

The Congruence between Individual and Organisation Values in the Management Practices of the Banking Organisations in Russia and the UK

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Abstract:

Quite a number of scholars register the increased activity in examining the issue of individual and organisational value congruence to better predict attitudes and behaviours of employees in the workplace. The present research continues this trend by investigating major issues pertaining to the domain of value congruence, which is reflected in the notion of 'person-organisation value fit' (P-O fit). This research also looks at its impact on employees' work attitudes such as job satisfaction, organisational commitment and turnover intention in the banking sector organisations of the UK and Russia. One significant aspect that differentiates the present study from previous research is the use of the Organisational Culture Profile Technique for cross-cultural research to reveal the level of the misfit between employees' personal values and those of the organisation. The results signify that person-organisation fit strongly and positively related to job satisfaction and organisational commitment, and- negatively related to the employee's intentions to leave the organisation, in both samples. Other findings show a high predictive capacity of P-O fit over individual-level outcomes in the UK sample and somewhat less strong in the Russian sample.

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Introduction

American writer and runner George A. Sheehan posited 'Anything that changes your values changes your behaviour'. This phrase eloquently underlines the intrinsic role of values in determining an individual's behaviour. Companies have acknowledged that the relation between values and behaviour has a critical importance and could be used to positively influence members of the organisation and its culture.

Values occupy a seminal place in the academic and managerial discourse at a number of

levels. They constitute one of the "the very few social psychological concepts that have been successfully employed across all social science disciplines" [16, p.351]. Many scholars believe that values have a considerable impact on the affective and behavioural attitudes of individuals (Locke, 1976; Rokeach, 1973). At the organisational level, values are considered as a critical element of organisational culture [8, 9, 21, 22, 25, 30, 31, 32, 33, 34], and are also viewed as governing principles for the effective management of a number of organisations [16].

Behaviour is influenced both by individuals' needs or goals and individual's perceptions of the environment and its capacity to satisfy those needs or meet those goals. Consistent with this standpoint that the behavior of human beings is a mutual function of the person and the environment, Kristof [12, 13] described person-organisation (P-O) fit as the compatibility between people and organisations.

The use of person-organisation fit models originates in Argyris' theoretical work concerning job enlargement and participatory management. Argyris [2] contended that an individual's organisational behaviour is an outcome of the interaction between the employee and the organisation. He viewed incongruence between the individual and the organisation as inherent, and maintained that a certain degree of incongruence between an individual and the demands of the job could be motivating [3]. Too much incompatibility, however, can induce

individuals to become lethargic and unmotivated. While most fit theories advocate fitting the individual to the organisation, Argyris was a proponent of fitting the organisation to the individual. He postulated re-structuring the organisation and entrusting individuals with more perceived control and decision making which may decrease incongruence and produce beneficial outcomes.

In recent years, the issue of value congruence and its implications has become an active area of research [10, 13]. The P-O fit construct has been analysed and discussed by chief theorists and intellectuals. O'Reilly and Chatman (1986), Chatman (1989), O'Reilly, Chatman and Caldwell (1991), Bretz and Judge (1994), Schneider *et al.* (1995), Cable and Judge (1996), Kristof (1996), Judge and Cable (1997), Cable and DeRue (2002) all defined P-O fit as a congruence between the individual and organisational values [6, 7, 9, 13, 21, 22].

