



Universiteit
Leiden
The Netherlands

Value congruence in a multinational corporation: Is alignment of values between individuals and organizations a universal maxim for Human Resource management?

Zessner, D.H.

Citation

Zessner, D. H. (2017, June 29). *Value congruence in a multinational corporation: Is alignment of values between individuals and organizations a universal maxim for Human Resource management?*. s.n., S.l. Retrieved from <https://hdl.handle.net/1887/51107>

Version: Not Applicable (or Unknown)

License: [Licence agreement concerning inclusion of doctoral thesis in the Institutional Repository of the University of Leiden](#)

Downloaded from: <https://hdl.handle.net/1887/51107>

Note: To cite this publication please use the final published version (if applicable).

Value Congruence in a Multinational Corporation: Is Alignment of Values between Individuals and Organizations a Universal Maxim for Human Resource Management?

A study of the moderating effect of individual values on the relationship between value congruence and emotional exhaustion, work engagement, affective commitment, and productivity

PROEFSCHRIFT

ter verkrijging van
de graad van Doctor aan de Universiteit Leiden,
op gezag van de Rector Magnificus prof. mr. C.J.J.M. Stolker,
volgens besluit van het College voor Promoties
te verdedigen op donderdag 29 juni 2017
klokke 12.30 uur

door

Doris Helma Zessner
geboren te Lünen
in 1955

Promotoren: prof. dr. J.A.A. Adriaanse
prof. dr. J.I. van der Rest
Co-promotor: dr. M. Dechesne

Promotiecommissie: prof. mr. B. Barentsen
prof. dr. R.J. Blomme (Nyenrode Business University, Breukelen)
prof. dr. J.H. Semeijn (Open Universiteit, Heerlen)
prof. dr. J.B. Tracy (Cornell University, Ithaca NY, US)

© 2017 D. Dull

Behoudens de in of krachtens de Auteurswet van 1912 gestelde uitzonderingen mag niets uit deze uitgave worden verveelvoudigd, opgeslagen in een geautomatiseerd gegevensbestand, of openbaar gemaakt, in enige vorm of op enige wijze, hetzij elektronisch, mechanisch, door fotokopieën, opnamen of enige andere manier, zonder voorafgaande schriftelijke toestemming van de uitgever.

Voor zover het maken van reprografische verveelvoudiging uit deze uitgave is toegestaan op grond van artikel 16h Auteurswet 1912 dient men de daarvoor wettelijk verschuldigde vergoedingen te voldoen aan de Stichting Reprorecht (Postbus 3051, 2130 KB Hoofddorp, www.reprorecht.nl). Voor het overnemen van (een) gedeelte(n) uit deze uitgave in bloemlezingen, readers en andere compilatiewerken (art. 16 Auteurswet 1912) kan men zich wenden tot de Stichting PRO (Stichting Publicatie- en Reproductierechten Organisatie, Postbus 3060, 2130 KB Hoofddorp, www.cedar.nl/pro).

No part of this book may be reproduced in any form, by print, photo print, microfilm or any other means without written permission from the publisher.

Abstract

The present research sought to investigate the use of the concept of value congruence for enhancing employee behavior and attitude in a multinational company. Although there is ample evidence that value congruence is associated with stronger performance, the exact nature of this relationship, and its existence across national cultures, has yet to be subjected to systematic research.

The study clarifies three lacunae regarding the workings of value congruence in organizations. First, the research is among the first to investigate the relationship between value congruence and behavior and attitude in the context of a multinational company: the effects of value congruence are assessed at multiple locations in three continents. Second, the research contrasts the effects of value congruence and individual values on employee behavior and attitude. This is important, as it may reveal that individual devotion to particular values may be more strongly associated with positive behavior and attitude than value congruence. Third, the research identifies various value dimensions on the basis of factor analysis, and compares generic value congruence with congruence within specific value dimensions when it comes their association with individual and organizational outcomes.

452 participants were surveyed from technical departments of a multinational company with branches in Germany, China, Brazil, Poland, the Czech Republic, Italy, and the UK. A survey was sent to obtain insight in the employee's individual and organizational value orientations, and various individual and organizational outcomes, including emotional exhaustion, work engagement, affective commitment, and productivity. The results indicate that, overall, value congruence, as an aggregate construct, is associated with emotional exhaustion, affective commitment, and productivity. However, no significant relationship was found between value congruence and work engagement. Similar relationships between individual values and the outcome variables were observed, with individual values also observed to be associated with work engagement. Moreover, individual values were found to moderate the relationship between value congruence and employee behavior and attitude, especially when employees attributed high importance to individual-level values, suggesting that value congruence primarily boosts employee behavior and attitude when personally important values are at stake.

The results further indicate that various dimensions of individual-level values and of value congruence exhibited distinct associations with individual and

organizational outcomes. In other words, the degree to which employees' behavior, attitude and organizational performance is associated with value congruence or individual values, depends on the specific value dimension by means of which value congruence and individual values are assessed. Also, specific individual value dimensions were found to moderate the relationship between value congruence dimensions and outcomes, especially for average or high importance levels of individual value dimensions. There were also indications that the specific value dimensions (both in terms of individual values and value congruence) associated with individual and organizational outcomes varied across the countries under investigation.

Taken together, the findings reveal the complexity of the concept of value congruence when applied in the context of a multinational organization. Different locations and varying nationalities in one's workforce may imply that at some locations, specific individual values may be best bolstered to improve employee behavior, attitude and organizational performance, while in other locations, bolstering value congruence will enhance these outcomes. The systematic examination of national and cross-cultural effects therefore presents a rich opportunity for research, in particular to determine whether value congruence or individual values should be promoted to optimize human resources in a multinational (cross-cultural) company context.

Preface

This thesis was written because of my desire to understand the value of values in a cost- and performance-driven multinational company. It was difficult for me to believe that, in the current business climate in which cost pressure, resource shortages, globalization, and diversity have become priorities, values or value congruence were important for employees to demonstrate positive behaviors, attitudes or high level of engagement

Therefore, as a Human Resource Director working for a multinational company, I was particularly interested in identifying not only whether values or value congruence could be associated with a happy, loyal, and productive workforce, but also which specific values predicted positive feelings and attitudes, as well as whether they applied to all national cultures. Moreover, I became fascinated by the existing literature in my attempt to understand the meaning of emotional exhaustion, work engagement, affective commitment and productivity, and their relationship to each other. I became interested in the concept of emotional exhaustion – a sub-scale of burnout – when I read that employees who permanently show high engagement run the risk of becoming emotionally exhausted, particularly because of role overload and resource shortages, which occur in most international companies competing in the global marketplace.

Some personal notes: I was raised in Germany, which is a traditional and individualistic culture on one hand, but which had a long history of collectivistic values before the value shift in the late 1960s. The German people of my generation were taught to pursue the values associated with the Protestant work ethic (including hard work as the key to success, independence, and the avoidance of leisure). The well-known German sociologist, Helmut Klages (1985), mentioned other characteristics supposed to be typically German, including not only such values as punctuality, willingness to conform, and obedience, but also freedom, spontaneity and independence. In the current climate I am sure that other values are more important for employees in Germany than the traditional values, and I expect the importance to be different for different national cultures. I believe that an academic study of values and value differences may provide some very important insights for the business world of today, and even more for the globalizing business world of the future. It was with this in mind that I embarked on this personal journey, which has finally come to an end. Having gained a new set of skills, knowledge and findings, I can certainly say it was all worth it!

Acknowledgements

To complete a doctoral program in addition to holding a full-time executive management position in a multinational company is a long and challenging journey. It would have been impossible to complete this doctoral program without the help, professional support, and the empathy of many people.

I would like to express my appreciation and sincere thanks to Professor Jan Adriaanse, my dissertation committee chairperson, for coordination and direction throughout the study process. I would also like to express my thanks to Dr. Mark Dechesne, my Dissertation Mentor Committee Member, for setting up and guiding the project. Mark and I met frequently to discuss and review the progress of my study and he provided guidance and support, particularly during the setting-up phase. Mark spent time reviewing the quality of the manuscript and providing me with regular feedback.

My gratitude goes to Professor Jean-Pierre van der Rest, my other Dissertation Committee Member, who provided increased and extensive support to improve the structure of the manuscript, the research methodology which was essential to the quality of the manuscript and to its completion. His contributions are highly appreciated. He never gave up supervising my progress with a high level of personal engagement. In addition, Mr. Benjamin Telkamp, who provided excellent professional support in guiding me how to run and interpret statistics in the correct manner and form, was instrumental in the completion of the research chapters.

Many others provided support that was essential for the successful completion of this project. I would like to take the opportunity to acknowledge their contribution formally and to express my special thanks. First, the participants in my study who completed the questionnaire also deserve recognition. I also appreciate the guidance of Dr. Adriaan in 't Groen MPA, Director of the Dual PhD Centre, University Leiden, Campus Den Haag, who accepted my application and liaised with the dissertation committee members.

Heartfelt thanks are given to my family members, who were patient and understanding throughout this most challenging journey of my life. I would not have reached this academic level without their support, as they provided me with the free time to devote myself almost exclusively to my research.

TABLE OF CONTENTS

Abstract.....	II
Preface.....	IV
Acknowledgements	V
List of Figures.....	XI
List of Tables	XII
 CHAPTER 1: Introduction.....	 1
1.1 Introduction	1
1.2 Background to the Research Problem	1
1.3 Aim and Objectives	4
1.4 Hypotheses	6
1.5 Outline of the Methodology	8
1.6 Delimitations	8
1.7 Theoretical and Practical Significance	9
1.8 Structure of the Thesis.....	10
 CHAPTER 2: Literature Review	 12
2.1 Introduction	12
2.2 Values	12
2.2.1 Values in an Organization.....	14
2.2.2 Individual Values	18

2.3	Value Congruence	21
2.3.1	Previous Work on Value Congruence.....	22
2.3.2	Measurement of Value Congruence.....	29
2.4	Values and Value Congruence in a Multinational Context.....	32
2.5	National cultures and their values	35
2.5.1.	England	38
2.5.2	Germany.....	38
2.5.3.	Italy	39
2.5.4.	Poland	40
2.5.5.	Czech Republic	40
2.5.6.	China	40
2.5.7.	Brazil.....	41
2.6	Emotional Exhaustion, Work Engagement, Affective Commitment and Productivity	42
2.5.1	Emotional Exhaustion at Work and the Implications thereof.....	43
2.5.2	Work Engagement	44
2.5.3.	Organizational Commitment.....	48
2.5.4.	Productivity.....	50
2.7	Findings of the Literature Review and Research opportunities	50
CHAPTER 3: Research Methodology		55
3.1	Introduction	55
3.2	Research Design	55
3.3	Participants	55
3.3.1	Population	55
3.3.2	Sampling Strategy	56
3.3.3	Sample and Response	56
3.4	Data Collection, Access, and Ethics.....	58
3.5	Procedure and Measures.....	60
3.6	Reliability Analysis	64
3.7	Analytical Approach.....	65
3.8	Summary	70

CHAPTER 4: The Moderating Effect of Individual Values on the Relationship between Value Congruence and Outcomes	71
4.1 Introduction	71
4.2 Hypotheses	72
4.3 Value Congruence, Individual Values and Outcomes.....	74
4.4 Effects of Individual Values on the Relationship between Value Congruence and Outcomes.....	76
4.4.1 Emotional Exhaustion Frequency	78
4.4.2 Emotional Exhaustion Intensity	81
4.4.3 Engagement Frequency.....	84
4.4.4 Engagement Intensity.....	87
4.4.5 Affective Commitment	90
4.4.6 Productivity.....	93
4.5 Exploring National Culture	97
4.5.1 Correlation Analysis and Descriptive Statistics by Location	97
4.5.2 Linear Multiple Regression by Location	99
4.6 Discussion	101
4.7 Summary	107
CHAPTER 5: The Moderating Effect of Individual Value Dimensions on the Relationship between Value Congruence Dimensions and Outcomes.....	110
5.1 Introduction	110
5.2 Hypotheses	111
5.3 Factor Analysis.....	113
5.3.1 Individual Value Dimensions	113
5.3.2 Value Congruence Dimensions.....	117
5.4 Value Dimensions and Employee / Organization Outcomes	118
5.5 Effects of Individual Value Dimensions on the Relationship between Value Congruence Dimensions and Outcomes.....	119
5.5.1 Emotional Exhaustion Frequency	120
5.5.2 Emotional Exhaustion Intensity	124
5.5.3 Work Engagement Frequency.....	128
5.5.4 Work Engagement Intensity	133

5.5.5 Affective Commitment	139
5.5.6 Productivity.....	144
5.6 Exploring National Culture	149
5.6.1 Value Congruence Dimensions.....	149
5.6.2 Individual Value Dimension	151
5.7 Discussion	153
5.8 Summary	156
CHAPTER 6: Conclusion	158
6.1 Overall Conclusion.....	158
6.2 Contribution to the Value Congruence Literature	159
6.3 Limitations of the Research.....	160
6.4 Directions for Future Research.....	162
6.5 Recommendations for Practice.....	164
References.....	168
Glossary of Terms.....	184
Samenvatting.....	185
Curriculum Vitae	187
Appendices.....	188
Appendix A: Letter to Participants to inform about Survey	188
Appendix B: Questionnaire English	189
Appendix C: Reliability Statistic Emotional Exhaustion Frequency.....	196
Appendix D: Reliability Statistic Emotional Exhaustion Intensity	197
Appendix E: Reliability Statistic Engagement Frequency	198
Appendix F: Reliability Statistic Engagement Intensity.....	199
Appendix G: Reliability Statistic Affective Commitment.....	200
Appendix H: Reliability Statistic Productivity	201
Appendix I: Reliability Statistic Value items	202
Appendix J: Hierarchical linear regression of emotional exhaustion frequency onto value congruence, individual value and their interaction by nations	205
Appendix K: Hierarchical linear regression of emotional exhaustion intensity onto value congruence, individual value and their interaction by nations	206

Appendix L: Hierarchical linear regression of engagement frequency onto value congruence, individual value and their interaction by nations	207
Appendix M: Hierarchical linear regression of engagement intensity onto value congruence, individual value and their interaction by nations	208
Appendix N: Hierarchical linear regression of affective commitment onto value congruence, individual value and their interaction by nations	209
Appendix O: Hierarchical linear regression of productivity onto value congruence, individual value and their interaction by nations	211

List of Figures

Figure 1: Structure of the thesis	11
Figure 2: Conceptual Model	54
Figure 3: Research Model 1 - value congruence, individual values predict outcome variables, moderated by individual values	67
Figure 4: Research Model 2 - value congruence, individual value dimensions predict outcome variables, moderated by the individual value dimension	69
Figure 5: Simple Slope analysis of the regression of value congruence on emotional exhaustion frequency for three levels of individual value	81
Figure 6: Simple Slope analysis of the regression of value congruence on emotional exhaustion intensity for three levels of individual value.....	84
Figure 7: Simple Slope analysis of the regression of value congruence engagement frequency for three levels of individual value.....	87
Figure 8: Simple Slope analysis of the regression of value congruence on engagement intensity for three levels of individual value.....	90
Figure 9: Simple Slope analysis of the regression of value congruence on affective commitment for three levels of individual value Task Focus	93
Figure 100: Simple Slope analysis of the regression of value congruence on productivity for three levels of individual value	96
Figure 11: Simple Slope analysis of the regression of value congruence dimension People Focus on emotional exhaustion frequency for three levels of individual value Task Focus.....	123
Figure 12: Simple Slope analysis of the regression of value congruence dimension Task Focus on emotional exhaustion intensity for three levels of individual value Openness and Change.....	127
Figure 13: Simple Slope analysis of the regression of value congruence dimension Result Focus on work engagement frequency for three levels of individual value Ethics	130
Figure 14: Simple Slope analysis of the regression of value congruence dimension Result Focus on work engagement frequency for three levels of individual value Task Focus	132
Figure 15: Simple Slope analysis of the regression of value congruence dimension Result Focus on work engagement intensity for three levels of individual value Task Focus	135
Figure 16: Simple Slope analysis of the regression of value congruence dimension Result Focus on work engagement intensity for three levels of individual value Quality	137
Figure 17: Simple Slope analysis of the regression of value congruence dimension Task Focus on affective commitment for three levels of individual value Openness and Change	141
Figure 18: Simple Slope analysis of the regression of value congruence dimension Task Focus on affective commitment for three levels of individual value Task Focus.....	144
Figure 19: Simple Slope analysis of the regression of value congruence dimension People Focus on productivity for three levels of individual value Openness and Change	148

List of Tables

Table 1: Toward Growth Values	16
Table 2: Descriptive data questionnaire	57
Table 3: Participants' demographic data by country	57
Table 4: Correlation Analysis predicting individual and organizational outcome by value congruence or individual values. Means, and Standard Deviations for all variables	74
Table 5: Summary Result Hypothesis 1 and 2	76
Table 6: Hierarchical linear regression of emotional exhaustion frequency onto value congruence, individual value and their interaction.	79
Table 7: Interaction effect of individual value on value congruence and emotional exhaustion frequency.....	80
Table 8: Hierarchical linear regression of emotional exhaustion intensity onto value congruence, individual value and their interaction.	82
Table 9: Interaction effect of individual value on value congruence and emotional exhaustion intensity.....	83
Table 10: Hierarchical linear regression of engagement frequency onto value congruence, individual value and their interaction.	85
Table 11: Interaction effect of individual value on value congruence and engagement frequency	86
Table 12: Hierarchical linear regression of engagement intensity onto value congruence, individual value and their interaction.	88
Table 13: Interaction effect of individual value on value congruence and engagement intensity	89
Table 14: Hierarchical linear regression of affective commitment onto value congruence, individual value and their interaction.	91
Table 15: Interaction effect of individual value on value congruence and affective commitment.....	92
Table 16: Hierarchical linear regression of productivity onto value congruence, individual value and their interaction.....	94
Table 17: Interaction effect of individual value on value congruence and productivity	95
Table 18: Summary Result Hypothesis 3 and 4.....	97
Table 19: Correlation Analysis between Value Congruence, Individual Value and Outcome Variables including Means and Standard Deviation of Value Congruence and Individual Value.....	98
Table 20: Summary Result Correlation and Regression.....	100
Table 21: Summary Result Hypothesis 1 - 4	108
Table 22: Summary of factor analysis with oblique rotation for individual values	114
Table 23: Summary value items per factor	115
Table 24: Summary of factor analysis with oblique rotation for value congruence.....	116
Table 25: Summary value congruence items per factor	117
Table 26: Correlation Analysis between Value Congruence Dimensions, Individual Value Dimensions and emotional exhaustion, work engagement, affective commitment and productivity	118

Table 27: Summary Result Hypothesis 5	119
Table 28: Backwards multiple regression analysis analyzing the predictive variables emotional exhaustion frequency.....	121
Table 29: Hierarchical linear regression analyses predicting emotional exhaustion frequency from value congruence dimension People Focus and individual value dimension Task Focus	122
Table 30: The Interaction effect of individual value Task Focus on value congruence People Focus and emotional exhaustion intensity.....	123
Table 31: Backwards multiple regression analysis analyzing the predictive variables emotional exhaustion intensity.....	125
Table 32: Hierarchical linear regression analyses predicting emotional intensity from value congruence dimension Task Focus and individual value dimension Openness and Change	126
Table 33: The Interaction effect of individual value Openness and Change on value congruence Task Focus and emotional exhaustion intensity	127
Table 34: Backwards multiple regression analysis analyzing the predictive variables work engagement frequency.	128
Table 35: Hierarchical linear regression analyses predicting work engagement frequency from value congruence dimension Result Focus and individual value dimension Ethics.....	129
Table 36: The Interaction effect of individual value Ethics on value congruence Result Focus and work engagement frequency	130
Table 37: Hierarchical linear regression analyses predicting work engagement frequency from value congruence dimension Result Focus and individual value dimension Task Focus	131
Table 38: The Interaction effect of individual value Task Focus on value congruence Result Focus and work engagement frequency.....	132
Table 39: Backwards multiple regression analysis analyzing the predictive variables work engagement intensity.....	133
Table 40: Hierarchical linear regression analyses predicting work engagement intensity from value congruence dimension Result Focus and individual value dimension Quality.....	134
Table 41: The Interaction effect of individual value Task Focus on value congruence Result Focus and work engagement intensity	135
Table 42: Hierarchical linear regression analyses predicting work engagement intensity from value congruence dimension Result Focus and individual value dimension Quality.....	136
Table 43: The Interaction effect of individual value Quality on value congruence Result Focus and work engagement intensity	137
Table 44: Backwards multiple regression analysis analyzing the predictive variables affective commitment.....	138
Table 45: Hierarchical linear regression analyses predicting affective commitment from value congruence dimension Task Focus and individual value dimension Openness and Change.....	139
Table 46: The Interaction effect of individual value Openness and Change on value congruence Task Focus and affective commitment	140

Table 47: Hierarchical linear regression analyses predicting affective commitment from value congruence dimension Task Focus and individual value dimension Task Focus	142
Table 48: The Interaction effect of individual value Task Focus on value congruence Task Focus and affective commitment.....	143
Table 49: Backwards multiple regression analysis analyzing the predictive variables productivity	145
Table 50: Hierarchical linear regression analyses predicting productivity from value congruence dimension People Focus and individual value dimension Openness and Change	146
Table 51: The Interaction effect of individual value Openness and Change on value congruence People Focus and productivity.....	147
Table 52: Summary Result Hypothesis 6 - 7	148
Table 53: Correlation Analysis value congruence dimension on outcomes by national location	149
Table 54: Correlation Analysis individual value dimension on outcomes by national culture.....	152
Table 56: Summary Result Hypothesis 5 - 7	157

*“Your beliefs become your thoughts,
Your thoughts become your words,
Your words become your actions,
Your actions become your habits,
Your habits become your values,
Your values become your destiny.”*
- Mahatma Gandhi -

CHAPTER 1: Introduction

1.1 Introduction

Being active in the international marketplace has direct implications for Human Resource Management (HRM) practices in multinational organizations. Specifically, the relevance of team patterns in which team members are representatives of various national backgrounds has increased significantly during the past two decades (Wherry, 2012). While a multinational workforce can be associated with substantial advantages in terms of providing diverse points of view to the resolution of issues faced by the organization (Caligiuri, 2010), such diversity can also be a source of challenges for managers due to differences in employees' values, perceptions and sources of motivation. In this context, past research has shown that value congruence, which refers to the relative absence of discrepancies between individual values and perceived organizational values, plays an important role to achieve organizational goals and objectives (Tomlinson, Lewicki, & Ash, 2014). When people have common values, they will tend to share common information systems and common styles of communication and thus improve the overall orientation of actions. Value congruence will therefore help to improve communication and cooperation among people, and will boost the organizational performance in general.

