.04	0.04	0.00
R2 total	0.11	0.12	0.23	0.24	0.42

\* $p < .05$ ; \*\*  $p < .01$

Table 5 *Unstandardised regression coefficients for predicting the 5 dimensions of Self-Enhancement*

	Job Satisfaction	Job Engagement	Organisational Engagement	P-O Fit		Resilience
<b>Control Variables</b>						
Age	0.00	0.00	0.01	0.01		0.00
Gender	-0.01	0.08	0.02	-0.01		-0.22
Job Demands	-0.09	0.04	-0.05	-0.19		0.03
Self-Efficacy	n/a	n/a	n/a	n/a		0.85 **
<b>Predictor Variables</b>						
Pay Individual	0.02	0.05	0.12	0.25	**	0.03
Pay Organisation	-0.13 *	-0.14	-0.07	-0.26	*	0.01
Prestige Individual	0.05	0.00	0.01	0.17		0.10
Prestige Organisation	0.00	0.20 **	0.10	0.16		0.00
R2	0.17	0.12	0.10	0.26		0.35
<b>Interactions</b>						
Ind*Org Pay	-0.05	0.04	0.00	-0.01		0.06
Ind*Org Prestige	0.09	0.05	-0.03	0.28 *		-0.02
R2 Change	0.03	0.01	0.00	0.04		0.00
R2 total	0.19	0.12	0.10	0.30		0.38

\* $p < .05$ ; \*\*  $p < .01$



Table 6 *Unstandardised regression coefficients for predicting the 5 dimensions of Conservation*

	Job Satisfaction	Job Engagement	Organisational Engagement	P-O Fit	Resilience
<b>Control Variables</b>					
Age	0.00	0.01	0.01	0.01	0.00
Gender	0.00	0.05	0.00	-0.02	-0.20
Job Demands	-0.11 **	0.03	-0.06	-0.25 **	0.06
Self-Efficacy	n/a	n/a	n/a	n/a	0.81 **
<b>Predictor Variables</b>					
Security Individual	0.05	0.07	-0.02	-0.08	-0.02
Security Organisation	0.03	0.13*	0.16 **	0.25*	0.04
Authority Individual	0.08	0.00	0.00	0.28*	0.09
Authority Organisation	-0.09	0.07	0.03	0.23	-0.04
R2	0.14	0.08	0.10	0.26	0.38
<b>Interactions</b>					
Ind*Org Security	-0.02	-0.05	-0.04	-0.10	0.25 *
Ind*Org Authority	0.02	-0.02	0.03	0.20	-0.04
R2 Change	0.00	0.00	0.00	0.01	0.03
R2 total	0.14	0.08	0.10	0.27	0.41

\* $p < .05$ ; \*\*  $p < .01$

Table 7 *Unstandardised regression coefficients for predicting the 5 dimensions of Openness to change*

	Job Satisfaction	Job Engagement	Organisational Engagement	P-O Fit	Resilience
<b>Control Variables</b>					
Age	0.00	0.00	0.01	0.01	0.00
Gender	0.02	0.08	0.07	0.05	-0.07
Job Demands	-0.12**	0.05	-0.06	-0.22 **	0.01
Self-Efficacy	n/a	n/a	n/a	n/a	0.86 **
<b>Dependent Variables</b>					
Variety Individual	0.06	0.03	0.04	0.20	0.01
Variety Organisation	0.00	0.06	0.19**	0.29*	0.16
Autonomy Individual	-0.06	0.07	0.05	-0.13	0.30**
Autonomy Organisation	0.01	0.07	0.00	0.26*	-0.12
R2	0.10	0.08	0.13	0.27	0.45
<b>Interactions</b>					
Ind*Org Variety	-0.03	0.05	-0.09	-0.13	-0.14
Ind*Org Autonomy	-0.07	0.08	0.03	0.08	0.13
R2 Change	0.01	0.01	0.01	0.00	0.01
R2 total	0.12	0.09	0.14	0.27	0.47

\* $p < .05$ ; \*\*  $p < .01$

## *Discussion*

The current study was conducted to investigate how having perceived value congruence within the workplace affects an employees job satisfaction levels, how engaged they are within their job and the organisation as a whole, their perceived fit within the organisation and their resilience level. Specifically whether the prediction of those who report greater congruence between an employee and their organisation, will result in increased levels of these positive outcomes, compared to those who report lower levels of congruence. In order to fully understand this predicted relationship the control variables of age, gender, job demands and self-efficacy were included as control variables.