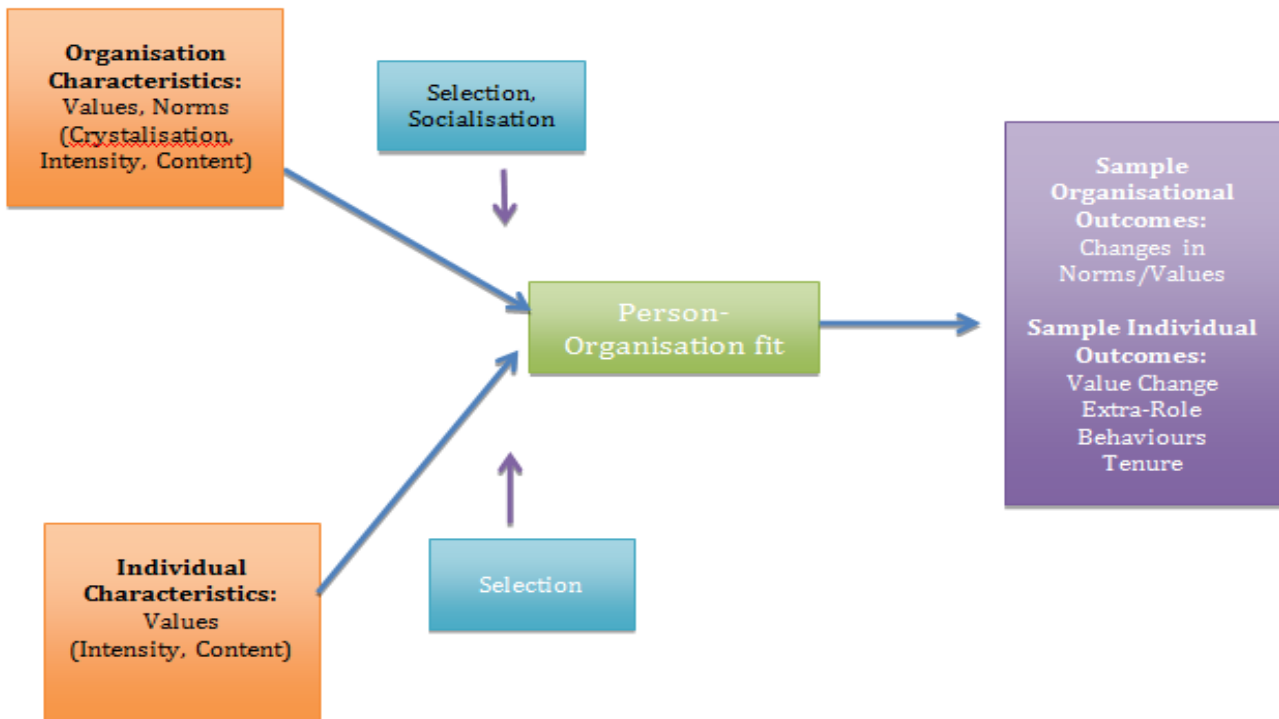


Figure 1 A model of Person-Organisation fit. (Source: Chatman, 1989 [8])

Person-Organisation fit is defined in this work as 'the congruence between the norms and values of organisations and the values of persons' [8, p.339]. As Figure 1 shows, it is necessary to firstly evaluate the extent of the compatibility between the candidate's values and those of the

organisation, in order to understand the impact that organisational membership will have on employees' values and behaviour and the impact that individual's values will exert on the norms and values of the organisation.

The inception of P-O fit research is associated with Schneider's [26] Attraction-Selection-Attrition (ASA) model, which is frequently regarded as a milestone in this domain. Schneider suggested that, drawing on underlying values, people can choose congruent roles, occupations, and even organisations [26]. The ASA framework implies that individuals may be attracted to organisations where values are similar to their own. In turn, companies tend to select candidates who share values similar to the organisational ones (Attraction). The next step involves hiring employees who match the attributes that an organisation, desires (Selection). Once individuals become citizens of the organisation but they find it difficult to socialise and assimilate (since they do not fit the organisation), they tend to leave (Attrition).

Materials and methods

Kristof [13, p.4) in her integrative analysis describes P-O fit as the 'compatibility between people and organisations that occurs when at least one entity provides what the other needs or they share similar fundamental characteristics, or both'. Thus, value congruence is 'widely accepted as the defining operationalisation of P-O fit' [14, p. 285). Westerman and Vanka [29] comment that the core principal underpinning P-O fit implies that work attitudes and behaviour outcomes stem not from the individual or the work environment in isolation from one another, but rather from the interaction between the two.

As was noted, much has been claimed for P-O fit power over *inter alia* 'job seeking intentions, both job and career satisfaction, psychological conditions, organisational citizenship behaviours, knowledge acquisition and knowledge sharing, ethical conduct, organisational identification, job performance, and turnover' [18, p.111].