The first chapter of the thesis sets the scene for the study. It provides the background to the research problem, the purpose of the study, and the formulation of the research questions. This is followed by a brief explanation of the methodology, the delimitations of the study, and a discussion of its theoretical and practical significance.

1.2 Background to the Research Problem

Effective human resource management is a primary responsibility for each manager in an organization (Gómez-Mejía, Balkin & Cardy, 2001). One component of effective HRM is to have employees who are highly motivated, who have a desire to be engaged in pursuing company goals, and who possess both the ability and capability to perform their jobs. Highly motivated people work harder, faster, are less likely to resign and produce better-quality work than do less-motivated employees (Phillips & Gully, 2011). In this context, numerous theories have been proposed to explain what motivates people, such as the two-factor theory (Herzberg, 1968), the goal-setting theory (Locke,

1984), the job-characteristics theory (Hackman & Oldham, 1975), and McClelland's (1961) theory regarding the need for achievement, affiliation, and power. While organizations draw on HRM systems designed to increase the motivation of employees at work, from the perspective of the practitioner, many of these theories are uncorroborated. One of the explanations for this theory-practice divergence is that motivation as a construct is much more complex than theory suggests. Another explanation is that people are often motivated differently in practice. This may even be more so the case in a multinational operating environment.

Notwithstanding these theoretical limitations, it is presumed that a workforce will become more motivated when personal values and organizational values better match. When this happens, value congruence takes place: the alignment of individual and organizational values. Such alignment has been identified as an efficient way to influence people in organizations because value congruence can lead to several valuable outcomes. For instance, Finegan (2000), Nwadei (2003), and O'Connell (2008) noticed a positive relationship between value congruence and commitment. Amos and Weathington (2008) analyzed an association of value congruence and job satisfaction, organizational satisfaction, affective commitment, and normative commitment, while Goodman and Svyantek (1999) investigated value congruence related to job performance, and Posner and Schmidt (1993) examined positive work attitudes when personal values and organizational values matched. Other researchers explored the relationship between value congruence and leadership style (Hoffman, Bynum, Piccolo & Sutton, 2011) and ethical organizational behavior (Suar & Khuntia, 2010). The impact of value congruence on the level of employee motivation has also been explored as there is a consensus among authors about a positive association between value congruence and motivation (Humphreys, 2007; McFarlin & Sweeney, 2011, Nickson, 2012). Using a case study of China, for instance Humphreys (2007) proposes a modified version of the congruent temperament model which reflects important elements of local culture in China.

Although value congruence plays a key role in organizations few studies to date have explored the link between value congruence and the plethora of research on issues such as emotional exhaustion, work engagement, affective commitment, or productivity in particular in organizations operating in global markets. The organizational behavior literature shows that emotional exhaustion has become a global epidemic (Tourigny, Baba, Han & Wang, 2013), leading to reduced effectiveness at work, as well as to

reduced commitment (Maslach, Schaufeli, & Leiter, 2001; Thanacoody, Newman & Fuchs, 2013; Tourigny et al., 2013). Emotional exhaustion can be specified as an aspect of burnout, and according to Maslach and Leiter (1997), one key factor in occupational burnout is when personal and organizational values are not aligned. In support of this, Dylag, Jaworek, Karwowski, Koszuszniak and Marek (2013) found that when there was a discrepancy between individual and organizational values at work, occupational burnout increased and work engagement decreased. Conversely, a workforce with more engaged people was associated with less burnouts (Schaufeli, 2014). Another study found a positive relationship between teachers' work engagement and value congruence (Li, Wang, You & Gao, 2015). In addition, Bakker, Schaufeli, Leiter and Taris (2008) hypothesized that employees who have a higher level of engagement show higher positive emotions and are psychologically and physically healthier, resulting in increased performance. Schaufeli (2014) confirmed the findings of Halbesleben and Bowler (2007), as well as Hakanen, Perhoniemi and Toppinen-Tanner (2008a) and Boyd, Bakker, Pignata, Winefield, Gillespie and Stough (2011), that a higher level of engagement can be associated with an increased organizational commitment. However, companies that constantly request high levels of engagement run the risk of employees suffering from the consequences of role overload and becoming emotionally exhausted or disengaged (Collins, Coffey & Morris, 2010; Halbesleben & Bowler, 2007; Leiter, Jackson & Shaughnessy, 2009; Tourigny et al., 2013). Moreover, organizations that force employees to accept inadequate resources due to cost pressures, including missing equipment, materials, information, and human resources, make it difficult for employees to deliver appropriate results or to finish tasks in the required time, which can result in work-related stress. Subsequently, employees experience a breach of the psychological contract as organizations do not fulfill their obligations. This increases the likelihood of a mismatch between individual and organizational values where employees respond with disengagement (Rayton & Yalabik, 2014) resulting in decreased productivity and increased emotional exhaustion (Bakker & Bal, 2010; Bakker, Schaufeli, Leiter & Taris, 2008; Maslach and Leiter 2008; Truss et al., 2014), as well as reduced commitment.

The question arises whether, in today's business reality, the alignment between individual values and organizational values is still an effective tool for Human Resource Management (HRM) in a multinational company. Much of the work on value congruence has taken place at the national level, and it is uncertain whether it applies to

a multinational context. There is evidence that cultural diversity contributes to organizational performance positively (Boubaker, Nguyen & Nguyen, 2012). It is also known that not all HRM practices have the same positive effect in all (national) cultures (Hofstede, 2001, 2010; Inglehart et al., 1998; Trompenaars, 2012). Thus, value congruence may not lead to increased motivation in all cases; it may serve as a stronger predictor of an individual or organizational outcome depending on the national or cultural context. Investigating value congruence in a multinational context can provide important information for leaders in global organizations. It shows the different patterns of values within teams representing a particular branch of the multinational company but also the influence of national culture on organizational culture. Understanding cultural differences is important in particular when transferring labor and human resource management to other countries. That is, managers in multinational companies need to know which HRM system to implement or to adapt to have a workforce that is psychological and physical healthier, show less intention to leave the company combined with high level of dedication, vigor and absorption resulting in increased performance.

1.3 Aim and Objectives

To provide direction for the study (Creswell, 2003), an overall statement of purpose was formulated:

The purpose of this study is to examine the relationship between value congruence, and work engagement, emotional exhaustion, affective commitment and productivity of employees who work in a multinational company with offices in Western Europe, Eastern Europe, China and Brazil. Value congruence will be defined generally as the similarity between values held by individuals and the organization (Boxx, Odom & Dunn; 1991; Dylag et al., 2013; Nwadei, 2003). Employees' work engagement is important for organizations as it is positively associated with psychological and physical health, resulting in increased performance (Bakker & Bal, 2010; Halbesleben & Bakker, 2010; Schaufeli, Leiter & Taris, 2008). Work engagement will be conceptualized as physical-energetic (vigor), emotional (dedication), and cognitive (absorption). As mentioned in the previous section, emotional exhaustion can be specified as an aspect of burnout

associated with negative attitudes and feelings towards employees (Halbesleben & Bowler, 2007; Taris 2006a; Wright & Bonett, 1997). Emotional exhaustion can be harmful for the organization in many ways as it has a strong relationship with several individual and organizational outcomes e.g. turnover intention, task performance, affective commitment, or disengagement (Thanacoody, Newman & Fuchs, 2013; Tourigny, Baba, Han & Wang, 2013). In this study, emotional exhaustion will be measured using the subscale of the Maslach Burnout Inventory (Maslach & Jackson, 1981). Affective commitment refers to emotional attachment to the company and shows the greatest positive impact on work behavior according to Meyer and Allen (1997). Furthermore, a high level of affective commitment is important for every organization because employees want to remain in the company due to having shared values (Nwadei, 2003; Meyer, Allen & Smith, 1993). Effective work engagement and emotional exhaustion will both be measured by “frequency” and “intensity”. Frequency defines how often a particular situation occurs in an organization. Intensity defines how strongly employees feel they are affected by this situation. Productivity will be defined as output produced by the employees in a given time (Hill et al., 2014). According to Katz and Kahn (1971), two inputs (such as people and materials) are necessary to produce a particular outcome. Taris and Schreurs (2009) defined organizational performance as being characterized by high efficiency and productivity.

In order to fulfill the aim of this research (Saunders, Lewis & Thornhill, 2015) the following research objectives were established:

1. To investigate the relationship of value congruence and work engagement, emotional exhaustion, affective commitment and productivity, and to investigate how specific value congruence dimensions are associated with work engagement, emotional exhaustion, affective commitment and productivity.
2. To investigate the relationship of individual values and work engagement, emotional exhaustion, affective commitment and productivity, and to investigate how specific individual value dimensions are associated with work engagement, emotional exhaustion, affective commitment and productivity.

3. To assess which value concept (i.e., value congruence or individual values), or value construct dimension (i.e., a value congruence dimension or an individual value dimension) is more strongly associated with work engagement, emotional exhaustion, affective commitment, and productivity.
4. To explore the moderating role of individual values, on the relationship between value congruence, and work engagement, emotional exhaustion affective commitment, and productivity. To explore the moderating role of individual value dimensions on the relationship between value congruence dimensions, and work engagement, emotional exhaustion, affective commitment, and productivity.

As the investigation was conducted in a multinational organization, the research objectives included an exploration of national differences.

1.4 Hypotheses

Based on an extensive literature review (See Chapter 2), the following seven hypotheses were formulated and tested (See Chapters 4 and 5):

Hypothesis 1

Value Congruence is positively associated with (a) Work Engagement, (c) Affective Commitment, and (d) Productivity - but negatively with (b) Emotional Exhaustion

Hypothesis 2

Individual Values are more strongly associated with (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity than Value Congruence.

Hypothesis 3

Value Congruence is still associated with (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity, when Individual Values are taken into account.

Hypothesis 4

The effect of Value Congruence on (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity depends on (is moderated by) the level of Individual Values.

Hypothesis 5

Individual Value Dimensions are more strongly associated with (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity than Value Congruence Dimensions.

Hypothesis 6

Value Congruence Dimensions are still related to (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity when Individual Value Dimensions are taken into account.

Hypothesis 7

The effect of Value Congruence Dimensions on (a) Work Engagement, (b) emotional exhaustion, (c) affective commitment, and (d) productivity depends on (is moderated by) the level of Individual Value Dimensions.

Investigating value congruence in a multinational context provides important information for leaders in global organization. It shows the different patterns of values within teams representing a national branch of the company but also the level of values important for a certain branch. To explore national differences this study explores:

- 1) Whether the relationship between Value Congruence or Individual Values on (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity varies between national branches.
- 2) Whether for each national branch the effect of Value Congruence on (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity is moderated by individual values

- 3) Whether the effect of Value Congruence Dimensions, or Individual Value Dimensions on (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity is different for each national branch

1.5 Outline of the Methodology

This study utilized a quantitative research design in which the survey strategy was selected to gather data (Creswell, 2003). The use of a survey was considered appropriate as it permitted the analysis of the relationship among variables in a structured way. In addition, it was postulated that participants would feel more comfortable completing a self-administered survey rather than responding openly and honestly to interviewers (Bortz & Döring, 2006). Another rationale for choosing the quantitative methodology was that the result could be standardized, which would not have been possible when using the subjective data of interviewers sent to interview a larger population (Bortz & Döring, 2006; Myers, 2008)

The survey items were developed from an extensive literature review and by analyzing previous studies. A questionnaire was distributed to 452 technical professionals working in various departments at a multinational automotive-supply company (R & D, Quality, Program Management, Manufacturing Engineering, Operations) that had with offices in the UK, Germany, Italy, the Czech Republic, Poland, Brazil, and China. These technical professionals were purposively selected. The sample size represented 60 % of the total (professional) company population.

The data were analyzed using the software package SPSS (version 21) with the PROCESS macro (version 2.15). The analysis of data included descriptive data analysis, correlation analysis, factor analysis, and regression analysis.

1.6 Delimitations

Work engagement, emotional exhaustion, affective commitment and productivity (i.e., the DVs) are concepts that have each received ample research attention. They comprise a wide range of multidimensional scales that could be studied separately to achieve a more in-depth analysis. The scope of this study, however, was chosen to be broad.

The questionnaire consisted of 31 value items with explanations provided for each value item. This made the questionnaire lengthy and more complicated to read. In support of this, it is well known that lengthy questionnaires increase the lack of

response. and interest among the respondents (Schaufeli, Bakker & Salanova, 2006). However, as each value item was important to the study, the questionnaire was carefully pre-tested in order to full capture the different attitudes and behavior of employees while keeping it manageable for the participants. The participants were selected from one large multinational company, with participants based in different locations without considering their cultural diversity. Based on this, national culture was associated with the location (branch) in which participants were based. Further, the cultural context was not statistical tested but limited to a country comparison exploration due to the small size of participants in some countries. Thus, national differences in the relationship between different value concepts and outcome variables are more explanatory in nature.

A further delimitation is that employees working in administrative departments such as Finance, HR, Sales, IT, and Accounting were not included in the survey because they do not contribute directly to the success of a technically orientated company, although they do contribute indirectly. This limited the ability of the study to generalize the results among these groups of employees, and to draw conclusions regarding whether value congruence (or individual values) reduce emotional exhaustion but predict work engagement, affective commitment, or productivity. Another delimitation of this study is that the survey was conducted in the context of an automotive supplier industry, which affected the external validity of the study and its generalizability to other industries.

1.7 Theoretical and Practical Significance

The study examines the relationship of value congruence and employee behavior, attitudes, and organizational performance in a multinational context. The study focuses not only on value congruence, but also on specific value congruence dimensions, individual values and individual value dimensions. It extrapolates past research findings by analyzing a multinational context. It extends the literature by examining whether individual value(dimension)s can be associated with four (thus far under researched) specific individual or organizational performance outcomes. Moreover, it is the first study to investigate the moderating effect of individual value or individual value dimension on the relationship of value congruence, value congruence dimensions, and work engagement, emotional exhaustion, affective commitment and productivity in a multinational operating environment.

The research is also important on a practical level. Specifically, the findings of this study can be applied by HR managers of multinational organizations in order to increase the level of value congruence or to implement HRM systems to satisfy basic psychological needs related to organizational values that have positive implications for the achievement of organizational or individual aims and objectives. Moreover, this study offers an insight into factors affecting the level of employee engagement, giving further insights into the risk of burnout and the level of employee commitment. Equipped with knowledge impacting on employees' motivation and productivity in direct and indirect manners, organizational managers in general and HR managers in particular may achieve higher levels of employee performance, thereby increasing the level of effectiveness in achieving organizational objectives. Finally, the findings may play an instrumental role in terms of reducing the negative impact of multinational differences in organizations on a wide range of business processes.

1.8 Structure of the Thesis

Chapter 1 introduced the research topic, and provided the background to and the scope of the study. It also included a general definition of the key constructs used in this study such as value congruence, engagement, emotional exhaustion, affective commitment, and productivity. Chapter 2 reviews the literature that is relevant to this research. The chapter outlines past research on value congruence and describes research that is relevant to the issues of value congruence and individual values in a multinational context. Moreover, the chapter explains why specific individual and organizational outcome variables were chosen for this study. In Chapter 3, the methodology is justified by explaining how the data were collected and analyzed. Chapters 4 and 5 provide the results of the empirical study. In Chapter 4, the results are reported and discussed with regard to the relationship of value congruence, individual values and work engagement, emotional exhaustion, affective commitment and productivity. Chapter 5 examines the relationship of value congruence dimensions, individual value dimensions, and work engagement, emotional exhaustion, affective commitment and productivity. Both empirical chapters contain an exploration of the multinational context. Chapter 6 provides an overall conclusion, discusses the contribution to knowledge, makes recommendations for practice, and suggests directions further research.