### *Summary of Results*

Overall our results only partially supported the research question. Although value congruence did appear to result in positive outcomes, the level to which they impacted differed, depending on the type of values involved.

*Person Organisation fit*- P-O fit was significantly influenced by several of the work values and showed value congruence. Employees reported greater fit within an organisation, if they personally valued having positive relationships within their workplace. We also found that an individual would feel that they had greater fit within an organisation if they personally value pay, however they reported less fit if they perceived their organisation valued pay. Employees were also more likely to report higher levels of fit within their organisation if they personally valued authority. Similarly levels of fit increased when an employee perceived that their organisation valued variety within the workplace, security and allowing employee's to have autonomy within their jobs. Having value congruence between the organisation's and individual's value level around prestige, also influences P-O fit. Indicating that when an employee perceives their organisation highly values prestige to a similar extent they do, they

will feel they fit within the organisation more. The results also suggest that job demands also influences an employees level of P-O fit. Employees', who have high job demands, are more likely to report lower level of fit within the organisation. These results are consistent with previous research, such as the findings indicated by Watson et al. (2004), who identified values and values congruence as a major influencer in P-O fit.

*Job satisfaction-* The findings suggest that the greatest impact on job satisfaction appears to be how demanding an employee finds their job to be. Employees with higher job demands appear to report lower levels of job satisfaction. An organisation's values around pay also negatively impacted job satisfaction. If an employee perceives their organisation highly values pay, the lower their job satisfaction appears to be. However an employee's personal values concerning pay did not appear to affect their overall job satisfaction. Overall, value congruence did not appear to play a role in affecting an employee's job satisfaction, for any of the eight values. This is contrary to the findings of Cable and Edward (2004), who found that value congruence tends to influence an employees job satisfaction. However, these differences could be contributed to the difference in the direct relationship model the current study used, whereas Cable and Edwards (2004) modelled the positive outcomes to be mediated by psychological needs fulfilment.

*Work Engagement-* Certain values appear to affect both aspects of work engagement, but values congruence appeared to only affect organisational engagement. The values influencing job engagement are the employee's perception of an organisations value of prestige and security. For both values, the more the employee thought their organisation valued prestige or security, the higher their job engagement was. Organisational engagement was influenced by personal perceptions of organisational values around security and variety, as well as an individual's values of positive relationships with others. When an employee

perceived their organisation values security and variety, this positively impacts on an employee's organisation engagement. Similarly when an employee values forming positive relationships with others, this results in a positive influence on an employees organisational engagement. Organisational engagement also is impacted by the congruence between an employee's individual values around forming relationships, as well as their perceptions around how valued positive relationships are within their organisation. This indicates that when an employee believes their organisation values forming relationships as highly as they do themselves, their organisational engagement is positively influenced. The findings that work engagement is positively influenced by values and values congruence replicates the findings by Rich, Lepine and Crawford (2010) around value congruence and the favourable impact on work engagement.

*Resilience-* The greatest influence on resilience in the present study is self-efficacy. Self-efficacy significantly accounted for an individuals' level of resilience regardless of the eight values. This suggests that resilience is largely attributed to an individual's level of self-efficacy, and only minimally by their values or experiencing value congruence within the workplace. The results also indicated that valuing autonomy within ones jobs, positively influences an individuals' resilience level. Suggesting that by having some independence within an employee's job role will positively increase an employee's workplace resilience. Value congruence, between an individual's values around security and their perceptions around an organisation's value of security, also appears to contribute towards an individual's resilience. Implying that when security, whether within their job or overall security in the organisation, is valued, this can act as a possible resource for the employee. The findings that values and value congruence within the workplace will contribute to an employee's resilience level at work are consistent with Schwartz's (1992), assertion that value congruence provides an employee with resources to deal with adversity.