Hoffman and Woehr (2006) carried out a meta-analysis of the relationship between P-O fit and behavioural outcomes, where they revealed that P-O fit is moderately related to job performance, organisational citizenship behaviour and turnover intention. The most recent meta-

analytical review of Kristof-Brown et al. (2005) indicates that P-O fit exhibits high correlations with job satisfaction and organisational commitment and a more moderate relationship with intention to leave the organisation. The correlation of P-O fit with attitudinal dimensions such as satisfaction with coworkers, satisfaction with supervisors and trust in management was moderate, while the effects for organisational satisfaction were significantly higher.

Many scholars came to similar conclusions, stating that the level of P-O fit affects important behavioural outcomes, such as job satisfaction, organisational commitment and turnover intention [6, 8, 13, 21]. Chatman's (1989) research was highly fruitful and gained a number of followers. She revealed that the high level of fit tends to predict the worker's satisfaction, commitment and performance [8]. Chatman also claimed that employees that share organisational values are inclined to contribute to the organisation in more productive ways. Much like Chatman (1989), O'Reilly et al. (1991) posit that individuals with high value congruence are more satisfied, quickly adjust to the organisation, and plan to remain with the company longer than do those with low value congruence [21].

In this vein, the study by Cable and DeRue (2002) signifies that employees' perceptions of P-O fit and organisational identification, perceived organisation support, citizenship behaviours and intention to leave are strongly interconnected. The punch line of their research suggests that employees whose values are less congruent with organisational values are less willing to do extra-role contributions and exert high-discretionary effort.

Results and discussion

The sample of the current research comprised 83 employees in total where 40 responses were received from Bank A in the UK and 43 from Bank B in Russia. The question respondents were asked to keep in mind while ranking the items, varied according to whether they were describing their own preferences or the culture of a focal organisation. Thus, to measure

the individual value profile, employees were asked to rank the values that correspond to their image of an ideal organisation. In order to build an **organisational value profile**, more senior employees who were familiar with the company's culture were instructed to answer the question 'To what extent is your organisation recognised for its...' in relation to each of the 28 OCP value items using a five-point Likert-type scale where 1=Not At All, 2=Minimally, 3=Moderately, 4=Considerably, and 5= Very much (amending the original Q-sort procedure to a normative scale). This procedure implies that the two different groups of people describe an organisation's values and individual preferences. Person-organisation fit is then assessed by comparing the organisation profile to the individual profiles.

Consistent with previous research, **actual fit** was calculated with the use of the sum of absolute differences by subtracting each respondent's score for each of the 28 value statements in the 'organisational profile' from the value item in the 'individual profile'.

After taking into account techniques used by the management of the researched organisations the importance of values from individual and organisational levels was tested utilising the OCP technique. The value profiles were analysed, and the means were calculated for each item at each level – individual and organisational. The value discrepancy (e.g. misfit) was computed by subtracting the organisational level scores from that of the individual-level estimates.

The most important values reported at the individual-level in the UK sample are: (3) Being distinctive – being different from others, (4) Being competitive, (6) Having a good reputation, (11) Being people oriented, (16) Taking individual responsibility, (19) High pay for good performance, (22) Enthusiasm for the job. At the organisational level, the key perceived values are: (2) An emphasis on quality, (6) Having a good reputation, (8) Having a clear guiding philosophy, (9) High pay for good performance (20) Praise for good performance (22) Enthusiasm for the job

(27) Security of employment. The overlap for both individuals and the organisation show such values as: (3) Being distinctive – being different from others, (9) High pay for good performance, (20) Praise for good performance, (18) Opportunities for career growth. On the other hand, the largest discrepancy between individual and organisational levels show such values as: (5) Being reflective, (12) Collaboration.

The data collected in the UK contrasts with that obtained in Russia. The overall discrepancy between organisational and individual values is lower in the Russian sample. There is only one item in the questionnaire that exceeds the discrepancy value of 1- – having high expectations for performance. The majority of item values are closer to 0, which demonstrates greater conformity. Thus, the most important values reported at the individual-level are: (1) Achievement orientation, (6) Having good reputation, (8) Having a clear guiding philosophy, (11) Being people oriented. At the organisational level, the key perceived values are: (2) An emphasis on quality, (8) Having a clear guiding philosophy, (9) Being team oriented, and (25) Stability. The overlap for both the individual and the organisation show such values as: (8) Having a clear guiding philosophy (9) Being team oriented, (26) Being calm, (25) Stability. It could be observed now that, despite the existence of some commonalities between the results of the two samples, the differences outweigh the similarities.