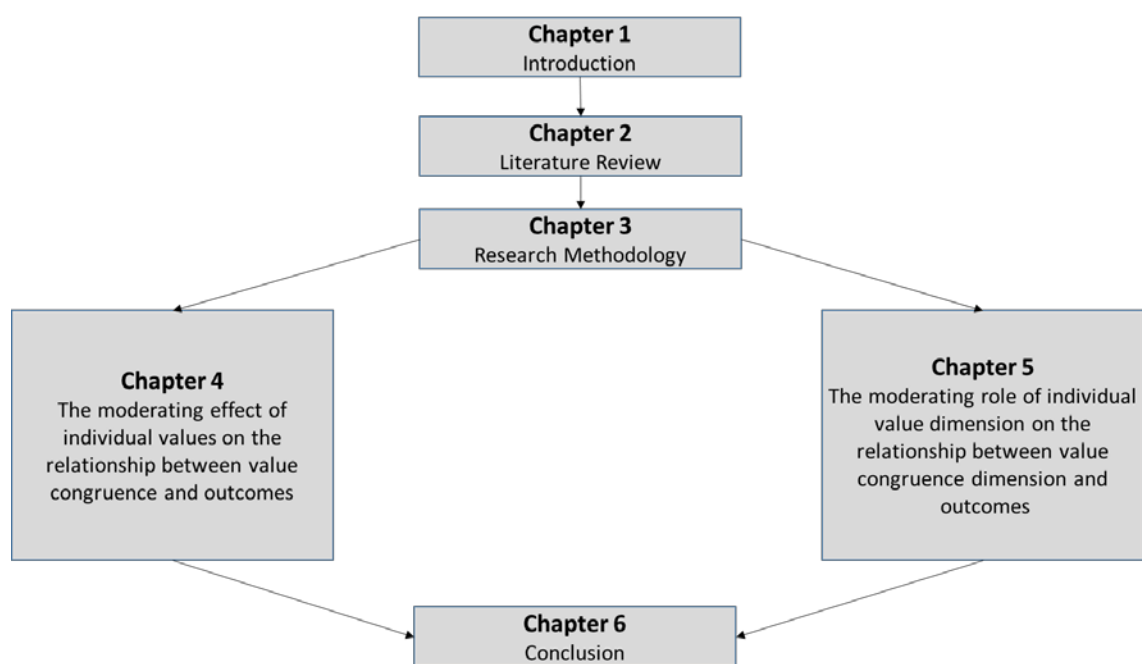


Figure 1: Structure of the thesis

CHAPTER 2: Literature Review

2.1 Introduction

This chapter provides a review of the literature on values and value congruence. It discusses the main questions and problems, key theories and concepts, and presents a summative evaluation of previous work to identify opportunities for further research. The chapter starts with a review of the concept of values in order to develop an understanding of individual values, values in organizations and value congruence. It then discusses different ways to measure and calculate value congruence. The chapter continues with a review of past research on value congruence and the relationship to different kinds of outcomes. This reveals the diverse and fragmentary nature of present literature. Different perspectives of attitudes towards job and employee behavior are also reviewed; with particular focus on work engagement, emotional exhaustion, and organizational commitment reflected in affective commitment and productivity. Moreover, the different aspects of job attitude, employee behavior, individual value and value congruence explored in the literature review include assessment in a cross-cultural context. The review resulted in the development of a conceptual model that visually represents the theoretical basis of the relationship between value congruence and individual / organizational outcomes, which will be subject to empirical investigation in Chapters 4 and 5.

2.2 Values

The literature review revealed vast differences among authors in terms of the interpretation of the concept of values. For example, Hemel (2005), Kreikebaum (1996), and Wieland (2007) associated values with ethics and morale, whereas Kluckhohn (1951), Maag (1991) and Inglehart (1997) related values to desires and wishes at societal and personal levels. These differences in implications and interpretations can be found in various research traditions. Ancient philosophers, such as Plato, Aristotle, and Socrates, who pondered about the meaning of life, the nature of good, evil and truth, dealt with “values” in terms of a search for meaning (Hillmann, 2003). Accordingly, it can be argued that initial approaches to conceptualizing value were closely associated with ethics and norms of social behavior (Scholl-Schaaf, 1975). In the social sciences, one can also find references to values as ethical principles with a focus on service,

social justice, dignity, and the worth of a person, the importance of human relationships, integrity, and competence. However, in recent times, sociologists have focused their attention on specific social groups and have related the values to norms of behavior within groups (Hermann, 2008; Le Bon, 1999; Smelser, 1963). For example, Smelser (1963) analyzed values as events that influence mass behavior (economic disasters, financial crises and the like). Moreover, psychologists tend to see values as factors impacting on specific individual behaviors and investigate how individual values are cognitively represented and influenced (Drever & Fröhlich, 1986; Roth, 2007). In social psychology, the focus on values as an element of human behavior is related to the interactions between groups and individuals. It has been identified that values play a critical role in the relationship between individuals and their groups; they tend to be role-specific, and are assumed to influence attitudes and behaviors, either directly or indirectly (Ellemers, Spears & Doosje, 2002; Michener, DeLamater & Schwartz, 1990). From this perspective, values represent a key area of interest for social psychologists.

In the social philosophy literature, values are defined as “good, which is intrinsically found in every being and every action which flows from it” (Tiempo, 2005: p. 7), “a subjective judgment that people make about what is right, good, or desirable in a variety of situations” (Murray et al., 2006, p. 44), and “relatively durable internalized beliefs guiding behavior” (Kherlen, 2014, p. 43). Schwartz and Bilsky (1987) proposed that values could either serve individualistic interests, as is the case with instance self-direction, achievement or enjoyment, or they can serve collectivistic interests, which are linked to the interests of society, family, organizations, or co-workers. Moreover, the potential impact of values has been related to security, and to pro-social and restrictive conformity (Schwartz & Bilsky, 1987). Hofstede (2001) viewed values as bipolar and considered values to be formed non-rationally at an early stage of individual socialization. Specifically, the consideration of values as bipolar indicates that the values of individuals are determined by the culture of the society and the behavior of individuals. This consideration helped Hofstede (2001) to emphasize that value is a crucial component of culture and that it helps to determine the behavior of individuals. Hofstede has become particularly famous for his cross-cultural survey of value dimensions in which he identified four dimensions, namely individualism-collectivism, power distance, uncertainty avoidance, and masculinity-femininity. Later, he also identified time perspective as one of the effective value dimensions in a cross-cultural study.

A pioneer among the value researchers, Milton Rokeach, viewed values as “an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence” (Rokeach, 1973, p. 5). Milton Rokeach was able to prove that the number of values a person has is relatively low and that all humans possess the same values.

2.2.1 Values in an Organization

Values related to an organization are an important precondition for value creation in financial terms and values. They also represent a decisive factor for goal-oriented behavior among employees. This is, however, only true when the organizational values describe the company’s purpose and provide guidelines for “what” and “how” in terms of individual behavior (Horváth, 2006; Maccoby, 1998; Wolfe, 2005). Therefore, a value system in an organization is a cluster of beliefs that guides the people in the organization to perceive and understand the different states of affairs in their professional environment (Hemel, 2005). Lencioni (2002) attempted to classify organizational values into two types. He used the term aspirational values to describe values that might be important in terms of future organizational success, and permission to play values, that indicated certain behaviors expected within the company.

Collins and Porras (2004) provided empirical proof to refute that core values, which describe the main purpose of an organization, are one of the central factors in the success of Fortune 500 companies. Core values are the fundamental beliefs of an organization that help it to achieve competitive advantages in the market. Core values are the guiding principles of an organization that determine its behavior and actions in the market. Companies develop core values of their own that impact on their culture, brand and business strategies, and influence the actions they take to make an organization unique within a given industry. Core values bind the organization together and establish an alignment between employees and employers through goals and strategies. Core values guide and inspire the organization and create a common purpose in the organization, provide guidance and generate a greater level of energy from people, which may cause a decrease in stress among employees and foster good mental health (Collins & Porras, 2004; Rosenthal & Masarech, 2003). According to Schein (2009), core values are the heart and mind of a corporate culture. This is because core values guide the employees and management team members to engage in effective behavior for the betterment of the organization, which generates a positive culture

within the firm. Core values help corporations to develop their mission and vision statements, which define their strategic directions and develop an internal culture to ensure the effective behavior of stakeholders for the benefit of the organization. According to Blanchard and O'Connor (1997), company values should relate to four groups:

1. Customers (defining how you want to treat your customers)
2. Employees (defining in which way you want to treat your employees and the kind of environment you want to create)
3. Owners (defining which profit you would make, growth, resources allocated to growth and development, ethical behavior and leadership),
4. Other groups such as the community, suppliers, vendors, and competitors (defining how to you want to treat this group).

Hultman and Gellerman (2002) defined organizational values as standards for interaction with and among employees. They argued, "Values include respect for human dignity, integrity, worth, freedom, choice, responsibility, justice, and fundamental human rights" (Hultman & Gellerman, 2002, p. 13). The scientific management approaches by Taylor (2003) are more focused on the role of managers in each task. However, Hultman and Gellerman (2002) argued that an organization would not be able to achieve its goals if it were to ignore people and their values. Considering Hultman and Gellerman statement it would reduce the effectiveness of Taylor's management approaches in order to accomplish tasks or jobs in an effective way to develop the organizational culture and core values of the organization. Hultman and Gellerman referred to a number of studies that concluded:

- a) Profits are higher when personal and organizational values are aligned
- b) Values of trust and camaraderie increase shareholder value
- c) Companies with an enduring core ideology outperform the stock market
- d) Firms that consider the interests of employees, customers, and stockholders greatly outperform those that do not
- e) Organizations attempt to change fail when culture is ignored
- f) Value-based leadership increases job satisfaction and the bottom-line performance.

Hultman and Gellerman also identified the fifteen growth values for organizations (see Table 1).

Table 1: Toward Growth Values

Toward Growth Values			
	Away From		Toward
Personal Competence	Being a depent learner	↔	Being a self-directed learner
	Learning specific skills	↔	Learning to change and adapt
	Emphasizing compulsive productivity	↔	Emphasizing balance
	Seeking certainty	↔	Seeking opportunities in the midst of uncertainty
Social Competence	Defining narrow work roles	↔	Fully utilizing ability
	Distributing rewards unfairly	↔	Distributing rewards fairly
	Working only for external rewards	↔	Working for satisfaction from work itself
	Serving self-interest	↔	Serving mutual interests
	Working only as an employee	↔	Working as an owner
	Devaluing experience	↔	Prizing wisdom
Personal Integrity	Posturing	↔	Being authentic
	Concealing the truth	↔	Seeking truth
Social Integrity	Viewing differences as a negativ	↔	Celebrating differenes
	Judging people	↔	Accepting people
	Viewing people as means to an end	↔	Viewing people as ends in themselves

Source: Hultman and Gellerman (2002)

Table 1 indicates how the concept of value has changed over time. In addition, the table above also provides a detailed understanding that the changes in values affect individual values more than they do organizational values. O'Reilly et al. (1991) developed a questionnaire containing a list of value statements that they considered typical of organizations. By using a factor analysis with a Varimax rotation, they were able to reduce the number of value statements to seven superordinate values: innovation, stability, respect for people, outcome, orientation, attention to detail, and team orientation and aggressiveness.

Another important value concept that has been reviewed and discussed are values related to work. The concept of work values has been defined as “the general attitudes regarding the meaning that an individual attach to his work role” (Wollack, Goodale, & Witjting, 1971, p. 331). Wollack et al. (1971) developed a series of scales to measure a person's attitude toward work. The survey was based on a selected number of intrinsic and extrinsic dimensions of the Protestant work ethic, arguing that the Protestant ethic is closely linked to work values. Intrinsic dimensions were defined as pride in work, job involvement, and activity preference. The extrinsic dimensions were defined as attitude toward earnings, social status of job, upward striving, and responsibility to work. Another definition of work values was presented by Dose (1997), who considered work values as “evaluative standards relating to work or the work environment by which individuals discern what is “right” or assess the relative importance of preferences” (Dose, 1997, p. 227). Dose argued that there was no consensus about the definition and conceptualization of work values, despite of the growing literature on the topic.

Meglino (1989) classified work values according to four general categories: achievement, help and concern for others, fairness, and honesty. This specific pattern of classification offered by Meglino (1985) represents an appropriate platform for the analysis of work values in greater depth, as provided below. Moreover, Elizur et al. (1991) viewed work values from a need perspective based on motivation theory. The authors presented a list of 24 work values according to five domains:

- 1) Resources, which included benefit plans, work conditions, and various services
- 2) Rewards, which included pay, recognition, achievement and status

- 3) The modality of outcomes were classified as instrumental, concrete and of practical use and refers to a material outcome, which included pay, hours of work, benefits, and the like
- 4) Affective, which refers relationships with people linked to collaboration with managers and peers, and
- 5) Cognitive, which includes value items such as advancement, achievement, influence, and interest.

2.2.2 Individual Values

Individual values can be defined as a function of satisfying needs and influencing the basic attitudes and behavior of people (Schwartz, 1992; 1996). To this end, individual values are guiding principles in people's lives when making decisions, and they help to distinguish right from wrong (Hultman & Gellerman, 2002; Longenecker, 2013; Schwartz & Bilsky, 1987; Schwartz, 1992; 1993; 2006). Individual values are always at the top of the values of a group or a society. However, it is also known that social pressure can force individuals to compromise individual values in favor of the values of a group or of a society (Ellemers et al., 2002; Hillmann, 2003; Le Bon 1999; Smelser, 1963). Moreover, changes in individual values can take place as a result of a wide range of factors, such as significant personal events or changes in external circumstances (Murray et al., 2006).

The values of an individual are typically rooted in the societal norms, rites and rituals of a specific culture (Hillmann, 2003; Hofstede, 2001). It follows that major events in a person's life connected with personal experiences, a deep emotional disorder, or a psychological wound, can change that which was previously a stable value system and can lead to a shift in value priorities (Herrmann, 2008; Hillmann, 2003; Hofstede, 2001; Inglehart et al., 1998; 2008). Accordingly, an individual may possess values that are different from the values espoused by a community, and a tension between individual preferences and societal values may ensue (Ellemers et al., 2002; Hillmann, 2003; Le Bon 1999; Smelser, 1963). In addition, individual values are usually measured by asking different people to self-assess the importance of value items that represent basic values in their lives (Schwartz, 1987, 1992), value items relevant to an organization, (Chatman, 1991; O'Reilly et al., 1991) or value items representing intrinsic or extrinsic work values (Dose, 1997; Schreurs, van Emmerik, van den Broeck & Guenter, 2014).

Despite the importance of values in people's lives, most studies on values have investigated differences in basic human values, particularly in cross-cultural contexts, and have speculated about the relationship between individual values and behavior (Bigoness & Blakely, 1996; Elizur, Borg, Hunt, & Magyari-Beck, 1991; Hofstede, 2001; Inglehart, Basañez & Moreno, 1998; Kuchinke, 1999; Smith & Dugan, 1996; Schwartz & Bilsky, 1990, 1999, 2012). Few attempts have been made to explore the relationship of individual values and employees' attitudes, behavior, or organizational commitment. For instance, Glazer et al. (2004) explored the impact of human values on commitment and compared the impact among different nations. It was found that individual values predicted different forms of commitment differently among the nations. Cohen and Liu (2011) provided another example that examined the relationship of in-role performance and individual values, commitment, and organizational citizenship behavior and found that individual values were related to all forms of commitment. In support of this, a previous study conducted by the same authors using samples from China revealed that individual values predicted different forms of commitment none of which were similar to those predicted in Western cultures (Liu & Cohen, 2010). By investigating the mediating effect of individual values based on the self-determination theory, Schreurs, van Emmerik, Broeck and Guenter (2014) analyzed that the relationship between team-level work values and individual-level engagement was mediated by individual values. A study performed by Fein, Vasilu and Tziner (2011) investigated the relationship between individual values and preferred leadership behavior in an organization in Romania. Their findings supported the theory of different value dimensions predicting the relationship in different ways.

There is a general approach to exploring commonalities or differences in individual values and their relationships to a particular behavior. This involves producing a list of value statements categorized according to dimensions. The first to list human values according to dimensions was Rokeach (1973), the pioneer of individual value research. He defined two major value dimensions: terminal values, which is a list of individual values, and instrumental values, another list of individual value items usually referred to as competencies. Another well-known and recognized researcher to investigate value dimension was Inglehart (1998). In his World Value Survey, Inglehart explored the implication of values and beliefs in different cultures (Inglehart, Basañez & Moreno, 1998). He clustered values according to two dimension: survival values versus well-being values, and traditional authority versus secular-

rational authority. According to Inglehart, the dimension of traditional authority versus secular rational authority reflected the traditional authority and obligations to family and community, whereas the survival values focused on the quality of life, the emancipation of women, levels of wealth and so on. Schwartz and Bilsky (1987) constructed eight motivational value dimensions: Enjoyment, Security, Social Power, Achievement, Self-direction, Prosocial, Restrictive Conformity, and Maturity to determine which values are universally structured. In a later study, Schwartz (1999) defined seven value dimensions and grouped them into three bipolar dimensions: Conservatism versus Intellectual and Affective Autonomy, Hierarchy versus Egalitarianism, and Mastery versus Harmony. Schwartz's theory focused mainly on the universality of values or value clusters across cultures. A similar research project was carried out by Elizur et al. (1991), who grouped a list of work values using 'smallest space analysis' (SSA) into five categories with the intention of exploring cultural differences or similarities between cultures. They classified a list of 24 value items related to work into five categories, namely instrumental, affective, cognitive, reward, and resources. The instrumental dimension included items such as hours of work, security, benefits, and work conditions. The affective dimension addresses interpersonal relations, while cognitive dimension includes items such as interest, achievement, responsibility, and independence. The resource dimension includes benefit plans, working conditions, and add-on services like transportation and subsidized meals, while the reward dimension is characterized by pay, recognition, achievement, and status. Another recent study explored the core values for a particular profession. Longenecker (2013) used a list of 19 values that the participants were asked to reduce to a minimum of two core values based on their significance via an elimination process. Using the process, five top individual values, such as family, faith, love, integrity, and peace were identified as core values for a particular profession.

It is noticeable that most of the studies on individual values applied either Rokeach's (1973) list of instrumental and terminal values, or the basic human values defined by Schwartz and Bilsky (1992) that are less relevant for organizations. Little researched studies the impact of organizational values in workplace settings.

2.3 Value Congruence

One of the earliest studies on value congruence was conducted by Posner, Kouzes and Schmidt (1985), who investigated how shared values influence corporate culture. A shared value, according to Posner et al. (1985), referred to the compatibility between the personal values of the managers at various levels within the organization and the values of their organization. The term ‘value congruence’ was also used by the researchers as a synonym for *shared value* (Posner et al., 1985). Moreover, value congruence has also been described as ‘value fit’ and ‘people-organizational fit’ (Chatman, 1991; Kristof, 1996). Chatman (1991, p. 459) described individual organizational value fit as “the congruence between patterns of organizational values and patterns of individual values” and argued that value congruence is a significant form of fit because values are “fundamental and relatively enduring”. According to Chatman (1991), values are the components of organizational culture that guide employees’ behavior.

Kristof (1996) defined the people-organization fit (PO) as the compatibility between people and organizations that occurred when at least a) one entity provided what the other needed, b) they share similar fundamental characteristics, or c) both conditions a and b occur. The person-environment (PE) fit was defined as the degree to which individual values or characteristics matched the characteristics of or factors in environment. In other words, the person-environment fit referred to a specific type of personal, situational interaction that involved a match between the corresponding person and the environmental dimensions. Furthermore, the issue of cultural fit in organizational settings was explored comprehensively by Hon and Leung (2011). According to Hon and Leung (2011), person-culture fit was a dimension of person-environment (PE) fit and referred to the congruence between an individual and the work environment. Person-culture fit was the degree to which the personal values and attributes of a person and his or her core experience matched the values and nature of the organizational business and would most likely predict a positive work attitude.

Bezrukova et al. (2012) convincingly argued that taking personal interest fit into account could have positive implications for the level of productivity due to a greater alignment between job functions and an employee’s personal and professional interests. Leiter, Jackson, and Shaughnessy (2009) further illustrated that personal value fit was the core requirement of every organization. They referred to values in the contexts of decision making, autonomy and freedom, and involvement, which were main

contributors to achieving meaningful personal goals. According to them, a permanent misfit between a worker's abilities and the job demands resulted in greater exhaustion at work.

The literature shows considerable variation in the way in which value congruence is treated and measured conceptually. These works can be divided into three categories. First, there are studies that combine all value statements into one index to investigate the relationship between the value congruence dimension and a particular outcome. Second, some studies used specific value items such as work-related values to facilitate the research. Third, a group of researchers (Boxx, Odom & Dunn, 1991; Chatman 1991; Finegan, 2000; Nwadei, 2003; O'Reilly, 1991; Suar & Khuntia, 2010) investigated value congruence multidimensional and proved evidence that value dimensions yield different outcomes.

The next section reviews and discusses different articles and journals containing relevant theories, models, and the most notable viewpoints of other authors who have contributed to the research field.