### *Methodological Considerations and Future Research*

A potential methodological limitation, which should be considered for this research was that the study relied solely on self-report measures. Although self-report measures are adequate for the theoretical nature of the research, concerning perceived value congruence and potential positive outcomes, these types of measures do have shortcomings (Cable & Edwards 2009; Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Some of the shortcomings of self-report data are that it can rarely be independently verified. Therefore the response can only be taken at face value. Self-report data also has several potential sources of biases, as participants may selectively answer questions, because of social-desirability or because they only remember certain significant memories. An advantage of the current study was using all closed answer questions, as they make analyses more objective and reduce researcher bias. However, closed answers have the possibility to decrease validity in that it limits the response options for the participant. A potential solution for future research would be to supplement these measures with open-ended questions, as well as measures from other sources, such as from managers and the human resources team. These measures would enable us to examine which values an organisations is actively trying to promote, and perceptions of these values from managers.

The overall sample size for the current study should also be considered. The number of participants that fully completed the survey turned out to be 120. Although adequate, a higher number of participants would increase the statistical power of the research. However the study was still able to produce some statistically significant results. The sample size may have also impacted on the demographic characteristics of the sample size. Out of the 120 participants that were sampled, the majority were women. The percentage of women within the study does not reflect the percentage of women and men within the workplaces. However because of how the data was gathered, methodically the gender balance could not be

controlled for in this current study, because of the lack of control and knowledge of how many people actually saw the survey. If this research was to be replicated, a strategy to get a better gender balance should be put in place. A strength of the current research was the survey distribution, in the sense that the data was gathered through an independent organisation, keeping the responses anonymous, which could decrease potential biases, such as social desirability. However the context of the answers should also be taken into account. As the data was gathered independently and anonymously, the context of the results is only implied and cannot be controlled. We have minimal information on the organisation and how values are viewed within those organisations, although the contextual considerations are minimised by having more than one organisation completing the survey.

Another limitation concerns the lack of causal inference of this type of research should be considered. As we are only looking at the relationship between values and the dependent variables measured at the same point in time, we are unable to conclude any causality. However, this type of research is adequate because of the exploratory nature of this current study, and the strong theoretical background, as the aim is to identify a relationship between values and values congruence and the positive outcomes. For future research a more experimental approach may be used, or a longitudinal design, to uncover some of the causal relationships between values and the outcomes.

A further methodological consideration is the scale measuring resilience. The scale that was used in the current study implies resilience is a trait, which a person will either have or not. However the results show that although self-efficacy is the major contributor towards resilience, values and value congruence are also contributors to resilience, indicating that it is possible that resilience is less stable than a trait, which tend to be more constant and harder to change, instead resilience may be more state-like. In order to test this hypothesis, for future research a scale measuring resilience as a state could be used. Because of the relatively

untested area around resilience and value congruence, the more commonly used trait based resilience scale was used. The relationship between resilience and values, as found in this current study has also presented another future research area. Further investigation of resilience and values is needed, especially in the area of the implications of the working environment. Especially if resilience is more state based than trait based, which suggests organisations may be able to influence their employees' resilience.

Finally the current study only looked at value congruence and the affect on certain organisational outcomes. Our results showed values and values congruence had a positive affect on job satisfaction and P-O fit, which are in line with the results found by Edwards and Cable (2009). However value congruence only investigates the importance of a value (Cable & Edwards, 2004). The next step would be to investigate psychological fulfilment, which looks at how much of a value/attribute an individual wants, not just if it is important.