Further, **Job satisfaction** was measured using the "Global Job Satisfaction Scale" advanced by Quinn and Shepard (1974). An example of the questions is "All things considered, I like my job". **Organisational Commitment** was assessed by means of "Organisational Commitment Scale", developed by Meyer, Allen and Smith (1993). Finally, to estimate **intent to quit**, the 4-item intention-to-leave-the organisation scale was adopted from Angle and Perry (1981) and Jenkins (1993). Participants were asked to indicate the extent to which they agree with the statements by using a 5-point scale, ranging from strongly disagree (1) to strongly agree (5). These measurements enabled

validation of the third and the fourth theoretical assumptions.

Tables 1 and 2 epitomise the results of regression analysis presented above. It reviews the predictive capacity of P-O fit and other control

variables (gender, tenure, age) over the three key dependent variables. As could be seen in Tables 1 and 2, Person-organisation fit is a significant predictor of organisational commitment, job satisfaction, and intentions to leave, independent of age, gender, and tenure.

Table 1 The summary of Regression Analysis (UK)

	<i>Job Satisfaction</i>	<i>Organisational Commitment</i>	<i>Turnover Intention</i>
	Std. Beta		
<i>P-O fit</i>	0.866**	0.581**	-0.662**
<i>Gender</i>	0.208	0.31	-0.319
<i>Tenure</i>	-1.61	-0.3	-0.206
<i>Age</i>	0.204	0.378	-1.6
R²	0.837	0.427	0.589
F	44.77	6.61	12.54

*p<0.05, **p<0.01

Table 2 The summary of Regression Analysis (Russia)

	<i>Job Satisfaction</i>	<i>Organisational Commitment</i>	<i>Turnover Intention</i>
	Std. Beta		
<i>P-O fit</i>	0.437*	0.792**	-0.299*
<i>Gender</i>	0.080	0.070	-0.084
<i>Tenure</i>	0.364	0.016	-2.61
<i>Age</i>	0.192	0.118	0.097
R²	0.383	0.667	0.191
F	5.9	19.07	2.24

*p<0.05, **p<0.01

To examine the research question on the mediating role of P-O fit, a hierarchical regression analysis was run, utilising the 'Process Plug in for SPSS and SAP' developed by Andrew Hayes, which allows for more precision in identifying an indirect effect that a variable may exert.

The analysis was carried out to validate an assumption concerning an indirect effect of P-O fit in the relationship between Organisational Commitment and Job Satisfaction. The UK sample shows a highly significant mediating effect of commitment on job satisfaction via P-O fit (ULCI=.6469 (does not contain 0), p<.01).

Table 3 Results of Hierarchical Regression Analysis with the use of 'Process Plug in' (UK)

R	R²	F	P
0.8948	0.8007	0.1007	0.0000
Total effect of X on Y			
Effect	P	LCCI	ULCI
0.5933	0.0000	0.3516	0.8390
Direct effect of X on Y			
Effect	P	LLCI	ULCI
0.1437	0.1068	-0.0325	0.3199

Indirect effect of X on Y via M			
Effect	Boot SE	Boot LLCI	Boot ULCI
0.4516	0.0931	0.2726	0.6469

X-Organisational Commitment, Y-Job Satisfaction, M-P-O fit

Thus, in addition to the direct effect P-O fit has on outcome variables, it also mediates the relationship between Organisational Commitment and Job Satisfaction in the UK sample. The results

obtained allow the establishing of a consistent pattern:

As Table 4 shows, in the Russian sample this effect is only marginally significant ($p>0.05$).