2.3.1 Previous Work on Value Congruence

There has been considerable scientific interest in recent years regarding the extent to which individual values are congruent with the perceived values of the company, and how this value congruence affects on-the-job-performance (Goodman & Svyantek, 1999). Most of the studies on value congruence investigated the congruence between individual and organizational values as a significant element of an organizational culture (Liedtka, 1989; McDonald & Gandz, 1991; Posner et al., 1985), or analyzed a specific individual outcome such as organizational commitment, job satisfaction, or a positive work attitude as a result of value congruence (Amos & Weathington, 2008; Boxx et al., 1991; Edwards & Cable, 2009; Finegan, 2000). More recently, studies have started to investigate value congruence from a different angle and have explored how leadership effects value congruence or unethical behavior (Hayibor et al., 2011; Hoffman et al., 2011; Suar & Khuntia, 2010). Other researchers have explored the mediating role of value congruence on the relationship between motivation and organizational commitment (Xiaojun, Zhiyuan, & Hongyv, 2013). In addition, they have explored the mediating role of motivation on the relationship between value congruence and work engagement (Li, Wang, You, & Gao, 2015), or have argued that value congruence may increase motivation (Humphreys, 2007; McFarlin & Sweeney,

2011; Werner, Schuler & Jackson, 2012; Xiaojun, Zhiquan and Hongyv (2013) and establish a positive correlation with work engagement (Crawford, Lepine, & Rich, 2010; Li, Wang, You, & Gao, 2015). Moreover, some of the literature has indicated that value congruence helps to decrease burnout (Siegall & McDonald, 2003) and impacts on affective commitment and job performance positively (Amos & Weathington, 2008; Boxx et al., 1991; Edwards & Cable, 2009; Finegan, 2000).

One of the earlier research studies on value congruence was the model developed by Liedtka (1989). The author attempted to describe the value systems of both the individual and the organization as being either in harmony (consonant) or in conflict (dissonant) for a particular difficult situation. Based on Liedtka's (1989) model, Posner and Schmidt (1993) examined the impact of value congruence on managers' work attitudes and ethical practices. This study showed that managers who had a high consonance of personal and organizational values reported the highest level of positive work attitudes related to the commitment, success, distress, and credibility of senior management. The results also showed that managers who had a clear understanding of their personal and organizational values reported high value congruence and reported the highest positive attitudes than did those with a less clear understanding. (Posner & Schmidt, 1993).

O'Reilly et al. (1991) developed and validated an instrument for assessing person-organization fit in terms of how individual preferences for an organizational culture were compatible with the existing culture. Organizational culture contains individual and organizational values that were assessed using a set of value statements. In a second step, O'Reilly et al. (1991) corroborated the hypothesis that person-organization fit correlates positively with individual outcomes such as normative commitment, overall job satisfaction, and the intent to remain at the organization. Person - organization fit was measured using a Q-sort technique, a method in which participants are asked to sort a large number of statements into categories according to certain criteria (Stephenson, 1953). In order to investigate the fit of an employee with the organization before joining the organization and to determine the consequences of joining, Chatman (1991) found that new hires whose values matched those of the organization adjusted more quickly to the organization. Chatman also showed that organizational socialization might influence individual values and lead to a better company value fit. He also found that a high value fit between new hires and the organization correlated positively with job satisfaction and the length of tenure.

Chatman used the same method (Q-sort technique) to measure and calculate value congruence as O'Reilly et al. (1991) did.

Finegan (2000) investigated the impact of person and organizational values on organizational commitment. He argued that an individual's subjective perception of organizational values was more likely to predict individual behavior than were the value perceptions of the group. His interest was in examining the separate and joint impact of individual values and organizational values on commitment. Finegan grouped the values into higher order dimensions, namely humanity, adherence to convention, bottom-line and vision". A hierarchical multiple regression analysis was conducted to forecast commitment for each of the four factors. The result of his analysis showed that employees' perceptions of organizational values helped the management to predict the commitment level of employees within the organization. An individual's personal values and the congruence between them and those of the organization were found to be less important for determining the level of commitment than was the perception of the values of the organization.

Nwadei (2003) categorized organizational values into four value dimensions that are relevant for making business decisions and taking business actions, and used these values to examine value congruence in a cross-cultural context. Nwadei used a factor analysis to group a list of 24 value statements into four value dimensions, which were Ethics, People, Bottom Line, and Change. Furthermore, the study explored the relationship between perceived value congruence and three components of organizational commitment (affective, continuance, and normative organizational commitment) in a multinational company using profile similarity indices (PSIs). A positive relationship between perceived value congruence and organizational commitment was found. Moreover, culture was found to play a significant role in the relationship between perceived value congruence and organizational commitment, with different value congruence dimensions predicting the component of organizational commitment differently for each culture.

Edwards and Cable (2009) praised the numerous studies on the relationship between value congruence and favorable outcomes, but criticized the fact that researchers only speculated about why there was a positive relationship. They dedicated their empirical research to identifying the underlying rationale for a positive relationship. The researchers presented a model that included four mediators: Communication, Attraction, Predictability, and Trust. They then linked these mediators

to job satisfaction, intent to stay, and organizational identification as outcomes. The authors measured value congruence using eight core values selected from their Work Values Survey. They defined a number of different hypotheses, not only to test the effect of value congruence on the mediators such as communication, predictability, attraction and trust, but also to identify the relationship between the mediators, and the relationship between the mediators and outcomes such as job satisfaction, intent to stay, and organizational identification. The results showed that value congruence has the greatest effect on trust followed by communication and attraction. Another key effect of value congruence is that communication promotes trust, which enhances job satisfaction, organizational identification and, through these variables, the employees' intent to remain in an organization. Edwards and Cable argued that value congruence should remain an important practical consideration, but recommended that it would be better for managers to examine key mediators of value congruence effects rather than value congruence itself.

The nature of the analysis of value dimensions' congruence and employee's attitudes, including job satisfaction, organizational commitment, satisfaction with the organization as a whole, and turnover intentions was subjected to a detailed analysis by Amos and Weathington (2008). The researcher used seven value dimensions, as reported by Peters and Waterman (1982):

- 1) Superior quality and service
- 2) Innovation
- 3) Importance of people as individuals
- 4) Importance of details
- 5) Communication
- 6) Profit orientation
- 7) Goal accomplishment.

The result of the study provided evidence that value dimension congruence is positively associated with employees' attitudes. Most importantly, Amos and Weathington (2008) pointed out that different value congruence dimensions impact on the employees' attitudes differently. For example, the value congruence dimension "importance of people as individuals" shows a significant linear relationship with job satisfaction, organizational satisfaction, affective commitment and normative commitment, but a

negative relationship with turnover; however, the value congruence dimension “superior quality and service” only shows a significant relationship with organizational satisfaction. Moreover, significant relationships with employees’ attitudes were found for “communication” and “profit orientation”, but these linkages were limited to the attitude of organizational satisfaction. Another relevant finding by Amos and Weathington (2008) came from merging all value items into one score and analyzing the relationship between generic value congruence and employees’ attitudes. From the analysis, it was found that value congruence is significantly correlated with job satisfaction, organizational satisfaction, affective commitment, normative commitment, and turnover intention, but not with continuance commitment. This is a different result from the outcome of the impact of the value congruence dimension on employees’ attitudes. In particular, it confirms the suggestion by other researchers (Cronbach, 1953; Finegan, 2000; Schwartz & Bilsky, 1987) that clustering values is more appropriate in value congruence research than is merging all value items into one score.

Moreover, an evaluation of the relevance of value congruence within the scope of modern socio-economic settings was conducted by Posner (2010). Reflecting on his findings, Posner argued that new economic realities:

are “times” when loyalty or a psychological contract between employees and their companies is under serious question or already a thing of the past, and when global marketplace pressures place a premium on being low-cost providers hence pushing companies to use the least expensive human resources. (p.535)

To test his hypothesis regarding personal value congruence and organizational value clarity, Posner (2010) used his instrument “shared values”, which was developed in 1985. Posner introduced six different demographic variables, namely gender, hierarchical management level, age, educational level, years of managerial experience, and the functional field of the respondents. Work outcome was used as the dependent variable and consisted of the following categories: organizational commitment, feelings of personal success compared with one’s peer group, work stress, job anxiety, motivation, the company’s ethical standards and whether the company paid enough attention to values. The result of the study provided evidence of a positive correlation between personal value congruence and organizational values. Demographic variables

such as gender, educational level, and functional area did not affect the relationship between personal value congruence and organizational values on positive work outcomes, but age, managerial experience, and hierarchical level made a difference. It would appear that value congruence continues to have relevance for a positive work attitude and behavior, particularly for managers. An interesting outcome of the study was that the older group, aged 50 years and above, showed a greater degree of personal value congruency than did the group of younger respondents. Posner's findings indicated that the worldwide demographic shift might have caused a shift in the importance of value congruence.

Suar and Khuntia (2010), on the other hand, examined the influence of personal values and value congruence on unethical work practices and work behavior. According to the argument they proposed, values could be assessed using various methodological approaches such as rating and ranking, sets of values, and indexing methodology. Suar and Khuntia (2010) grouped the twenty-one value items defined by Liedtka (1991) into four categories:

- 1) Corporate excellence
- 2) Organizational sustenance
- 3) Social concern
- 4) Managerial virtues.

Middle management and high-level management were asked to rate each of the 21 value items in terms of how important they considered each of the items to be. Work behavior was a function of value items measuring job performance, organizational commitment, job satisfaction, and taking initiative. Suar and Khuntia (2010) argued that value congruence could be developed while employees were acclimatizing to the organization. Organizations can use various socialization techniques, such as mentoring, interaction with superiors, formal training, and participation in social events sponsored by the organization in order to communicate organizational values. The sharing of organizational values among employees shapes the organizational culture and helps the employees to improve their performances within the organization. The category 'unethical practices' was measured using separate value items. The results of the study showed that, when matching personal values and organizational values, unethical practices decreased and work behavior increased (Suar & Khuntia, 2010). On the other

hand, personal values decreased unethical practices and increased work behavior more consistently than did value congruence.

Contrary to most studies, Hoffman et al. (2011) used value congruence as dependent variable rather than as an independent variable, and examined the idea that transformational leadership inspires people to change their behavior to contribute to the vision and goals of a group. Hoffman et al. defined four apparently distinct dimensions of leadership behavior in transformational leadership. These dimensions consisted of:

- 1) Idealized influence charisma, whereby leaders influence followers by using strong emotions and demanding loyalty from them
- 2) Inspirational motivation, whereby leaders communicate high expectations and the importance of the organization's mission
- 3) Intellectual stimulation, whereby leaders increase the engagement of followers in problem solving and out-of-the-box thinking
- 4) Individualized consideration, whereby leaders pay personal attention to and advise followers.

Person-organization congruence and person-supervisor congruence was measured by asking respondents to assess the degree of the match between personal values and the supervisor's or organization's values. The study demonstrated that person-organization value congruence on a group level mediates the relationship between transformational leadership and work-unit effectiveness. Person-supervisor value congruence did not mediate the relationship between transformational leadership and work-unit effectiveness significantly.

Hayibor et al. (2011) tested the hypothesis that actual value congruence between team members and their CEO was positively related to the perceived charisma of the CEO. Charismatic leaders were described as leaders who gained the commitment and support of their subordinates through social identification, while the subordinates in turn bought into the leader's core values. Whether the perceived value congruence between top management and the CEO was positively related to the attribution of charisma was explored. Perceived value congruence was measured by asking top managers to use a 7-point Likert scale to assess the degree to which their basic beliefs correspond to their CEO's beliefs. Actual value congruence was measured by individual self-reports of both team members and the CEO. The results showed that perceived value congruence

was positively related to followers' perceptions of the leader's charisma. On the other hand, limited support was found for actual value congruence being related to attributions of charismatic leadership.

The mediating effect of value congruence on the relationship between motivation and organizational commitment was tested by Xiaojun, Zhiquan and Hongyv (2013). The study analyzed a partially mediating role of value congruence and indicated that participants who were motivated by their values were more committed to the organization. Li, Wang, You, and Gao's (2015) supplemented the findings of Xiaojun, Zhiquan and Hongyv (2013) by testing the mediating effect of motivation on value congruence and engagement, and found an indirect effect of value congruence and teachers' engagement through motivation.

Research on value congruence as a moderator between behavioral integrity and organizational citizenship behavior was conducted by Tomlinson, Lewicki, and Ash (2014). The result provided evidence of a positive relationship between behavioral integrity and organizational citizenship when value congruence was higher. Behavioral integrity was measured by applying the concept of asking participants to assess the match between managers' words and actions. Value congruence was measured via four items using an objective approach, while organizational citizenship behavior was measured by focusing on the three dimensions of helping, civic virtue, and sportsmanship. From this analysis, two general patterns can be considered to be important for organizations. In other words, if both behavioral integrity and value congruence are high, employees show greater organizational citizenship behavior, resulting in them exceeding their contractual obligation to perform a role. Conversely, when value congruence is high but supervisors act in a way that is not in line with employees' values, organizational citizenship behavior is low. Therefore, value congruence can be defined as a motivator to predict a particular behavior or attitude accurately.

2.3.2 Measurement of Value Congruence

Early studies dedicated to the measurement of value congruence were by Chatman (1991) and O'Reilly et al. (1991), who accepted the Q-sort technique as being the most effective measurement instrument. Using the Q-sort technique, a group of managers was first asked to place them in nine categories ranging from the most characteristic to the least characteristic of the culture of the organization. To assess the individuals'

assessments of their organization, a number of employees were then asked to allocate them to one of nine value items by responding to the question “how important is this characteristic for the organization for which you work for”, ranking them from “most important” to “less unimportant”. A person-organization fit score for each individual was subsequently calculated by correlating the profiles. This technique, also widely understood as an ipsative approach, assists in the measurement of the personalities of the individuals in an organization. In practice, this approach has been criticized because participants are forced to make choices between specific values at the expense of other values (Meglino & Ravlin, 1998; Nwadei, 2003). Meglino and Ravlin (1998) argued against the ipsative approach because it was based on the ranking method and did not allow researchers to capture absolute differences.

A normative approach emerged as an alternative method applied to assess the extent of value congruence. The normative approach helped employers to compare employees’ results with those of other job applicants. This approach provided different scores to measure value congruence effectively. The normative approach measured personality characteristics on an individual scale, which helps to identify the attitudes and behavior of employees within an organization.

Some studies made use of non-forced questionnaires to measure value congruence. Participants usually rated the degree to which the given set of values was important to them and were perceived as being important within the organization by using Likert scales. This measurement technique allowed the respondents to rate a question along a continuum from “1 to 10” or from “very unhappy to very happy”. Moreover, there were direct and indirect ways of assessing individual-organizational value fit. In the direct method of measurement, the respondents were directly asked about the extent to which their personal values were compatible with the values of the organization, while the indirect method asked the participants “what do you value?” and “what does your company value?” (Kristof, 1996). The direct method, which was developed by Posner, Kouzes and Schmidt (1985), implied that the respondents had a clear understanding of the characteristics of their organization as well as of their individual values (Edwards, 1994; Kristof, 1996; Meglino & Ravlin, 1998; Nwadei, 2003).

In most of the cases, there was a positive relationship between the degree of the match of the personal values of employees of an organization and the values and culture of that organization. Researchers also tried to explore the relationship between personal

value factors and the performance of the individuals and of the organization. The scale developed by Likert assisted in revealing the views of employees and other experts to arrive at a conclusion regarding value congruence factors (Lee & Sukoco, 2010). This was helpful to understand or identify the trade-offs between the values of individuals and the organization's values.

A common method of calculating value congruence was the profile similarity index (PSI), which combined two profiles (such as the person and the organization, the supervisor and the subordinates, or the organization and the environment) into a single score to represent the overall congruence (Edwards, 1993; Kristof, 1996). PSI was based on the sum of the differences between profile elements such as the sum of algebraic differences (D^1), the sum of absolute differences (IDI), the sum of the squared differences (D^2), the Euclidean Distance (D), or the correlation between two profiles (Q) (Edwards, 1993; Kristof, 1996). Despite its wide use, Edwards (1994) criticized this methodology. According to Edwards (1994), combining heterogeneous elements into a single score was a flawed method and thus potentially invalid. Individual values may have a different distribution from that of organizational values; consequently, discrepancies between the individual and the organizational values may be exaggerated or underreported, and specific nuances in individual-organizational value discrepancies could be accidentally overlooked. Furthermore, the method of Profile Similarity Index was criticized by Cronbach (1953), who argued: "[whereas] that people are similar in some set of scores, one cannot assume that they are similar in general" (Cronbach, 1953, p. 457). Therefore, he argued that the score would not have any meaning in psychometric terms except when the similarities were reduced to specified dimensions.

To summarize, the Profile Similarity Index (PSI) may prove helpful for comparing people and the environment according to multiple dimensions, which would enable the calculation of value congruence. PSIs place more emphasis on the inherent strengths and shortcomings in value congruence that allow one to make a holistic comparison across multiple value dimensions. However, it is emphasized that the loss of data and the lack of specificity create problems when using PSIs to calculate accurate value congruence (Goldstein, Naglieri & DeVries, 2011). These factors also provide a conservative estimation of the true relationship among different profile elements.

2.4 Values and Value Congruence in a Multinational Context

Many previous studies covering the topic of culture focused mainly on investigating various dimensions of culture and considered differences or similarities in values across cultures (Elizur, 1993; Hofstede, 2001, Harding et al., 1986; Inglehart, 2010; Schwartz, 2001). Moreover, cross-cultural investigations have focused on dimensions of cultural values and speculated about the relationship between individual values and behavior (Bigoness & Blakely, 1996; Elizur et al., 1991; Hofstede, 2001; Inglehart, et al., 1998; Kuchinke, 1999; Schwartz, 1990, 1999; Smith & Dugan, 1996).

Inglehart (1989; 1997; 1998; 2010), Hofstede (1980), and Schwartz and Bilsky (1987) are typically considered among the most prominent pioneers in the cross-cultural study of values. Inglehart et al. (1998) research was conducted to show that the shift from an agrarian society to an industrial society reflected “a shift in what people want out of life” (Inglehart, et al., 1998, p. 9). According to Inglehart et al. (1998), this shift in norms, government regulations, and life conditions, was influenced by economic and political developments, and altered the value orientation in the areas of politics, work, religion, family, and sexual behavior. They characterized this shift as the result of a transition from modernization to post modernization (Inglehart et al., 1998).

As a researcher for IBM Europe, Geert Hofstede founded and managed the Personnel Research Department, where he introduced a survey that was conducted twice once in 1966 and once in 1972 to investigate the consequences of cultural diversity. Hofstede’s first book “Culture’s Consequences: International Differences in Work-Related Values” was published in 1980 and reported the results of his research project. Hofstede (1980) identified five dimensions:

- 1) Power distance, which is related to the various solutions to the basic problem of human inequality
- 2) Uncertainty avoidance, which is related to the level of stress in a society in the face of unknown situations
- 3) Individualism versus collectivism, which is related to the integration of individuals into primary groups
- 4) Masculinity versus femininity, which is related to the division of emotional roles between men and women

- 5) Long-term versus short-term orientation, which is related to the choice of focus for people's efforts: the future or the present.

An alternative approach was adopted by Schwartz and Bilsky (1987). They claimed that values are universal in the sense that cultures may vary in the extent to which they endorse values, but that the same values would be found in all cultures. They used Rokeach's (1973) list of terminal and instrumental values to substantiate their claim. Respondents ranked the values statements by importance, and grouped the values according to eight higher order domains: enjoyment, security, social power, achievement, self-direction, prosociality, restrictive conformity, and maturity. The results of the study revealed the same underlying value dimensions in Germany and Israel, and the authors therefore concluded that these domains describe the "universal psychological structure of human values" (Schwartz & Bilsky, 1990, p. 878). Schwartz and Bilsky (1990) extended the analysis to include participants from the United States, Australia, Spain, Hong Kong, and Finland. It was observed that seven out of eight dimensions could be found in all countries (only "social power" was not observed as a separate dimension in Hong Kong), thereby showing the universal existence of seven motivational domains.

Elizur et al. (1991) analyzed the importance of work-related values in eight cultures. They used a list of items related to various aspects of work values. The items represented theories of motivation, security, recognition, personal growth, achievement, hygiene items (material and social items) and some items from Hackman and Oldham's (1989) job characteristic model. By using the smallest space analysis, the list of 24 items was grouped into five dimensions:

- 1) Affective, which included items related to relationships and collaboration among people such as relations with supervisors, co-workers, recognition, esteem and the opportunity to interact with people
- 2) Resources, which included items such as work conditions and benefits
- 3) Instrumental, which included items such as pay, hours of work, security, benefits and work conditions
- 4) Rewards, understood as pay, recognition, feedback advancement and status

- 5) Cognitive, which included items such as responsibility, advancement, achievement, influence, interest, feedback, meaningful work, use of abilities, independence, company, status and contribution to society

The research found the same structure of work values in all eight samples.

