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Title : The Impact of Person-Organization Value Congruence on Employee Attitudes in Industrial Organizations.

Abstract

In recent years, organizational value has become a prominent issue. It is interesting to observe the rise of 'values based' organizations. An increasing number of organizations now boast a list of values which represent the underlying thoughts and beliefs of the individuals that work there and are intended to 'drive' how its people conduct business. Even though values are being displayed by an organization, there is no guarantee all individuals will align with them. People rarely align their behavior to values other than those they personally own. It is a major challenge for organizations to attain congruence between organizational values and individual values in order to enhance their work attitudes like satisfaction with the job, organizational commitment, and likelihood to stay in the organization.

With a view to understand and explore the employees' actions and attitudes towards their organization, several researchers have done various studies on exploring the fit between the employee and the organization. Even though the benefits and significant effects of value congruence on the organization's long term success and survival have been studied to a great extent, the examination of value congruence in the Indian Scenario has received exceptionally inadequate consideration. Most of the existing studies on value congruence and its benefits on employee attitudes and behaviors have been limited in that the researches: (a) focused mostly on areas outside India (Posner, 1993; Allen & Meyer, 1996, Gill, 1999; Finegan, 2000; Silverthorne, 2004; Wheeler, Gallagher, Brouer and Sablynski, 2007; Amos and Weathington, 2008) whereas it has been explored that people react differently to values in different cultures (Erez & Earley, 1993; Hofstede, 1989, 1991; Trompenaars & Hampden-Turner, 1998); (b) have studied effect of value congruence on academic environment and selective professions such as nursing, accountants (Tepeci, 2001; Mc Connell, 2003; Saleem, Anan & Ambreen, 2011; Ting & Darla, 2015).

Consequently, this research is particularly important as it investigates the impact of value congruence on job satisfaction, turnover intention and different types of organizational commitment (affective, normative and continuance) in Indian scenario with special focus on both public and private sector managers. Further, this research examines the differences in job satisfaction, turnover intentions and organizational commitment levels of public and private sector managers.

The study was conducted by distributing a survey questionnaire to two hundred managers in four private and four public sector organizations. One hundred and ninety five filled questionnaires were returned from this population.

To achieve the objectives of the study, various statistical tests were performed through the use of SPSS version 18. In this study, descriptive statistics was used in this study to obtain a

demographic profile of the participants and to report the means and standard deviation of various dependent variables. T –test was used to evaluate the differences between the mean scores of test variables (job satisfaction, turnover intention and organizational commitment) for two groups (public sector and private sector). Correlation analysis and simple regression analysis were performed to test the hypotheses so as to examine the relationship between independent variable (value congruence) and dependent variables (job satisfaction, turnover intention and organizational commitment) and investigate the role of value congruence in explaining job satisfaction, turnover intention and three components of organizational commitment.

The results of regression analysis revealed that person – organization value congruence significantly predicted managers' job satisfaction, turnover intention and affective commitment and normative commitment. However, person-organization value congruence did not significantly predict the continuance commitment. These results indicate that managers with higher degrees of congruence also exhibited higher levels of job satisfaction, higher commitment to the organization based on their emotional attachment with the organization, a stronger sense of loyalty and moral obligation to stay with the organization. The study also found that public sector organizations scored higher on job satisfaction and all the constituents of organization commitment (affective, continuance and normative) as compared to private sector organizations and low on turnover intentions. The results of the present study also depicted significant negative relationship between P-O value congruence and turnover intention and thus, the null hypothesis was rejected. Thus, it can be concluded that the match between personal and organizational values have a great influence on employee decision to leave the organization. The employees whose personal values match with their organizational values have less intention to leave the organization. The results of t-test showed a significant difference between the job satisfaction and turnover intention of public sector and private sector employees. The results of t-test also showed a significant difference between the organizational commitment levels of public sector and private sector employees in terms of affective and normative commitment but no significant difference was found between the commitment levels of Continuance Commitment of public sector and private sector employees.

This research offers several implications for the business organizations and the human resource managers. By studying the relationship between value congruence, job satisfaction and organizational commitment organizations can gain information that will increase their ability to utilize appropriate strategies to help attract and retain qualified and effective managers. The findings of this study suggest that organizations should focus on enhancing their ability to attract candidates who share their values by effectively communicating these values during the hiring process. Second, human resource practices such as socialization programs can be adopted in order to maintain and improve the level of value congruence of employees. The process of socialization should emphasize on the fit between new employee and the organizational culture. This fit should be made comfortable for the new employee and the organization. Third, organizations should choose the best training programs to match the strategic goals of the organization that will differentially influence employees' perception of P-O fit. Providing formal training programs emphasizing values will also enhance the development of value congruence between employees and their organization.

Key Words: Personal values, Organizational values, person-organization value congruence, job satisfaction, turnover intention and organizational commitment.