Table 4 Results of Hierarchical Regression Analysis with the use of 'Process Plug in' (Russia)

R	R ²	F	P
0.5014	0.2514	6.617	0.0031
Total effect of X on Y			
Effect	P	LCCI	ULCI
0.2516	0.0540	0.045	0.5097
Direct effect of X on Y			
Effect	P	LLCI	ULCI
-0.2157	0.2793	-0.6132	0.1818
Indirect effect of X on Y via M			
Effect	Boot SE	Boot LLCI	Boot ULCI
0.4683	0.1869	0.1480	0.8684

X-Organisational Commitment, Y-Job Satisfaction, M-P-O fit

The mediating role of P-O fit was also assessed in the relationship between intent to quit and job satisfaction as well as between intent to quit and organisational commitment. However, both samples demonstrated insufficient evidence

to conclude the mediating effect of P-O fit.

Based on the analysis carried out, it is possible to depict the overall result of the investigation for the two countries:

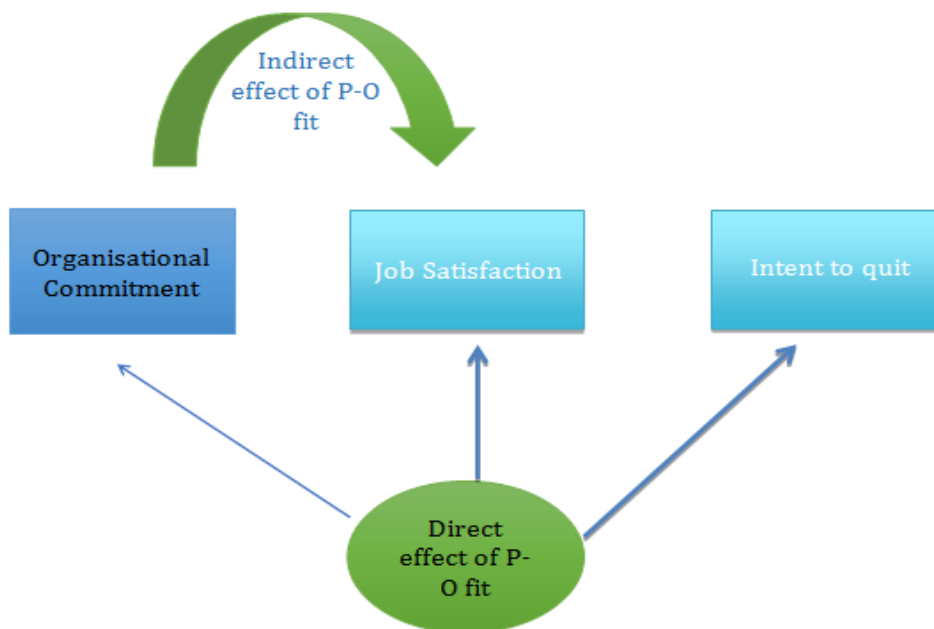


Figure 2 The effect of P-O fit on the key variables in the current study

As the findings signify, and the Figure 2 illustrates, P-O fit exerts a considerable direct effect on organisational commitment, job satisfaction, and intentions to leave. In addition to its significant direct effect, it also mediates the relationship between Organisational Commitment and Job Satisfaction (indirect effect). However, this mediating role of P-O fit was demonstrated only by the UK sample.

The whole set of instruments was translated into Russian by two bilingual Russian-

English management scholars. Minor discrepancies between the two translations occurred for only three of the 28 value statements. For these three statements, a translation decision was reached after some discussion between the researcher and the translators. Statistical analyses for this study were performed in SPSS, version 22, for Mac. The Process Plug in for SPSS and SAP was used to conduct a hierarchical regression. The summary of the findings can be seen in Table 5.

Table 5 Summary of the research findings

Research questions	Methods employed	Analysis procedur	Results of the research	
			The UK	Russia
1. What practices do the two organisations have to assist the process of 'enculturation', socialisation and making individual and organisational values more congruent; to what extent is the culture values driven?	Interviews with top-management	Template Analysis Technique (King, 2004).	A. Recruitment process B. Induction programme and Development guide C. Performance appraisal framework D. Reward system E. Recognition programme F. Employees' engagement survey G. Role model	A. Training and development B. Assessment of the impact of training courses C. Induction programme D. Company s' Intranet
2. Does value congruence, if any, differ depending on different cultural settings?	The OCP (O'Reilly, Chatman and Caldwell, 1991); (Sarros et al, 2005)- Actual fit	Each respondent's score for each of the 28 value statements in the 'organisational values' profile was subtracted from their score for the same value statement in the 'individual values' profile.	Russia and the UK demonstrate different levels of value congruence on different value items. Overall, the UK showed greater conformity on value statements pertaining to the individualistic value system, whereas Russia demonstrated congruence in values that are pertinent to collectivistic societies. Detailed analyses with the use of the OCP revealed that there are very few paradoxical discrepancies in the UK sample than in the Russian one.	