However, to date, only two studies have examined value congruence in a cross-cultural context: those by Nwadei (2003) and Pickworth (2005). Nwadei found culture to play a significant role in the relationship between perceived value congruence and organizational commitment, with different value congruence dimensions predicting the component of organizational commitment differently for each culture. Four socio-cultural groups were considered in his investigation, namely Africans, Americans, Europeans, and people from the Middle East. He found that, on a group level (in other words, considering all cultures as forming one entity), perceived value congruence for the value dimensions ethics, change, bottom line, and people were significantly and negatively correlated with affective commitment. Considering the four socio-cultural groups separately, his result showed that each value congruence dimension correlated with affective commitment differently in each of the four cultures. Only the Americans showed a negative correlation between the dimension change and affective commitment, the Africans did not show any correlation, and the European culture reported a positive correlation between the dimension people and affective commitment. The Middle Eastern respondents showed a positive correlation between all perceived value congruence dimensions and affective commitment.

Pickworth's thesis (2005) explored the relationship of value congruence and stress-related variables, organizational commitment, intention to leave, and the impact that culture had on the relationship. Stress-related variables were defined as role conflict, role overload, role ambiguity, and job anxiety - typically understood as items that lead to disengagement and correlate with emotional exhaustion (Truss et al., 2014). Pickworth's study on value congruence in a cross-cultural context included two interesting sections that differentiated his analysis from other investigations on value congruence in a cross-cultural context: 1) He distinguished between contractual and communal cultures. Contractual and communal cultures have similar characteristics to individualistic and collectivistic cultures, and 2) He explored the moderating role of both types of culture in the relationship of value congruence and variables such as role stressors, organizational commitment, and intention to leave, and provided evidence that

culture has a moderating effect. As far as is known, Pickworth was one of the first researchers to investigate the moderating role of culture in value congruence analysis. More recently, a few researchers have followed Pickworth's directions, including Hauff, Richter and Tressin (2014), Hon and Leung (2011), Lertxundi and Landeta (2011), and Webster and White (2010). Hauff, Richter and Tressin, for example, are deemed to have provided evidence that the relationship between some job characteristics and job performance was moderated by some dimension of culture, whereas the study by Webster and White clearly showed the positive effect of the moderating role of national culture on the relationship of organizational culture, business outcomes, and customer satisfaction. Lertxundi and Landeta (2011) concluded that the structure of the values of companies remained the same across countries, but the level of values varied. This difference in the level of values existed because of the cultural impact on the values and behavior of individual employees and applicants. The study carried out by Golembiewski, Billingsley, and Yeager (1976) supported this concept of the cross-cultural context. According to them, the structure of the values of an organization remains same regardless of the change in the cultural contexts, but the variable factor is the level of values. These values are measured in terms of their frequency of occurrence or the importance assigned to them by employees or people surveyed in the organization. It is important to stress that, to date, only one study was found that investigated the impact of individual values on employee behavior in a multinational context. This was the work done by Glazer et al. (2004) using the value dimensions defined by Schwartz (1992), which explored the relationship between continuance commitment and affective commitment. The investigation looked at a group of nurses in Hungary, Italy, the UK, and the US. It was found that different value dimensions correlated differently with commitment depending on the nationalities of the participants.

2.5 National cultures and their values

The general concept of culture includes the values and beliefs of people, visible in their behavior, symbols, heroes, and rituals (Hofstede, 2001). The literature suggests that culture exists on different levels:

- 1) At the level of a nation (Schein, 1999)

- 2) At the level of an organization (Deal & Kennedy, 2000; Schein, 1999), and
- 3) On an aggregated level as the value priorities of individuals (Hofstede, 2001; Triandis, 1995; Schwartz & Bilsky, 1987; Schwartz, 1992; 1993; 2006).

At the level of a nation, culture is defined as the value priorities of a group that determine what is good or bad, or right or wrong as guiding principles according to which the members of a society select an appropriate behavior in comparison to other members of the society (Schwartz, 1999). Schwartz (2014, p. 7) cited Bond (2004), who defined culture as “the beliefs, behaviors, and styles of thinking that the individual member of a society or other cultural group share to a substantial degree”. Another definition of culture can be found in the American Heritage Dictionary, which defines culture as “the totality of socially transmitted behavior patterns, arts, beliefs, institutions, and all other products of human work and thought characteristics of a community or population” as cited in Kotter and Heskett, (1992, p. 4).

Minkov and Hofstede (2012) made a case for using nations as units of analysis and defended this approach by comparing basic cultural values. As a result, their study refuted the opinions of those who argued that national culture is not a meaningful concept. In support of this, Schwartz (2014) recently published an article in which he rethought the concept and measurement of societal culture. Schwartz supported the approach to computing cultural scores by averaging the self-reported values of a representative group of individuals of a society to define cultural values (Schwartz, 2014). This method confirms the result of the study conducted by Fisher and Schwartz (2011), who investigated whether values within a country vary more than they do between countries. Various authors, such as Eisinga, Teelken and Doorewaard (2010), Hauff, Richter and Tressin (2014), and Lertxundi and Landeta (2011), have measured the effect of culture on the relationship in a psychological context using either national cultural scores, such as those used by Taras et al. (2012), or by using Hofstede's (2001) cultural dimension scores.

On the level of an organization, Schein (1999, p. 24) described corporate culture as “the way we do things around here”, and as “the sum of all the shared, taken for granted assumptions that a group has learned throughout its history” (Schein, 1999, p. 29). Culture has a significant impact on a wide range of organizational processes and procedures, as well as on the outcomes of organizational performance; for example, on productivity.

A company with a strong culture provides employees with a sense of belonging and indicates how employees should behave when making decisions or taking actions (Deal & Kennedy, 2000). In this regard, organizational culture is more closely related to the relationship of employees and their organization, the hierarchical system of authority, and the perception of employees regarding the organization and its vision, values, and goals (Trompenaars & Hampden-Turner, 2012). That is, organizational culture defines the behavior, rites and rituals, values and beliefs, and the cultural network that new employees are pressured by their peers to adopt (Deal & Kennedy, 2000; Kotter & Heskett, 1992). As a set of beliefs and values, culture on an individual level impacts extensively on human behavior, whereas culture on an organizational level refers to organization-specific norms of behavior and unwritten rules. Both individual and organizational cultures are closely associated with values on individual and organizational levels, respectively. The nature and extent of this association and the implications of this association for employees' productivity and organizational performance need to be analysed in a comprehensively manner. Cultural synergy can be defined as "building upon the very differences in the world's people for mutual growth and accomplishment by cooperation" (Moran et al., 2007, p. 30). Achievement of cultural synergy in organizations can be identified as one of the critical success factors. In previous years, the vast majority of cross-cultural studies dealt with cultural differences, particularly with the different value systems a specific culture possesses (Hofstede, 1980; Hofstede et al., 2010; Inglehart, 1989; 1997; 1998; 2010; Schwartz and Bilsky, 1987). With the enhancement of globalization, companies operating in the international marketplace have attracted the increased attention of researchers to explore the effect of national cultural on HRM practices and the relationship with certain outcomes (Brewster & Bennett, 2010; Klassen et al., 2012; Lertxundi & Landeta, 2011; Lee & Sukoco, 2010; Taipale, Selander & Anttila, 2010; Webster & White, 2010).

It follows that national culture influences organizational culture because individuals bring their values, assumptions and beliefs into the firm (Webster & White, 2010). Based on these general theoretical notions about culture, the countries under investigation in this study will also be assessed with regard to with their values and beliefs.

2.5.1. England

Due to the “hire and fire” mentality that has become widespread in management, job security and worker loyalty have essentially disappeared, while English culture has become a strictly contract-oriented culture (ul-Haq, 2000). As a result, England, which was described in the literature as an individualistic culture (Abrams, Ando & Hinkle, 1998; Hofstede, 2001), is becoming even more so. Therefore, it is understandable that, for the English, money is an important factor in ensuring the security and health of the family (ul-Haq, 2000). Hofstede (2001) described English culture as consisting of an individualistic society with a low or small power distance and a low level of uncertainty avoidance, which means this nation is able to cope with uncertainty (Tayeb, 1993).

If one trusts Lawrence’s (1996) analysis, then English managers fit the profile of the ideal entrepreneur. They are described as generalists who have the following qualities: they get things done, are socially competent, leadership-oriented, have character and charisma, good judgment and a good sense of humor. In addition, English managers are characterized as being responsible, trustworthy, honest, self-confident, independent, disciplined and friendly, have self-control, are able to see things through, and cope with new and uncertain situations, as well as with setbacks (Tayeb, 1993). These types of leaders are called transformational leaders, who are able to influence their followers via charisma. Despite their inspirational leadership, the attributes described do not mediate the relationship between person-organization value congruence and group effectiveness (Hoffman, Bynum, Piccolo & Sutton, 2011).

2.5.2 Germany

Germany belongs to the group of western European cultures with typical individualistic characteristics, but which have a history of striving for collectivism in the past (Warner & Campbell, 1993, as cited in Management in Western Europe). Until 1968, Germany could best be described as pursuing the values of the Protestant work ethic. Up to that point, the youth were raised to be politically responsible citizens according to the spirit of Max Weber’s theory of capitalism and the aforementioned Protestant work ethic, which emphasized asceticism, work and a rational lifestyle. Primary virtues, such as courage, justice, love, tolerance, freedom and a sense of community were taught to children (Bueb, 2008, as cited in Alte Werte-Neue Werte).

After the student protests of the late 60s, the new values that characterize Germany became *Duty and Acceptance Values with Regard to Society*: discipline,

obedience, performance, order, duty fulfillment, loyalty, submission, diligence, and modesty. On the other hand, there are *Values with Regard to the Individual Self*: self-restraint, punctuality, willingness to conform, compliance, and abstinence. In addition, there are values based on *Self-actualization with Regard to Society*: emancipation (from authority), equality, equal rights, democracy, participation, autonomy (of the individual), and, *Self-actualization with Regard to the Individual*: pleasure, adventure, excitement, variety, living emotional needs, hedonism, creativity, spontaneity, self-realization, freedom, autonomy, and individuality (Klages, 1985).

2.5.3. Italy

Triandis (1995) categorized Italy as having horizontal individualism; this category indicates the desire to be in social harmony with others (Triandis, Chen, Chan, 1998; Triandis, 1995). The study by Hofstede (2001) investigated Italy as individualistic and as displaying strong uncertainty avoidance.

Two major groups dominate Italian culture. The first is the government and the second is gigantic, family-owned companies, which makes it clear that, for Italians, family and family life are the most important things. Italians want to work with people they know, who can be seen as extensions of the family (Gagliardi & Turner, 1993 as cited in Management in Western Europe). Even if some of the details mentioned above could be included in the characteristics of a collectivistic approach, managers in Italy will nonetheless show strong individualistic attributes. They prefer clarity, control of uncertainty, and a strong hierarchy, while they display little autonomy, autocracy, paternalism, and masculinity (Gagliardi & Turner, 1993 as cited in Management in Western Europe). Gagliardi and Turner hypothesized that subordinates expected their supervisors to show their rank via the symbols, rites and rituals inherent in the roles they assumed. In addition, the authors believed that a person-based relationship occurred when employees have and show the same patterns of behavior (Gagliardi, Turner, 1993 as cited in Management in Western Europe).

Schwartz (1999) assigned values such as egalitarianism and intellectual autonomy to Italy. Egalitarianism, as a higher order value dimension, was defined as promoting the welfare of others and consisted of values such as equality, social justice, freedom, responsibility, and honesty. Intellectual autonomy, which was the second dimension, was described by Schwartz as emphasizing the desire of individuals to be

independent, and to fight for their own ideas. Values that constitute intellectual autonomy are curiosity, broadmindedness, and creativity.

2.5.4. Poland

After the fall of communism in 1989, the life of Polish people changed dramatically, as did their values. Because a great number of people lived in poverty or below the basic subsistence level in the post-communist era, wealth and money assumed greater importance in the 1990s. At present, work is more highly valued than it was before the transition. Money is now spent on consumer goods, planning for retirement, education, or on health and culture.

Brand names and quality are valued more highly now than they were under Communist rule. Thus, one can hypothesize that, in Polish culture, it is important to work for a company that provides job security and a regular income, and which is financially sound. The current goal of most individuals is to earn a lot of money in order to spend a lot of money. The money is spent on education, foreign travel, or on investments that should earn even more money. At the other end of the spectrum are values such as loyalty, honesty, and reliability (Swiatkowski, 2004 as cited in *Arbeitswelt-Lebenswelt*, zitiert: Fukuyama, 1997, p. 38).

2.5.5. Czech Republic

Vecerník (2006) referred to an analysis of work values in which it was determined that the value of work under a socialist regime was higher due to the fact that work had more of a social function with regard to socialization than it did an economic function that views work as having a more rational element (Vecerník, 2006). The study also revealed that the level of commitment in the Czech Republic was very low. It became apparent from the study that the willingness to prioritize work over personal life had decrease. The finding that international firms in the Czech Republic achieved high productivity although work satisfaction was quite low, is controversial. The opposite appears to be true of domestically owned companies. Vecerník (2006) claimed that companies that focus exclusively on productivity achieve these results at the cost of job security.

2.5.6. China

The rapid economic growth in China has attracted the interest not only of international companies that outsource labor and manufacturing to China, but also of many

researchers who are investigating the mindset of the Chinese or are including China in their studies (Elizur et al., 1991; Hofstede, 2001; Nisbett, 2003; Schwartz, 1999; Triandis, 1995; Tsui, Nifadkar & Ou, 2007). China is developing rapidly and, as a result, the values and moral concepts of the people no longer tend to follow the Confucian doctrine. China is the most typical example of a collectivistic culture compared to others. In a study carried out in 1999, Schwartz found that the value dimensions hierarchy and conservatism were important for the Chinese participants. Hierarchy includes value items such as social power, authority, humility, and wealth, whereas the value dimension conservatism was formed by value items such as social order, respect for tradition, family, security, and wisdom. With regard to work values, which are important values in the context of work, Elizur (1991) found that the highest ranked order values for the participants from China were achievement, the use of ability, and esteem, while the less important values included work conditions, interactions, and security.

An article written by Tsui, Nifadkar and Ou (2007) referred to an investigation that concluded that work demand had a stronger effect on work-family conflicts in China than it did in the United States, which would underline the importance of the family for the Chinese. Another study by Triandis (1995) mentioned an investigation conducted by Diener et al., (1999), which reported that China had lower happiness and life satisfaction scores than did individualistic countries. It might be that asking this question in this culture is somewhat unusual. Another important element that Triandis found with regard to communication is that the Asian collectivists used “we” more often than they did “I”, and placed more emphasis on context than on content. Furthermore, they said that silence is a sign of power, strength, or disagreement; this is in contrast to individualistic cultures in which silence is seen as a sign of being shy, or confused (Triandis, 1995). Moral judgment from the perspective of the Chinese is linked to concern for others; this means that, if someone shows compliance with the rules of the in-group, the person is considered to be moral (Triandis, 1995).

2.5.7. Brazil

It is more than obvious that Brazil has been assessed by different researchers as having a strongly collectivistic approach (Hofstede, 2001; Triandis, 1995). A research project carried out in 2010 by Hofstede and a group of researchers (Hofstede, Hilal, Malvezzi,

Tanure, & Vinken, 2010) aimed to explore cultural differences within Brazil by using Hofstede's IBM Survey model.

The result of their investigation showed that the south was more individualistic, less formal, and had achievement-orientated and opportunistic values. The southeast was considered short-term orientated and less masculine, but also business-orientated, action-directed, helpful, nice to others, and fun-orientated. The Central-West region was less formal. The northeast was more formal, less hierarchical, less masculine, and more caring. The north was depicted as being very informal, collectivistic, and highly masculine (assertive) (Hofstede, Hilal, Malvezzi, Tanure, & Vinken, 2010). Considering Triandis' (1995) theory that the lower social classes are more collectivistic, it can be assumed that the poorest regions in Brazil, which are located in the north and northeast, are typically collectivistic.

2.6 Emotional Exhaustion, Work Engagement, Affective Commitment and Productivity

Value congruence has demonstrated positive effects on the functioning of organizations. However, few attempts have been made to take outcome variables into account that are more relevant for the current business climate in which the enhancement of globalization provide greater opportunities for personal and professional growth for employees associated with a greater level of employee engagement and job satisfaction (Kahn, 1990; Truss, Delbridge, Alfes, Shantz & Soane, 2014). Opportunities for growth for instance gives people the chance to enhance their skills and knowledge to take on greater job challenges or to meet increased expectations but also to move into a role which better fits to their preferences (Bakker, van Emmerik & Euwema, 2006). This is also viewed by Crawford et al. (2010) who found out that training or development activities offered to employees had positive effects on the level of their job engagement. Besides all the positive effects, globalization has also increased greater job demands, resource conflicts and cost pressure that requires a higher level of engagement. In other words, organizations that permanent request a high level of engagement to remain competitive people become emotionally exhausted and disengaged. Emotional exhaustion has a negative impact on the achievement of organizational aims and objectives (Halbesleben & Bowler, 2007; Taris 2006a; Wright & Bonett, 1997) and correlates negatively with commitment and leads to lower productivity (Maslach, Schaufeli & Leiter, 2001). Work engagement on the other hand is the opposite of

burnout. The literature suggests that employees who have a high level of engagement are less likely to experience burnout and are more likely to have a high degree of organizational commitment (Hakanen et al., 2008a; Boyd et al.; 2011; Schaufeli, 2014). Commitment to the organization, particularly affective commitment, refers to having an emotional attachment to the company and has been considered the strongest component with the greatest positive impact on work behavior (Meyer & Allen, 1997).

The next sections review and discuss the relevant literature on emotional exhaustion, work engagement, affective commitment, and productivity in detail.

2.5.1 Emotional Exhaustion at Work and the Implications thereof

There is a consensus among authors regarding the negative implications of the emotional exhaustion of the workforce in terms of achieving organizational aims and objectives, but only a few researchers have associated well-being or happiness with emotional exhaustion and have explored a negative impact (Halbesleben & Bowler, 2007; Taris 2006a; Wright & Bonett, 1997). Emotional exhaustion can be defined as part of burnout and involves “distant or negative attitudes and feelings towards the people one is working with, and the development of negative attitudes and feelings of incompetence regarding one’s professional role” (Benitez et., al., 2011, p. 63). According to Maslach, Schaufeli and Leiter (2001), burnout leads to lower productivity and effectiveness at work, as well as to a reduced commitment to the organization. Haines and Saba (2012) attempted to integrate identity theory into occupational stress research by testing the hypothesis that a lack of verification of salient role identity caused greater levels of emotional exhaustion in employees. Their findings confirmed their hypothesis, and the moderating effect of job prestige and affective commitment on employees’ job satisfaction was confirmed.

A study by Tourigny, Baba, Han and Wang (2013) of nurses in China explored the impact of emotional exhaustion on turnover intention, task performance, and organizational citizenship behavior, and the mediating role of organizational commitment on emotional exhaustion and the outcomes. The results showed that emotional exhaustion had a significant and negative effect on affective commitment, but that affective commitment mediated the relationship between emotional exhaustion and turnover intention. Unlike the findings of other researchers, their results did not confirm that there is a relationship between emotional exhaustion and task performance. The

authors argued that the performance of nurses in a hospital cannot go below a certain level, independent of how emotionally exhausted they are. This would imply that people in certain professions, or those with certain levels of ethical and moral intelligence or values, or other social pressures would not reduce their performance despite the high risk of burnout. A similar study of the same profession was conducted by Thanacoody, Newman and Fuchs (2013), who examined whether emotional exhaustion was negatively associated with affective commitment, and explored the mediating role played by disengagement in the relationship between emotional exhaustion and affective commitment. In contrast of the findings by Tourigny et al. (2013), their result did not confirm a significant relationship between emotional exhaustion and affective commitment, but suggested that disengagement fully mediated the relationship between emotional exhaustion and affective commitment.