### *Implications*

The research also has practical implications, which can be applied to the workplace. Organisations often actively attempt to promote value congruence, in hopes it will contribute to improving the behaviours and attitudes of the employees (Edwards & Cable, 2009). Although value congruence should be of importance to organisations, the research reported in the present study shows that it is not imperative for all values to be congruent for positive organisational outcomes to occur (McShane et al., 2010). Our recommendations from this to organisations would be to increase their understanding of which values their employees desire in the workplace. By having a greater understanding of which values are of importance to their particular organisation, will enable a greater affect on those values that could be contributing to job satisfaction, work engagement, P-O fit and resilience. Increasing the understanding, of which values are important to employees, will also minimise the



undesirable affects of organisations putting high importance on values, which may actually decrease these outcomes. As our results show, when employee perceived their organisation highly valued pay, overall job satisfaction decreased. A second practical implication, from this current study would be ensuring organisational values are clearly communicated (Cable & Edwards, 2009). When an organisation regularly and clearly communicates the organisational values, enhances the benefits of value congruence (Cable & Edwards, 2009). However, even if the potential practicalities of these implications of value congruence require further research, it is recommended that an organisation should be highly aware of their values and should aim to be a values driven organisation.

### *Conclusion*

Although further research is required, the current study made some substantial contributions to values congruence research. In this study we proposed that having values congruence would significantly impact on the organisational outcomes of job satisfaction, work engagement, person organisation fit and resilience. However our results showed that employees did not have to have congruence between their values and how they perceive their organisations values, to have significant relationships to the proposed outcomes of job satisfaction, work engagement, person organisation fit and resilience. Our results showed that three of the outcomes displayed significant congruence between the values of individuals and their perceptions of their organisation's values, for at least one value, except for job satisfaction. The study also highlighted that just valuing a certain value was significantly related to an employee's job satisfaction, work engagement, person organisation fit and resilience. Similarly when an employee perceived their organisation to value certain values, significantly correlated to their job satisfaction, work engagement, person organisation fit and resilience. This highlights the contribution of the current study and the possible areas of future research that could be explored.

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## *Appendix 1.*

### Q1 INFORMATION and CONSENT TO PARTICIPATE IN A SURVEY RESEARCH PROJECT

You are invited to participate in a research study, focusing on engagement and work experience of staff. The survey will take about 15 minutes to complete. Please note that there are no right or wrong responses – we are simply interested in your opinions. The survey is completely anonymous, and you will not be identified as a participant. The results of this research will be part of Megan Bissett's, Master's Dissertation and may be published in academic journals or conference proceedings. The information you provide cannot be linked back to you or your organisation in any way and no other staff members from your organisation will see your ratings. If you are interested in receiving a copy of the report you can contact the researcher at the end of the project. At the end of the survey, you are invited to enter a raffle to be in to win an iPad Mini. This will be voluntary and will require you to provide your email address, however this will be separate from your survey answers. Participation is voluntary and you have the right to withdraw at any stage, including withdrawal of any information you have provided, up until the time your responses have been submitted. Because it is anonymous, your responses cannot be retrieved after that time. If you want to participate, please click yes below to give your consent and to start the survey.

The project is being carried out as a requirement for the completion of a Masters Degree in Applied Psychology by Megan Bissett under the supervision of Katharina Naswall and Joana Kuntz.

This project has been reviewed and approved by the University of Canterbury Human Ethics Committee, and participants should address any complaints to The Chair, Human Ethics Committee, University of Canterbury, Private Bag 4800, Christchurch (human-ethics@canterbury.ac.nz).

We hope to have you on board. Please do not hesitate to contact us for further information or any questions you may have by emailing either [megan.bissett@pg.canterbury.ac.nz](mailto:megan.bissett@pg.canterbury.ac.nz) or [katharina.naswall@canterbury.ac.nz](mailto:katharina.naswall@canterbury.ac.nz), we will be pleased to discuss any concerns you may have about participation in the project.

Many thanks,

Megan Bissett

This project is being supervised by Katharina Naswall and Joana Kuntz from the Psychology Department at the University of Canterbury.

Q2 I have read, understood, the above consent form and desire of my own free will to participate in this study. By clicking yes it will be understood that you have consented to participate in the project, and that you consent to publication of the results of the project with the understanding that anonymity will be preserved.