<p>3. How does P-O fit relate to job satisfaction, organisational commitment and turnover intention in the two countries?</p>	<p>4-item scale for the measurement of P-O fit (Cable and Judge, 1996), “Global Job Satisfaction Scale” (Quinn and Shepard, 1974); “Organizational Commitment Scale”, (Meyer, Allen and Smith, 1993); The 4-item intention-to-leave-the organization (Angle and Perry, 1981); Jenkins (1993)</p>	<p>Correlation and Regression Analysis</p>	<p>Correlation analysis: Both samples demonstrated positive relationship of P-O fit with organisational commitment and job satisfaction and negative correlation with turnover intention Regression analysis: Person-organisation fit is a significant predictor of organisational commitment, job satisfaction, and intentions to leave, independent of age, gender, and tenure in both samples. However, British sample exhibit higher predictive capacity of P-O fit over the key variables.</p>	
<p>4. Does it have any indirect effect over the key variables in the study?</p>		<p>Hierarchical Regression Analysis with the use of the ‘Process Plug in for SPSS and SAP’ developed by Andrew Hayes</p>	<p>P-O fit appears to be mediator in the relationship between job satisfaction and organisational commitment.</p>	<p>No mediation effect</p>

Conclusion

While cross-cultural research is fraught with logistical difficulties (and this study is no exception), the major strength of this work is the ability to draw meaningful comparisons across cultures with the use of the updated version of the OCP, which enabled an unbiased and objective measurement of value discrepancies (or misfit) by mapping organisational and individual value profiles. These estimates revealed commonalities and differences in the perceptions of certain values on individual and organisational levels in the two samples of the banking sector organisations.

It should be noted that, to date, no studies have employed the OCP technique for cross-cultural research. Although further cross-cultural research is required, the current study enriched the knowledge and understanding of nuances related to value congruence in different countries.

The main results of the present study indicate that values fit between individuals and the organisation have a strong impact on employees’ attitudes and behavioural intentions. The extent to which person-organisation fit predicts employee attitudes differs in the two samples. Thus,

regression analysis demonstrates that P-O fit has a stronger explanatory power over job satisfaction, commitment and intention to quit in the UK sample. In Russian, sample indicators of P-O fit’s predictive capacity are less high, but still exercise considerable influence over dependent variables.

It is important to note that P-O fit should not be viewed as an effort to indoctrinate individuals in the organisational culture or an attempt to overpower its members so that they become unmotivated. In essence, P-O fit is a two-way dynamic process that creates a favourable environment for an individual and the organisation to learn from each other and grow over a period of time. However, organisations should also demonstrate caution in attempts to establish compatibility between persons and the organisation, avoiding unduly high levels of P-O fit that could be detrimental to the company. Because companies face a changing business environment, where employees have to be capable of readily changing task and moving easily between teams, it is more important that they demonstrate a closer fit with the overall culture of the organisation than with the job-specific characteristics.

Although the results need ratification through further research, as discussed earlier, this study has made several valuable contributions to the extant literature. First, it corroborated the findings of previous research results [6, 7, 8, 13, 21, 22]. Second, it unravelled differences in the perceptions of person-organisation fit in the two countries and the way it reflects in key work attitudes. Most importantly, the present study fulfilled the calls by many academics to investigate this phenomenon in a wider variety of cultural settings [28]. Lastly, it is likely that the results from this study will generalise to other organisations and industries (including agricultural sector), due to similarities between results presented here and those of previous P-O fit studies.

It follows that, due to its decisive impact over employees' work attitudes, the person-organisation fit framework deserves further attention from researchers and practitioners alike.

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