Moreover, the impact of gender differences on the extent of emotional exhaustion was investigated by Rubino et al. (2013) via the application of Edwards and Lambert's framework. According to research by Rubino women were subject to work-family conflict and emotional exhaustion to a greater extent than were men. However, it is interesting to note that men were found to be subject to emotional exhaustion to a greater extent than were women when their working hours were fewer.

2.5.2 Work Engagement

Employee engagement can be specified as a relatively new direction in business studies with a growing interest in exploring the factors influencing engagement, as well as shedding more light on the meaning of engagement. Because the concept of engagement is multifaceted. It is defined and often combined with other constructs such as job satisfaction or commitment (Truss et. al, 2014). For businesses, the terms work engagement and employee engagement are the most relevant. According to Schaufeli (2014), employee engagement refers to the relationship with the organization and work engagement to the relationship with the employees' work.

The most popular definition of work engagement was provided by Schaufeli, Bakker and Salanova (2006) who described work engagement as being characterized by vigor, dedication, and absorption. Vigor means putting a high level of energy into a job, dedication refers to showing significant involvement and enthusiasm, and absorption means having difficulty to discharge from work. By contrast Kahn (2010) argued that engagement entails more than vigor and hard work, as it refers to how employees put

themselves into their work. Instead of being silent, they should use their voices to speak up and say what they think. Engagement, according to Kahn, occurs when employees feel the work they are doing is meaningful, that they are safe and that their leaders appreciate their efforts. If these conditions are met, the employees' engagement will be good and employees are on. If the conditions are not met, employees will take a step back, become disengaged and have no passion for their work.

The authors Truss, Alfes, and Delbridge (2013) supported the theory proposed by Schaufeli, Bakker and Salanova (2006) with regard to defining employee engagement as the involvement of employees, their achievements, and their satisfaction with these achievements. For such employees this is not just a feeling or an attitude; instead, it is a way of compelling employees to perform their work enthusiastically. When viewed in this way, employee engagement is a type of relationship between an employee and the organization of employment. Employees have a positive attitude towards their jobs, the organization and its well-being.

Macey et al. (2009), who were among the first to investigate employee engagement, focused on the following principles:

- 1) The capacity to engage, which flows from the sense of competence and self-sufficiency, where the organization provides information, gives learning opportunities, feedback, and opportunities for people to balance their work and personal lives. It can be defined as the principle that reveals the values and the ability of an employee to perform a particular task or job. This principle dictates the level of engagement at which the employees will be expected to work.
- 2) The freedom to engage, which is when people feel secure, that their initiatives are valued, and being proactive becomes possible. This is the power structure or value structure of the organization that allows employees and workers to commit to their work. In other words, it is placing the decision-making power in the hands of the workers.
- 3) The motivation to engage is the third principle of engagement. It refers to understanding the intrinsic job-related characteristics and factors that motivate employees to become involved in their work with greater motivation and enthusiasm. To put it simply, it refers to the structure of the work or to the factors that motivate employees to become engaged in their work.

According to Macey et al. (2009), engagement behaviors are consistent with task accomplishment. Furthermore, the authors refer to a persistent, motivational state of fulfillment of job among the employees with a willingness to serve a higher goal and to adapt to changes in working conditions. They can be characterized by the aspects of vigor, dedication, and the absorption of responsibility by employees at the work. Schaufeli and Bakker (2010) criticized the definition of engagement provided by Macey and Schneider (2008), arguing that the authors mixed the different conceptual constructs of engagement, namely trait engagement, state engagement, and behavioral engagement under one umbrella. In the view of Schaufeli and Bakker, engagement is a motivational concept. In other words, when employees turn their capacity, energy and involvement in work to solve problems and pay attention.

Some researchers have hypothesized that employees who have a high level of engagement show positive emotions and are psychologically and physically healthier, resulting in increased performance (Bakker, Schaufeli, Leiter & Taris, 2008). In this regard, the study by Halbesleben (2010) provided evidence that work engagement is negatively correlated with burnout; specifically, vigor correlates strongly and negatively with exhaustion. Moreover, the study revealed that engagement is positively associated with outcomes at work such as organizational commitment, performance, health, and turnover intention. In support of this view, Schaufeli (2014) suggested that people with high level of engagement are less likely to burnout. Furthermore, he confirmed the findings of Halbesleben by citing several researchers, such as Hakanen et al. (2008a) and Boyd et al. (2011), who explored whether a high level of engagement led to increased organizational commitment.

Bakker (2011) stated that work engagement has more influence on job performance than do the factors used in previous models, such as job satisfaction or motivation.

Other articles addressing the issue of employee engagement viewed it as being strongly connected to performance in general (Bakker & Bal, 2010; Crawford, Lepine, & Rich, 2010; Halbesleben & Wheeler, 2008; Saks & Gruman, 2011) performance management (Mone et al., 2011), or employee performance (Gorgievski et al., 2010). For instance, the study by Bakker and Bal (2010) revealed a positive association of job resources, work engagement and performance. In other words, if employees have the freedom to make decisions about how to execute their jobs, receive social support and a

have good level of exchange with their supervisor(s), their engagement will increase and will, in turn, have a positive effect on their job performance.

A theory that was developed by Crawford, Lepine, and Rich (2010) suggested that job engagement, following Kahn's' conceptualization as the investment in a role, mediates the relationship of value congruence, perceived organizational support, and several outcomes such as core self-evaluation, task performance, and organizational citizenship behavior. The result revealed a mediating effect of engagement on task performance. An article published more recently by Crawford, Lepine, and Rich (2014) considered the antecedents and drivers of employee engagement. The authors identified three primary psychological drivers of employee engagement:

- 1) Psychologically meaningful antecedents, including job challenges, autonomy,
- 2) variety, feedback, role fit, opportunity for development, reward and recognition,
- 3) Psychological safety antecedents, consisting of social support, transformational leadership, leader-member exchange, workplace climate, organizational justice, and job security, and
- 4) Psychological availability antecedents including role overload, work-role
- 5) conflict, family-work conflict, resource inadequacies, time urgency, off-work recovery, disposition, and personal resources.

The impact of the breach of psychological contract on work engagement mediated by job satisfaction was explored by Rayton and Yalabik (2014). The authors conducted a survey to contribute to the body of knowledge on predictors of engagement. The results indicated a negative effect on engagement via job satisfaction when organizations did not fulfill their promises. This is an important finding, particularly for organizations that are permanently under cost pressures caused by low-cost producers, restructuring, or an economic downturn. In other words, when employees experience organizations not fulfilling their obligations, they respond with disengagement. Studies on engagement in a cross-cultural context have shown that the level of engagement is affected by cultural elements (Hon & Leung, 2011; Sanchez & McCauley, 2006; Shimazu, Schaufeli, Miyanaka, & Iwata, 2010; Taipale, Selander, Anttila, & Nätti, 2011). For instance, the culture of China has been described as having features of creativity and innovation in combination with employee engagement at the workplace (Hon & Leung, 2011). Another cross-cultural study conducted in European

countries by Taipale et al. (2011) found that job demands reduced employee engagement, but not autonomy or support. It was also determined that the levels of job demand, autonomy, and support were different in the countries surveyed. Therefore, all of these attributes are essential factors that can foster employee engagement at the workplace, but they vary among nations. For example, no cultural variance was found in teachers' engagement at work or between job satisfaction and the intention to leave, which reinforces the theory engagement is an outcome of job satisfaction (Klassen et al., 2012).

The most recent developments in the field of employee work engagement have focused on distinctions between work engagement and organizational engagement. Farndale et al. (2014) proposed this argument based on their empirical study involving the collection of primary data from 298 employees who were working for two global businesses. According to Farndale the implications of the differences between work engagement and organizational engagement were related to employee commitment, employee initiatives, and job satisfaction. Following a review of literature on engagement, it can be concluded that both employee engagement and work engagement have a positive effect on job performance. In this regard, there is a fine line between employee/work engagement, burn out, and being a workaholic. As Kahn (2014) said, being permanently engaged is not possible, as people need time to rest. Therefore, work engagement was deemed appropriate for this study because organizations often struggle to understand how to enhance the level of engagement or to define the specific predictors of work engagement. As there is a fine line between work engagement and burnout, the next chapter discusses the negative implications of emotional exhaustion a subscale of burnout.

2.5.3. Organizational Commitment

Previously, numerous academic studies have been conducted on organizational commitment and the effects thereof. The studies by Moser (1996) and by Meyer and Allen (1997) are some examples of related research on commitment. At the same time, these studies also emphasized employees' job attitudes, work involvement, workplace behavior, and work motivation to determine their roles in shaping the job performance and organizational experience of employees. This means that both these studies have a wide scope due to the inclusion of different determinants in the research.

According to Azeem (2010), organizational commitment is defined as the psychological attachment of workers to their workplace, and is positively related to job satisfaction and work motivation. Azeem also explained that organizational commitment is an important determinant for improving job performance, creating a positive work experience, and positive behavior in the workplace. The findings of Azeem (2010) are quite similar to the research findings by Moser (1996). This is because both of them considered organizational commitment as an important factor in or determinant of improvement in employees, as well as in the entire organization's performance, and a strong relationship between employees and management.

Moser (1996) viewed commitment as a constant form of behavior that employees used over a certain period to achieve their personal goals related to their careers, promotions, salaries and the like. This is because, in order to accomplish their goals, employees need to perform their work with full dedication and focus rather than behave like a showcase. Commitment was also reflected in the refusal of job offers. Moser (1996) described organizational commitment as a particular attitude, as it actively influences the behavior of other members of the organization. Moser supported his theory by referencing the work of Mowday (1982), who saw commitment as both an attitude and as a behavior, and their interrelation.

Meyer and Allen (1997) divided commitment into affective commitment and continuance commitment. In this regard, affective commitment refers to the emotional attachment to the company. On the other hand, continuance commitment refers to the desire of employees to remain within the company after weighing the material advantages and disadvantages. They also used the term 'normative commitment' to refer to a sense of duty that compels employees to remain in the company. They considered affective commitment to have the greatest positive impact on work behavior, as they based this outcome on a series of empirical studies. These studies show a positive correlation between affective commitment and readiness for work, in the sense of effort, output, compliance and following company regulations, characterized as in-role job performance (Meyer & Allen, 1997).

Meyer and Allen (1997) defined commitment as the attachment to the organization, while Moser (1996) defined it as an attitude towards the company. According to Meyer and Allen a committed employee attends work regularly, believes in the organizational goals and policies, and remains with an organization for a long

time. The definition of Meyer and Allen is slightly different from Moser's due to a difference in the approach to performing work.

2.5.4. Productivity

Productivity, in simple terms, is the outcome of employee performance (Thor, 1991). In the literature dedicated to organizational effectiveness, the term productivity refers to efficiency, and efficiency is in turn defined as the ratio between input and output; ideally, it should be 1.00 (Katz & Kahn 1971; Thor, 1991). However, there are some differences between productivity and efficiency, as efficiency is the part of productivity that helps individuals to achieve satisfaction while being productive. In support of this view, Hill et al. (2014) stated that employees' productivity is the output produced by the employees in a given period. Higher productivity improves the performance of individuals, which has a direct influence on their values within the organization and provides them with satisfaction. According to Katz and Kahn (1971), two inputs (such as people and material) are necessary to produce a particular outcome. In their empirical study, Taris and Schreurs (2009) found that employees with high levels of psychological exhaustion displayed low productivity. Thus, high productivity is not only dependent on an employee's skills, knowledge, and abilities, but also on his or her mental energy.

On the other hand, productivity helps employees to improve their behavior within the organization. This is because the behavior of individuals helps them to make the right choices for the betterment of the organization. In this instance, the 'right things' refer to the work that an individual performs in order to achieve organizational and personal goals by selecting effective behavior and actions (Walumbwa et al., 2011). In this regard, doing things in ethical ways is critical to ensuring the success of an organization and to improving productivity. According to Griffin et al. (2012), performing tasks according to the rules and policies benefits individuals by allowing them to accomplish their work in an ethical way. This has a direct impact on individuals' productivity as their efforts are appreciated within the organization.

2.7 Findings of the Literature Review and Research opportunities

From the literature review, it can be concluded that values play an important role in people's lives. Human values are conceptualized as 'beliefs' (Rokeach, 1973; Schwartz & Bilsky, 1987), whereas values in organizations describe companies' purposes and

provide guidelines for desirable behavior (Collins & Porras, 2004; Horváth 2006; Maccoby, 1998; Rosenthal & Masarech, 2003). Values and value congruence affecting employees' attitudes and behavior have direct implications for the achievement of organizational aims and objectives, as has been confirmed in this research. Value congruence helps employees to perform their roles according to the organizational values in order for a competitive advantage to be achieved through alignment. Value congruence contributes to the development of an effective organizational culture, which fosters the employees' attitudes and behavior necessary to implement strategies in an effective way (Dose, 1997; Elizur, Borg, Hunt, & Magyari-Beck, 1991; Wollack, Goodale, Wijting, & Smith, 1971). Some of the literature examines value congruence in a multidimensional rather than in a dimensional way (Amos & Weathington, 2008; Finegan, 2000).

At present, however, a number of lacunae can be identified in the literature on value congruence. This dissertation will address the following of these lacunae:

1. The vast majority of research on value congruence has been conducted in specific organizations that were located in specific places. However, as noted from the onset of this dissertation, business and manufacturing are increasingly international. Different parts of the production process are often completed at different locations and indeed, in different countries. For an international company to base HRM policy on value congruence, it means that the company will need to take into account the diversity in values associated with conducting international business. How can an international company optimally use value congruence to boost employee behavior and attitude? In order to answer this question, it seems of relevance to first examine whether the concept of value congruence can be applied to international companies. This is a first aim of the present research.
2. In much of the research conducted so far, "value congruence" is hypothesized to increase performance. Most often, the effects of value congruence are assessed by comparing high versus low value congruence conditions. But this leaves out the possibility that value congruence may not necessarily be the most efficient way in which values can be used to improve performance or employee behavior and attitude. Specifically, it may for instance be that individual values have a stronger motivating power than the alignment of organizational and individual values. This has for example been illustrated by Suar and Khuntia (2010) who showed that

compared to value congruence, personal values were more potently and consistently associated with decreases in unethical practices and increased work behavior. Following Suar and Khuntia (2010), an important question for further consideration therefore is, to what extent are value congruence effects on individual behavior and attitude stronger than the effects of individual values on these outcomes? Answering this question constitutes the second aim of the research.

3. Regardless of value congruence or individual values, a third question that could require further elaboration concerns the content of the values: What values are we talking about? Value congruence or individual values may predict employee behavior and attitude, but it seems reasonable to hypothesize that different values have a different effect on the outcomes. It seems therefore of pertinence to break the notion of value congruence/individual values down to dimensions of more or less related values. Are these value dimensions and congruence within specific dimensions all equally strongly associated with employee behavior and attitude? Or are specific value dimensions more strongly associated with the outcome variables than others? One could also hypothesize a role of culture: Perhaps some value dimensions (in terms of either individual values or value congruence) predict employee behavior and attitude in one culture, but less so in others. A third aim of this dissertation is to consider differences between overall value congruence or individual values versus specific ‘dimensional’ value congruence and individual values on the outcomes, and consider these differences in multicultural context.

2.8 Conceptual Framework

Employee motivation represents a critical but highly challenging task that managers need to accomplish, particularly when operating in the international marketplace. The challenge of employee motivation stems partially from value differences among employees, together with a number of other factors. In other words, while organizational interests relate to profit maximization, important areas of individual interest among the workforce relate to job security, the opportunity to grow, less work-related stress and adequate compensation for their time and efforts on financial and emotional levels. Therefore, it is important for managers to meet the financial and emotional needs of the workforce so that their contribution can be maximized and have a positive impact on the level of achievement of organizational aims and objectives.

From this perspective, the achievement of value congruence in organizations at all levels can play an instrumental role in terms of achieving an adequate balance in terms of attaining organizational and personal interests. It also helps the organization to achieve the outcomes of higher employee productivity and of having employees remain with the organization for a long time.

The literature review demonstrated that value congruence, individual values or value dimensions directly and indirectly influence individual outcomes of employees. It also showed that few attempts have been made to expand the value congruence model to include emotional exhaustion, work engagement and productivity in the investigation, or to determine the role of individual values and underlying value (congruence) dimensions. Therefore, the following hypotheses were formulated:

- H₁: Value Congruence is positively associated with (a) Work Engagement, (c) Affective Commitment, and (d) Productivity - but negatively with (b) Emotional Exhaustion
- H₂: Individual Values are more strongly associated with (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity than Value Congruence
- H₃: Value Congruence is still associated with (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity, when Individual Values are taken into account.
- H₄: The effect of Value Congruence on (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity depends on (is moderated by) the level of Individual Values.
- H₅: Individual Value Dimensions are more strongly associated with (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity than Value Congruence Dimensions.
- H₆: Value Congruence Dimensions are still related to (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity when Individual Value Dimensions are taken into account.
- H₇: The effect of Value Congruence Dimensions on (a) Work Engagement, (b) emotional exhaustion, (c) affective commitment, and (d) productivity depends on (is moderated by) the level of Individual Value Dimensions.

CHAPTER 3: Research Methodology

3.1 Introduction

This chapter provides a justification for the methodology and methods chosen for the study. It provides an explanation of the choices made for testing the relationships in the conceptual model, including the sampling, procedure, measures, and the analytical approach.

3.2 Research Design

The vast majority of the literature on value congruence suggested a quantitative design. In the context of this study, the use of a survey strategy was identified as suitable because it enabled the efficient collection of data from eight different countries.

In addition, the aim of the study is quantitative in nature, as the study is required to identify a number of correlations among different variables, to test causal hypotheses or to report descriptive data. This also indicates the suitability of the survey strategy for this study. Another rationale for choosing a survey strategy in the context of the research aim is that participants are assumed to feel more comfortable when completing a self-administered survey than they do when responding to interviewers in an open and honest way (Bortz & Döring, 2006).

3.3 Participants

3.3.1 Population

The investigation took place in a multinational automotive supply company that produces safety parts for the big five automobile manufactures and supplies products to other well-known international automobile producers. The company employs 60,000 employees located in 26 different countries. The company has been a global leader in the automotive supply industry for several years. It is organized according to different independent global business units that report to centralized, functional Executive Vice Presidents, or to the CEO, COO, or CFO. The company was highly suitable for this study as it is a technically orientated organization that depends heavily on the performance, skills, knowledge, and abilities of engineers or technicians. The study was conducted in one of the globally organized autonomous business units with locations in UK, China, Malaysia, Poland, The Czech Republic, Germany, Italy, Spain, South-

America (Brazil), North America (Winona, Livonia) and Mexico (Reynosa), and has 5000 employees. At the time when the study was conducted, the facilities in North America and Mexico were not part of the newly structured organization; thus, they not included in the investigation.

3.3.2 Sampling Strategy

Access to the organization was negotiated via the Vice President of the Business Unit and the Vice President of Human Resources. A cross-cultural, stratified random sampling technique was utilized. From the target population, employees working in technical departments such as Research and Design, Quality, Program Management, Manufacturing Engineering, Production, Maintenance, Logistics and Purchasing were considered for this study. All technical employees were selected from the headcount list that is recorded, stored and updated monthly by the Central Human Resource Department of the selected Global Business Unit. The participants were chosen without any restrictions regarding hierarchy, gender, age, education, length of service, background, experience, race, religion, or nationality. The selected participants were based in the UK, China, Poland, the Czech Republic, Germany, Italy and South America, and had the ability to read, write, and speak English. Employees working in Malaysia or Spain were not considered because of the small size of these facilities and the lack of a sufficient sample size.