- Yes (1)
- No (2)

If No Is Selected, Then Skip To End of Survey

Q3 Are you male or female?

- Male (1)
- Female (2)

Q4 What is your age?

Q5 For the following statement, indicate how important the statement is to yourself and how important you perceive it is to your organisation ranging from 1 =not important at all to 5=extremely important.

	How important is this at your organisation?					How important is this to you?				
	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)
Making the world a better place (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being of service to society (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contributing to humanity (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Forming relationships with coworkers (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Getting to know your fellow workers quite	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

well (5)										
Developing close ties with co-workers (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Salary level (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Total compensation (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The amount of pay (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gaining respect (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Obtaining status (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being looked up to by others (12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q6 For the following statement, indicate how important the statement is to yourself and how important you perceive it is to your organisation ranging from 1 =not important at all to 5=extremely important.

	How important is this to you?					How important is this at your organisation?				
	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)
Being certain of keeping my job (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being sure I will always have a job (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being certain my job will last (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Distinct reporting relationships (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A clear chain of command (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Definite lines of authority (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Doing a variety of things (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Doing something different every day	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

(8)										
Doing many different things on the job (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Doing my work in my own way (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Determining the way my work is done (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Making my own decisions (12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q7 Please review the following statements. We would like to know how much you agree or disagree with each statement.

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
All in all, I am satisfied with my job (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, I don't like my job (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, I like working here (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q8 Please review the following statements. We would like to know how much you agree or disagree with each statement.

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
I really “throw” myself into my job. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sometimes I am so into my job that I lose track of time. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This job is all consuming; I am totally into it. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My mind often wanders and I think of other things when doing my job. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am highly engaged in this job. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q9 Please review the following statements. We would like to know how much you agree or disagree with each statement.

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
One of the most exciting things for me is getting involved with things happening in this organisation. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am really not into the “goings-on” in this organisation (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being a member of this organisation make me come “alive.” (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being a member of this organisation is exhilarating for me. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am highly engaged in this organisation. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Q10 Consider how well the following statements describe your behaviour and actions on a scale from Not at all like me to Just like me.

	Not at all like me (1)	Not much like me (2)	Somewhat like me (3)	Quite a lot like me (4)	Just like me (5)
I actively look for ways to replace the losses I encounter in life. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that I can grow in positive ways by dealing with difficult situations. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I look for creative ways to alter difficult situations. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regardless of what happens to me, I believe I can control my reaction to it. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q11 Please review the following statements. We would like to know how true you perceive each statement is to you.

	Not at all true (1)	Hardly true (2)	Moderately true (3)	Exactly true (4)
I can always manage to solve difficult problems if I try hard enough. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If someone opposes me, I can find the means and ways to get what I want. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is easy for me to stick to my aims and accomplish my goals. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am confident that I could deal efficiently with unexpected events. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Thanks to my resourcefulness, I know how to handle unforeseen situations. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can solve most problems if I invest the necessary effort. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can remain calm when	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<p>facing difficulties because I can rely on my coping abilities. (7)</p>				
<p>When I am confronted with a problem, I can usually find several solutions. (8)</p>	○	○	○	○
<p>If I am in trouble, I can usually think of a solution. (9)</p>	○	○	○	○
<p>I can usually handle whatever comes my way. (10)</p>	○	○	○	○

Q12 Please review the following statements. We would like to know how true you perceive each statement is to you.

	Not at all (1)	Occasionally (2)	Quite a Bit (3)	Completely (6)
To what degree do you feel your values “match” or fit this organisation. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My values match those of the current employees in this organisation (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you think the values and “personality” of this organisation reflect your own values and personality? (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q13 Please review the following statements. We would like to know how true you perceive each statement is to you.

	Not at all (1)	Occasionally (2)	Frequently (3)	Very Often (4)	Completely (5)
I am given enough time to do what is expected of me in my job (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It fairly often happens that I have to work under a heavy time pressure (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often have too much to do in my job (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>