3.3.3 Sample and Response

The questionnaire was distributed to 452 technical professionals based in Germany, China, Brazil, Poland, the Czech Republic, Italy, and the UK ($n = 452$). Of the sample, 305 employees responded to the questions and returned the survey ($n = 305$), yielding a return rate of 67%. Eight questionnaires were incomplete and could not be used for the data analysis. Hence, a data set of $n = 297$ yielding a response rate of 66% was used for the investigation. The sample size of 452 technical professionals represented the entire population. The response rate from each country is shown in Table 2.

Table 2: Descriptive data questionnaire

Locations	No Questionnaires distributed	Returned		Complete	
		no	Percent	no	Percent
Germany	120	44	37%	44	37%
China	132	103	78%	103	78%
Brazil	35	30	86%	30	86%
Poland	20	11	55%	11	55%
Czech	57	41	72%	41	72%
Italy	58	52	90%	52	90%
UK	30	24	80%	24	80%
Total	452	305	67%	305	67%

From Table 2, it can be seen that the response rate for each country differed. In some locations, employees did not like to complete surveys. For instance, the lowest response rate was obtained from the participants located in Germany where the headquarters of the business was based. Participants expressed their concern about the confidentiality of the survey. The Chinese employees chose to complete the surveys. Local HR managers played an important role in increasing the response rate by communicating with the participants.

Table 3: Participants' demographic data by country

	Location							Total	Percent total sample
	Germany	China	Brazil	Poland	Czech	Italy	UK		
Participants age group									
20-30	1	37	4	1	11	1	0	55	18%
30-40	11	60	11	6	22	12	5	130	43%
40-50	21	4	11	0	4	13	8	65	21%
50-60	10	0	4	4	4	22	11	55	18%
Total	44	103	30	11	41	52	24	305	
Percent	14%	34%	10%	4%	13%	17%	8%		
Female age group									
20-30	0	20	1	0	2	0	0	23	8%
30-40	1	18	0	0	7	0	2	28	9%
40-50	1	3	1	0	1	3	4	13	4%
50-60	2	0	0	1	2	3	1	9	3%
Total	4	41	2	1	12	6	7	73	24%
Percent	9%	40%	7%	9%	29%	12%	29%	24%	0%
Percent total sample	1.3%	13.4%	0.7%	0.3%	3.9%	2.0%	2.3%		
Male age group									
20-30	1	17	3	1	9	1	0	32	10%
30-40	11	44	11	6	15	12	3	102	33%
40-50	20	1	10	0	3	14	4	52	17%
50-60	8	0	4	3	2	19	10	46	15%
Total	40	62	28	10	29	46	17	232	76%
Total Sample	44	103	30	11	41	52	24	305	
Percent	91%	60%	93%	91%	71%	88%	71%	76%	
Percent toal sample	13%	20%	9%	3%	10%	15%	6%		

Table 3 provides information about the demographic data of the sample according to the location in which the participants were employed. From the data, it can

be concluded that the business is dominated by males at 75% ($n = 219$) and has 25% ($n = 72$) females, which is not surprising since the business operates in a technically orientated industry and the participants were predominately chosen from non-administrative departments. It is important to note that China reported the highest female rate of 40% ($n = 40$) compared to the other countries. On the other hand, Brazil reported the highest male rate of 93% ($n = 30$), whereas China showed the highest male rate as a percentage of the total population with 21% ($n = 60$). It can be seen that the age group 30-40 had the largest representation at 43 % ($n = 125$), of which 10% were female and 33% male.

3.4 Data Collection, Access, and Ethics

Most of the data were collected in March 2012 when the questionnaires were distributed to the participants. The covering letters attached to each questionnaire requested the participants to complete the surveys by March 16, 2012. The month of March was chosen as a good time to collect data in the business in which the survey was conducted because all the employees were on duty at that time, which increased the response rate for the research. The Chinese respondents had also returned from the traditional spring festival, when nearly all the people take a long break to visit their families, the Brazilian respondents had returned from the carnival and the Easter holidays had not started for the European employees. In addition, no major business/customer events are usually planned for March; such events could have prevented people from completing the questionnaires. By March 26, all the questionnaires had been returned.

The questionnaire was designed in the English language. However, the survey was conducted in the appropriate local language to avoid any potential misinterpretation of the questions in the survey. An external professional translation institution was consulted to translate the questionnaire from English into the relevant local language in which the survey was conducted. The questionnaire was then back translated from the local language into English by the local Human Resource Manager to ensure the meaning of the translation would not lead to inaccurate answers from the participants. Surprisingly, many items translated from English into local languages needed to be corrected by the local Human Resource Manager, as the meaning of the translations would have created conflicts with the codes of ethical conduct in some countries. A different approach was applied to the questionnaires for the participants in China,

Poland, and Germany. In these countries, the translation from English into the local language was performed by internal employees with a professional level of English skills and then back translated from English into the local language by an external institution. Copies of the translated questionnaires were shipped via DHL to the locations in which the participants were based. The local Human Resource Manager informed the selected participants about the purpose of the survey, either individually or during a group meeting, and distributed the printed pen-and-paper self-administered questionnaires.

All the participants received the questionnaire in a similar order to ensure consistency when analyzing the responses to draw conclusions from the research results. The questionnaire was structured in such a way that similar questions were posed to all participants in a similar order. The group of local Human Resource Managers received a detailed briefing via telephone and by sharing documents online prior to the distribution of the survey. In these briefings, the researcher shared the purpose of the study, the process of data collection and the covering letters that were attached to each questionnaire. A few participants complained about completing the survey during their normal working hours at the expense of some business tasks they needed to accomplish. Some refused to participate because they did not wish to support any survey conducted in the company. The participants were asked to complete the survey within a period of two weeks. Some people asked for the deadline to be extended by another week, which was accepted. The surveys were shipped to the researcher's home address once the participants had completed the questionnaires. The return rate was 67%.

"The biggest problem in conducting a science of human behavior is not selecting the right sample size or making the right measurement. It's doing those things ethically..." (Bernard, 2000, p. 21). For this reason, the questionnaire and data collection approach was reviewed and approved in line with the standards set for doctoral work at the Leiden University's Campus, The Hague. All participants were informed about the ethical principles of this study in advance via the covering letters attached to each questionnaire. The covering letters explained the purpose of the study and informed the participants that the survey was authorized by the Vice President of the Business Unit and by the Vice President of Human Resources in the company. Participation in this survey was purely voluntary and at the participants' discretion. It was also stated in the covering letters that there would be no negative implications if

someone decided not to participate. The participants were then asked to return the questionnaires anonymously to the local Human Resources Department. The questionnaires were shipped to the researcher's private address. The data were entered onto a software program installed on the researcher's private computer by a student who was sitting alone in a private room.

3.5 Procedure and Measures

The questionnaire was divided into three parts:

- Part I: Demographic data measured on a nominal scale;
- Part II: A list of value statements measured on a five-point Likert scale and
- Part III: Employee engagement, emotional exhaustion, affective commitment, and productivity measured on a five-point bipolar rating scale.

Part I requested some demographic data and was designed to analyze data that impacted on national cultural differences.

Part II included a list of organizational values as the dependent variables. The participants were asked to assess a number of value statements (presented in rows) on a five-point Likert scale, each of which they were asked to rate from three different perspectives. In the first column, they were asked to rate the importance of a value from their individual perspectives when making decisions or taking personal actions themselves. In the next column, they were requested to rate the importance of this value as they perceived it for the organization at the time at which the questionnaire was completed. In the last column, they rated the importance of the value as perceived from a supervisory perspective when supervisors were making decisions and taking actions. The key to the scale used to rate the value items was 5 – Highly Important, 4 - Moderately Important, 3 - Neither Important nor Unimportant, 2 - Moderately Unimportant, 1 - Highly Unimportant.

The questions designed to collect the data on the two value constructs (value congruence, and individual values) were based on a questionnaire developed by Nwadei (2003). They designed the questionnaire to investigate the relationship between perceived value congruence and employees' commitment in a multinational company.

This questionnaire consisted of 24 value items asking about principles in a decision-making process or taking actions relevant for an organization; the principles included Integrity, Honesty, Trust, Truth, Respect, Fairness, Accountability, Empowerment, Loyalty, Service, Teamwork, Concern and Care, Openness, Innovation, Creativity, Continuous Improvement, Growth, Flexibility, Profitability, Effectiveness, Diligence, Results, Quality, Health & Safety and the Environment. The questionnaire developed by Nwadei (2003) facilitated good research outcomes such as fleshing out the relationship between value congruence and the three components of commitment, with regards to different nations. The study done by Nwadei also examined value congruence grouped into four dimensions to highlight the various effects of value dimensions not only on the three commitment constructs, but also the impact of culture on the correlation, which validated the choice of this type of questionnaire in the context of this study. In particular, the questionnaire was used in a cross-cultural context and was, therefore, beneficial for this investigation. In addition, Nwadei considered for his questionnaire items that has been used to measure values relevant for organizational survival, core values, and values appropriate for measuring value congruence. In support of this, the elements that formed the instrument to measure value congruence were guiding principles for an organization, as opposed to the value items defined by researchers such as Rokeach (1973) or Schwartz and Bilsky (1997), which were related to guiding principles for individuals' lives. Thus, the instrument from Nwadei (2003) was deemed appropriate for this international study. Another reason for using Nwadei's questionnaire was that the value items included a precise description of the business goal for each value statement. This led to less room for subjective interpretation of the value statements, which is an important factor when conducting a cross-cultural survey. Nwadei validated this instrument through an initial study that preceded the main study using two approaches: (a) The Cronbach's alpha, which measured the internal consistency of the 24 value items, and (b) a two weeks test-retest correlation, which measured the stability of the instrument. A target alpha and test-retest coefficient of 0.7 was used for the instrument.

A number of work-related values were added based on the Job Diagnostic Survey by Hackman and Oldham, (1975). The researchers designed their instrument to determine the effect of skill variety, task identity, task significance, autonomy, feedback from the job itself, feedback from agents, and dealing with others on work outcomes and motivation. Based on this and on the importance employees place on various

aspects of work (Jing & Rounds, 2012), a positive association with the dependent variables was expected. Furthermore, this instrument was used previously in many studies and has received widespread acceptance (Maslach & Jackson, 1981; Meglino, Ravlin, & Adkins, 1989).

Part III of the questionnaire contained three individual outcomes as the dependent variables, namely *Work Engagement*, *Emotional Exhaustion*, *Affective Commitment*, and one organizational outcome, *Productivity*.

Work Engagement: To test the hypothesis about the predictor of work engagement, the 17-item Work Engagement Scale developed by Schaufeli, Salanova, Roma, and Bakker (2006) was chosen. The instrument is one of the most widely used and been applied in various studies; therefore, it was considered appropriate for this investigation. The 17-item Utrecht Work Engagement Scale (UWES) consists of a three-factor model such as vigor, dedication, and absorption. The items describe a feeling at work as well as a passion for work leading to a positive association with performance. The participants used the five-point scale to measure emotional exhaustion and assessed each item. Therefore, the items were scored according to two dimensions: frequency (how often) and intensity (how strongly). Frequency was measured using a five-point scale ranging from 0 (never), 1 (a few times a year), 2 (a few times a month), 3 (a few times a week), to 4 (every day). Intensity was measured using a five-point scale ranging from 0 (never), 1 (very mild), 2 (noticeable), 3 (major), to 4 (very strong). This two dimensional measure showed how often participants invested energy in their work roles and how strongly they felt they were engaged. The reason for using the five-point scale in this study was to be consistent with the scale for measuring emotional exhaustion in order to have a better comparison between the two constructs.

Emotional Exhaustion was measured using nine items taken from the Maslach Burnout Inventory developed by Maslach and Jackson (1981). The entire Burnout Inventory consists of 25 items divided into four subscales: emotional exhaustion, personal accomplishment, depersonalization, and an optional scale, involvement. The questionnaire was designed to assess the consequences of burnout syndrome on the quality of service of staff in human service institutions (Maslach & Jackson, 1981). However, since burnout has become a global epidemic that has affected employees in

different professions, the questionnaire has been used for research in different industries and countries (Maslach, Schaufeli & Leiter, 2001). At present the questionnaire is still widely accepted and has been applied in numerous recent studies (Haines & Saba 2012; Rubino, Volpone, & Avery, 2013; Thanacoody, Newman, & Fuchs, 2013; Tourigny, Baba, Han, & Wang, 2013). For this study, the subscale “emotional exhaustion” was deemed appropriate as the participants were in a similar situation to people working in human service institutions or health care. The nine items from the subscale “emotional exhaustion” were rated following the scale used by Maslach and Jackson (1981). The items were used to measure two specific dimensions as proposed by Maslach and Jackson: frequency (how often) and intensity (how strongly). Frequency was measured using a five-point scale ranging from 0 (never) ,1 (a few times a year), 2 (a few times a month), 3 (a few times a week), to 4 (every day). Intensity was measured using a five-point scale ranging from 0 (never), 1 (very mild), 2 (noticeable), 3 (major), to 4 (very strong).

Commitment was assessed using the subscale ‘affective commitment’ from the questionnaire developed by Meyer and Allen (1997). According to Meyer and Allen (1997), affective commitment refers to the desire of an employee to remain at the company and to be aligned with the goals and strategy of the company. As the research aimed to determine the impact of value congruence, it was necessary to determine why employees had chosen to remain at a company. For to this reason, only affective commitment was examined in the study and other forms of commitment were ignored. The items were rated on a five-point Likert scale, from 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), to 5 (strongly agree).

Productivity is the combination of organizational effectiveness and efficiency and can easily be measured in a manufacturing facility by counting the parts produced in a particular time compared to the industry standard time. There are some differences between productivity and efficiency, as efficiency is the aspect of productivity that helps the individual to achieve satisfaction while being productive. In support of this theory, Hill, Jones and Schilling (2014) stated that higher productivity improves the performance of individuals and has a direct influence on their values within the organization, thus providing them with feeling of satisfaction. On the other hand, productivity helps the employees to improve their behavior within the organization in

order to achieve organizational and personal goals by reinforcing effective behavior and actions (Walumbwa et al., 2011). For this study, productivity was measured individually by using a self-constructed scale, as there no validated scale that assessed white-collar productivity directly was available. The internal consistency of this scale was six, which was quite satisfactory after the deletion of one item (see Appendix F). In total, four items were added and were used to measure productivity on a five-point Likert Scale, from 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), to 5 (strongly agree). The full questionnaire can be found in Appendix B.

3.6 Reliability Analysis

A reliability analysis was performed to test the consistency of the independent and dependent scales for variables used in this research. In this study, scale constructed based on the nine items that intended to measure the construct emotional exhaustion. The Cronbach's Alpha' value for collected data is .85, which indicates good reliability. The output of reliability test could not be increased by deleting one of the individual items from the scale (See Appendix C). The Cronbach's value of .85 for emotional exhaustion intensity showed same value for the reliability of the nine items (see Appendix D). The results of the reliability analysis of engagement frequency and engagement intensity with 17 items gave high internal consistency of .93 (Cronbach's alpha) for the frequency of engagement (see Appendix E) and .92 for the intensity of engagement (see Appendix F). With regard to the reliability output for affective commitment, a Cronbach's α of .79 showed good internal consistency for the affective commitment scale containing eight items. However, one item of the eight produced a low item-rest, which indicates that this item does not measure the same construct like other items. Due to this, it did not contribute well to reliability. Therefore, researcher removed this item (see Appendix G). Productivity included five items that reported a Cronbach's α of .32, indicating low reliability of the items. One item correlated negatively at -.12 with other items (apparently due to the vagueness of the question). Thus, this item was deleted (see Appendix H). Internal consistency was tested for the independent variables consisting of 31 items measuring the importance of organizational values according to self-reported ratings. The overall reliability displayed a Cronbach's α of .94, which indicates that collected data is enough reliable to conclude the results in this study (see Appendix I).

In addition, confirmatory factor analysis was performed to evaluate the proposed underlying dimensions of the six dependent variables, which were measured by the self-reports on the total of 65 items. As Appendix I-2 illustrates, all indicators had significant loadings on their respective factors, except from items AC61 and PR68 (see Appendix B), which were excluded from the analysis. Moreover, to test the proposed underlying dimensions of the dependent variables, a χ^2 difference approach was followed with four distinguishable measurement models. First, an unidimensional model in which all items were seen as indicators of a single underlying factor was tested. This model was then compared to a four-factor model in which no distinction was made between emotional exhaustion resp. engagement frequency and intensity as four latent factors. The single factor model was nested in this four-factor model. Using a global model fit statistic (χ^2) to compare the models it was confirmed that the constrained single factor model showed a significantly worse fit to the data compared with the four-factor model ($\Delta\chi^2(2015)= 2359.0$, $p < .000$). The four-factor model was then compared to a six-factor model in which a distinction was made between emotional exhaustion resp. engagement frequency and intensity as six latent factors. The chi-square difference test was significant ($\Delta\chi^2(2009)= 277.2$, $p < .000$), pointing to the six-factor structure as the best fitting model.

3.7 Analytical Approach

The analysis was structured in two stages. Stage 1, which is described in Chapter 4, consisted of three steps to examine whether (a) Value congruence was associated with work engagement, emotional exhaustion, affective commitment, and productivity, (b) Individual value was associated with these outcome variables, and (c) Whether individual values moderated the relationship between value congruence and work engagement, emotional exhaustion, affective commitment and productivity. In stage 2, discussed in Chapter 5, the analysis was repeated, but this time to examine whether dimensions of value congruence and individual values were associated differently with the outcome variables, as well as to explore which individual value dimension change the direction of the relationship between a particular value congruence dimension and the dependent variable.

For both stages, descriptive statistics mean/median/SD) were used to obtain an understanding of the data. Exploring the data in the form of a descriptive data matrix is

a common and recommended method for statistical analysis in the social sciences (Bernard, 2000; Raab-Steiner & Benesch, 2008; Williams, Sweeney, & Anderson, 2009). Using “profile analysis” (Bernard, 2000, p. 422), the data were also explored per national culture. Furthermore, a reliability analysis was employed to test the consistency of the scales of the independent and dependent variables (constructs). In addition, correlation analysis was used to explore (the strength of) the association among variables, and to investigate whether these associations were significant.

To determine value congruence, the average of the absolute difference between two entities of all 31 value items were taken. To be more precise, the participants were asked to rate how important each statement was to themselves and secondly how important that same statement was as perceived in the organization. The absolute difference between the two scores reflects the amount of discrepancy. Thus, a low score indicated a higher degree of value congruence, whereas a high score implied less congruence. The respondents assessed the two entities using a five-point Likert scale ranging from 1 (highly unimportant) to 5 (highly important). One entity reflected the level of importance of a particular value statement for the individual, while the other entity reflected the level of importance as perceived by the organization. Despite criticisms of Cronbach (1953), Edwards (1993, 1994) and Finegan (2000), this method was favored as it enabled a more detailed understanding of the discrepancies in more detail. Second, a reliability test for the value instrument displayed a Cronbach’s α of .94, which reduced the potential weakness. Moreover, despite earlier criticisms e.g. Cronbach (1953), Edwards (1993, 1994), and Finegan (2000) recent research has favored this approach. For example, Nwadei (2003) used the normative approach (e.g., difference scores) arguing that the ipsative technique (e.g., ranking) forces respondent to rank values at the expense of another. In addition, he criticized approaches where people been asked to assess directly the perceived congruence as respondents may not know their own values, not to mention the values of an organization. In support of this, Meglino and Ravlin (1998) assessed the application of difference scores in the measurement of value congruence as essential.

Individual values were calculated by averaging the ratings of the items as important for themselves. The same method was applied for the constructs of the dependent variables, work engagement, emotional exhaustion (on two dimensions, “frequency” and “intensity”), affective commitment, and productivity.

The following sections provide a detailed overview of the statistical methods used to test the hypotheses. *Stage 1, Chapter 4* is dedicated to testing *Hypotheses 1-4*. In other words, the chapter includes exploration about the strength of the effect of value congruence and individual values on (a) work engagement, (b) emotional exhaustion (both on “frequency” and “intensity”), (c) affective commitment, and (d) productivity.

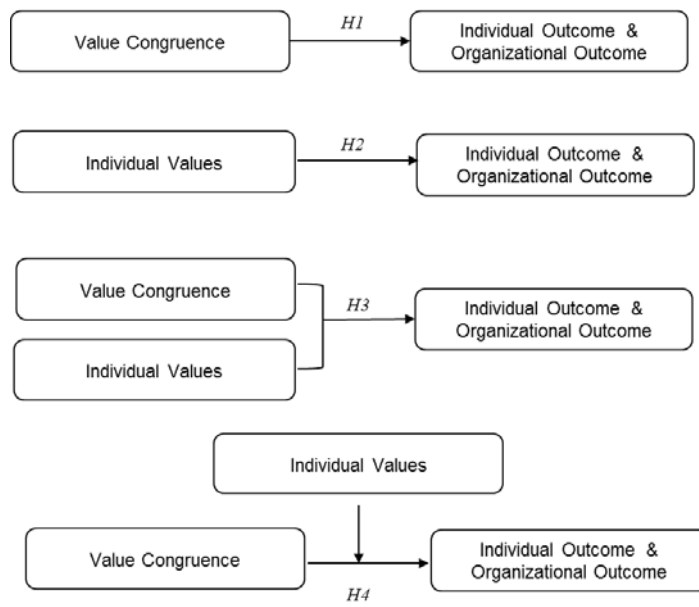


Figure 3: Research Model 1 - value congruence, individual values predict outcome variables, moderated by individual values

In addition, the chapter includes an analysis of the combined effect of value congruence and individual values and the interaction effect (moderation) of individual values on the relationship between value congruence and the six outcome variables mentioned above. Figure 3 illustrates stage 1.

To support the aim of stage 1, correlation analysis was first used to investigate whether there was a relationship among the variables and to investigate whether the relationship was significant. In addition, linear multiple hierarchical regression analysis was performed in three steps to measure the direction and strength of the relationship between the outcome variables and to explore whether value congruence accounts for variation in work engagement, emotional exhaustion, affective commitment, or productivity. In the second step of the linear multiple hierarchical regression analysis individual values were added to test whether value congruence is still related to the

outcome variables.¹ In the third and final step of the linear multiple regression analysis, the interaction term between value congruence and individual values were added to determine whether, and to what extent, the effect of value congruence on the outcome variables was moderated by individual values. In support of this, the central idea of the thesis is to cast more light on the nature of the moderation (Field, 2014), because there might be cases in which the moderator would increase the effect of the predictor on the outcome, in which the moderator would decrease the effect, or in which the moderator would reverse the relationship between the predictor and the outcome. Moreover, the influence of the moderator on the relationship might or might be not be significant. Therefore, a deeper investigation is suggested, which involves conducting a simple slope analysis that examines the relationship between predictor variables and outcome variables at low, mean and high values for the third (moderating) variable (Field, 2014). To achieve this the tool PROCESS (Hayes, 2012) was used to detect a possible moderation effect by providing estimated data for three different levels of values for the moderator.

Stage 2, Chapter 5 is dedicated to testing *Hypothesis 5-7* in order to investigate value congruence and individual values multidimensionally. In other words, it explores the strength of the different value dimensions related to the individual or organizational outcomes. Furthermore, it discusses whether the effect of the value dimensions' congruence on the outcome variables is moderated by or depends on the level of the individual value dimensions.

¹ As individual values are an integral part of value congruence, absence of collinearity was verified.

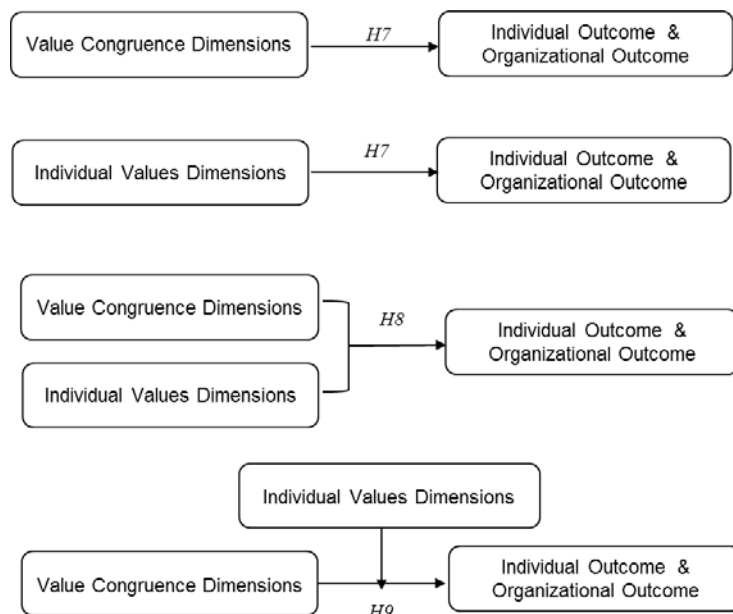


Figure 4: Research Model 2 - value congruence, individual value dimensions predict outcome variables, moderated by the individual value dimension

In stage 2 principal component analysis was used to compute value congruence dimensions and individual value dimensions. Backward multiple regression analysis was conducted to provide a stepwise elimination as a means to determine which of the dimensions of individual values and value congruence were the strongest predictors of the six outcome variables.

Once significant dimensions were established, two-step hierarchical regression analysis was applied to test whether the effect of value congruence dimensions on outcome variables was moderated by the level of individual value dimensions. As mentioned earlier, a deeper investigation was proposed by conducting a simple slope analysis to investigate the relationship between independent variables (value congruence dimensions) and dependent variables (e.g., work engagement) at low, mean and high values for the third (moderator) variable, the individual value dimension.

Noticeably, the effect of national culture was explored in both stages. In this study, national culture is essentially a reflection of the location in which the participants were based and performed their duties. In stage 1, the descriptive data, the correlation analysis, and the linear multiple regression analysis were breaking down into different national cultures to compare the mean value of the dependent and independent variables, secondly to compare the relationship of the different national cultures between value congruence, individual value and work engagement, emotional exhaustion, affective commitment, or productivity. Furthermore, regression analysis

was used to investigate in which nation the relationship between value congruence and outcome variables changed by taking individual values into account, reflecting *Hypothesis 6*. In stage 2, similar statistical methods were used to explore the cultural effects for testing *Hypothesis 10*. In other words, descriptive data for value congruence dimensions and individual value dimensions were computed to show the mean value of the various countries. Correlation analysis was performed to analyze whether the association of value congruence dimensions or individual value dimensions with work engagement, emotional exhaustion, affective commitment, or productivity varies among national cultures.

3.8 Summary

The findings in the existing literature suggested the adoption of a deductive approach for the study. A survey strategy was selected in which a questionnaire was employed to gather data from a multinational company. The company was considered suitable for this study due to its inclusion of employees from different nations and across different locations. Moreover, accessibility for the researcher also made the selection of this company suitable to this study. The final number of respondents who participated in this study was 305. For the analysis of data, various quantitative methods were used, such as descriptive data analysis, correlation analysis, regression analysis with interaction effects, and multiple regression analysis. To meet the research objectives, the analytical process was conducted in two steps:

- (a) To test the effects of different value concepts, such value congruence and individual values, on emotional exhaustion, work engagement, affective commitment and productivity, and to investigate the moderating role of individual values on these relationships, and
- (b) To explore the strength of different value dimensions on the outcome variables and the moderating role of particular individual value dimensions on the relationship of different value congruence dimensions and emotional exhaustion, work engagement, affective commitment, or productivity.

CHAPTER 4: The Moderating Effect of Individual Values on the Relationship between Value Congruence and Outcomes

“It is not hard to make decisions

Once you know what your values are”

- Roy E. Disney-

4.1 Introduction

The first empirical chapter focuses on value congruence in light of individual values. It extends previous work by examining whether value congruence, as a dimensional concept, is associated more strongly with work engagement, emotional exhaustion, affective commitment and productivity than employees' individual values. In addition, it examines the moderating effect of these individual values on value congruence. While the review of the literature revealed that value congruence is associated with employee behavior and attitudes (Tomlinson, Lewicki, & Ash, 2014), most studies were undertaken in a single company. It is therefore unclear whether the alignment between individual and organizational values makes employees equally more engaged, less exhausted, more committed, and more productive in a multinational operating environment. The effect of (national) culture has taken a prominent place in recent studies (Nwadei, 2003; Pickworth, 2005; Hauff, Richter & Tressin 2014; Hon & Leung, 2011; Lertxundi & Landeta, 2011; Webster & White, 2010), showing a significant effect on value congruence, but on different outcome variables (such as role stressors, organizational commitment, or intention to leave). Based on the description above, this chapter presents the results of the analysis in different steps. The first comprises the correlations between value congruence respectively individual values on work engagement, emotional exhaustion, affective commitment, and productivity. The second involves regression analyses of the combined effect of value congruence and individual values and the interaction effect (moderation) of individual values on the relationship between value congruence and the outcome variables. Also, an in-depth analysis is provided to examine whether the moderation effect depends on the value level (low, mean, high) of the moderator variable 'individual values'. The third step considers the influence of national location on the relationship of value congruence, individual values and outcome variables, as well as the interaction effect of individual values on this relationship. The research instrument used for this study, details about the sample, the

response rate, the data collection procedure and the analytical approach applied were described previously in Chapter 3.

4.2 Hypotheses

In chapter 2.8 conceptual framework seven hypotheses were formulated on the basis of an extensive literature review. In this chapter, the first four hypotheses will be tested:

Hypothesis 1: Value Congruence is positively associated with (a) Work Engagement, (c) Affective commitment, and (d) Productivity - but negatively with (b) Emotional exhaustion.

This hypothesis attempt to contribute to the literature by supporting the findings of other researcher that a high level of engagement shows positive emotions and are psychologically and physically healthier resulting in increased performance (Bakker, Schaufeli, Leiter & Taris, 2008). The study done by Halbesleben (2010) provides evidence that work engagement is negatively related to burnout and correlates strongly negative with exhaustion. Moreover, the study revealed that engagement is positively associated with outcomes at work such as organizational commitment, performance, health, and turnover intention. In support of this Schaufeli (2014) suggests that individuals who are high on engagement are low on burnout - hence the controversy. Furthermore, he confirms the findings of Halbesleben by citing several researchers (e.g. Hakanen et al., 2008a and Boyd et al., 2011), who explored that a high level of engagement leads to increased organizational commitment. Therefore, there is a correlation between work engagement, emotional exhaustion, affective commitment and productivity.

Hypothesis 2: Individual Values are more strongly associated with (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity than Value Congruence.

Individual values are self-rated values representing either guiding principles of one's life to satisfy needs (Schwartz, 1992, 1993, 2006) or referring to the guiding principles of an organization. As such individual values influence people's behavior attitude and

helps to differentiate between what is right from wrong (Hultman & Gellerman, 2002; Longenecker, 2013; Schwartz & Bilsky, 1987, Schwartz 1992, 1993, 2006). Individual values on a group level reflect the culture of a particular nation but also the culture of an organization. As there is no empirical evidence that individual values focusing on organizational needs are a stronger predictor of outcomes for the individuals and for the organization compared to value congruence the above hypothesis is proposed. Moreover, international enterprises employ employees with different value systems and different team patterns (Wherry, 2012). Collectively, this hypothesis aims to investigate if an organization demonstrates different shared pattern of values and behaviors which is then the main predictor to increase the level of work engagement, reduce emotional exhaustion, increase affective commitment, and productivity.

Hypothesis 3: Value Congruence is still related to (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective commitment, and (d) Productivity when Individual Values are taken into account.

Hypothesis 4: The effect of Value Congruence on (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity depends on (is moderated by) the level of Individual Values.

At this point, it was argued that value congruence or individual values are associated with work engagement, emotional exhaustion, affective commitment or productivity. Equipped with this research findings, Hypothesis 3 and 4 aims to investigate 1) the joint effect of value congruence and individual value dimensional on the relationship between outcome variables 2) the moderating effect of individual value on these relationships. As such, a moderation effect indicates when enhancing individual value, the effect of the predictor (value congruence) on outcome variable would increase simultaneously. The other effect would be when enhancing individual value, the effect of the predictor on outcome variable would decrease. Lastly when increasing the moderator (individual value) would reverse the effect of the predictor on outcomes. Based on this it would explain why work engagement, emotional exhaustion, affective commitment or productivity is predicted by value congruence.

In addition to the defined hypothesis, different exploratory analysis will be applied to get an answer on the cultural effect, because it has been noticed that the effect of culture has taken a prominent place in recent studies (Hauff, Richter & Tressin 2014; Hon & Leung, 2011; Nwadei, 2003; Pickworth, 2005; Lertxundi & Landeta, 2011; Webster & White, 2010) and the attention of researchers increased to explore the effect of national culture on HRM practices and the relationship to some outcomes (e.g. Brewster & Bennett, 2010; Klassen et al., 2012; Lertxundi & Landeta, 2011; Lee & Sukoco, 2010; Taipale, Selander & Anttila, 2010; Webster & White, 2010). Therefore, this study explored whether *the effect of Value Congruence and Individual Values on (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity varies between national cultures, secondly if for each national culture the effect of Value Congruence on and (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity is moderated by individual values*

4.3 Value Congruence, Individual Values and Outcomes

Pearson's correlation coefficients were obtained to explore associations between variables and the summary of the correlations is presented in Table 4.

Table 4: Correlation Analysis predicting individual and organizational outcome by value congruence or individual values. Means, and Standard Deviations for all variables

Variables	Emotional Exhaustion		Work Engagement		Affective Commitment	Productivity	M	SD
	frequency	intensity	frequency	intensity				
ValueCongruence	-.13*	-.19**	-.11	-.05	.24**	.16**	.53	.58
n	298	298	300	298	297	297	300	
Individual Values	-.19**	-.21**	.24**	.30**	.30**	.22**	4.61	.37
n	299	299	301	299	298	298	301	
Outcome Variables								
Emotional Exhaustion _Frequency			-.26**	-.26**	-.29**	-.24**	1.17	.70
n							303	
Emotional Exhaustion _Intensity			-.16**	-.09	-.33**	-.21**	1.26	.78
n							303	
Engagement _Frequency					.49**	.46**	2.84	.82
n							305	
Engagement _Intensity					.39**	.46**	2.56	.78
n							303	
Affective Commitment						.47**	3.46	.71
n							302	
Productivity							3.86	.51
n							302	

Note. *p < .05. **p < .01. Value Congruence score (reversed) 0 = low congruence, 4 = high congruence. Individual value score 1 = highly unimportant, score 5 = highly important.

As mentioned earlier in Chapter 3.7 value congruence was computed as the average score of the absolute difference between two entities where a low score is related to high value congruence and a high score to low value congruence. These raw scores were, however, reversed in chapters 4 and 5 to facilitate interpretation and discussion. Based on this, it becomes clear why value congruence shows a significant negative correlation with emotional exhaustion. That is, a lower score, which implies lower Value Congruence, is associated with a higher emotional exhaustion ($r = -.13, p < .05$ and $r = -.19, p < .01$). Conversely, a higher score, which reflects a higher Value Congruence, is associated with a higher affective commitment ($r = .24, p < .01$) and a higher productivity ($r = .16, p < .01$). A reverse (but not significant) association was found between value congruence and work engagement, where a lower score (i.e., lower value congruence) is associated with a higher engagement ($r = -.11$, and $r = .05$).

The correlations between Individual Values and the four outcome variables display a significant negative association with emotional exhaustion ($r = -.19, p < .01$ and $r = -.21, p < .01$), which implies that participants who score higher on individual values are also less emotionally exhausted. In addition, a significant positive association can be observed with engagement, ($r = .24, p < .01$ and $r = .30, p < .01$), affective commitment, ($r = .30, p < .01$), and productivity, ($r = .22, p < .01$).

These findings can be explained as follows: (1) a higher fit between individual values and organizational values is associated with a lower emotional exhaustion; and (2) a higher fit between individual values and organizational values is associated with a higher commitment and a higher productivity. Moreover, no significant association was found between value congruence and work engagement. When individual values are considered, however, a significant association is found between individual values and all four outcome variables. Whereas the correlation coefficients of individual values are all higher than their equivalents for value congruence, a test of the difference between the correlation coefficients (Fisher's r-to-z transformation) shows that these differences are not significant.

Further analysis shows a significant and negative association between emotional exhaustion "*frequency*" and work engagement (both on "*frequency*" and "*intensity*"), affective commitment and productivity. Work engagement is significantly correlated with affective commitment and productivity. Thus, more exhausted employees perceive lower levels of work engagement, loyalty and productivity. More engaged employees perceive higher levels of commitment and productivity. A finding to be highlighted is

that work engagement and affective commitment display a significant and medium positive correlation with productivity.

In sum, *Hypothesis 1* is partially supported as there is a significant association between value congruence and emotional exhaustion, affective commitment and productivity, but not with work engagement. Whereas individual values are more strongly associated with engagement, emotional exhaustion, affective commitment, and productivity than value congruence, *Hypothesis 2* is not supported since the differences between the correlation coefficients are not significant. Table 5 provides an overview of the hypotheses tested.

Table 5: Summary Result Hypothesis 1 and 2

Hypothesis	Result
H1: Value Congruence is positively associated with (a) Work Engagement, (c) Affective Commitment, and (d) Productivity - but negatively with (b) Emotional Exhaustion.	Partially Supported
<i>H1_a. Value Congruence is positively associated with work engagement.</i>	<i>Not supported</i>
<i>H1_b. Value Congruence is negatively associated with emotional exhaustion.</i>	<i>Supported</i>
<i>H1_c. Value Congruence is positively associated with affective commitment.</i>	<i>Supported</i>
<i>H1_d. Value Congruence is positively associated with Productivity -</i>	<i>Supported</i>
H2: Individual Values are more strongly associated with (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity than Value Congruence.	Not Supported

4.4 Effects of Individual Values on the Relationship between Value Congruence and Outcomes

Regression analysis was used to test whether value congruence correlated with outcome variables while taking into account the individual values. The aim of this analysis was to consider the effect of the interaction between individual value and value congruence on emotional exhaustion, engagement, affective commitment, and productivity. For each outcome (criterion) variable, a hierarchical regression analysis was conducted with each analysis consisting of three steps. In the first step of the regression model, value congruence was added as the only predictor. In the second step, self-rated values (individual values) were taken into account. In the third step, the interaction term between value congruence and individual values was added to see if, and to what extent,

the effect of value congruence on the outcome variables is moderated by the level of individual values.

Standard multiple regression procedures only considered the interaction effect as a whole, but do not specify the effect of one predictor (in this case value congruence) while the criterion variable depends on a specific value of another predictor (self-rated values). To combat this problem simple slope analysis was performed with the program PROCESS (Hayes, 2012). This allows for probing for specific regions of individual value for which the strength (and/or direction) of the effect of congruence on an outcome variable changes. This regression analysis typically breaks down the continuous moderator variable into three new values (mean, one standard deviation above the mean, and one below the mean). At each of these three values it computes the size and significance of the effect of the other predictor (value congruence) on the outcome variables (emotional exhaustion frequency and intensity, engagement frequency and intensity, affective commitment, and productivity).

PROCESS also helps to interpret a possible moderation effect by providing estimated data for the three different situations (which will be used to plot and visualize the findings).

Since PROCESS makes use of bootstrap samples for estimations, there is no need to rely on (often violated) assumptions like linearity, normality, and homoscedasticity. However due to the use of standard regression analyses, initial assumption checks were performed regarding these assumptions and extreme (multivariate) outliers (standardized residual larger than 3.30) were removed.

Prior to running all regression analyses, the predictor variables were centered. Centering a variable entails subtracting the variable's mean from each subjects value on that variable. The transformed (centered) variable will have a mean of zero but will still have the same standard deviation. Centering independent variables is a common approach and is necessary when an interaction term is included in the model. With uncentered variable, the value zero for a particular variable is often meaningless when subjects do not have values around zero. Since the intercept (or constant) in a regression model is (and should be) interpreted as the predicted value of the outcome variable when all predictor values are (set to) zero, the intercept is meaningless because it is an estimate for subjects who do not exist. Multicollinearity can be especially problematic when interaction terms are included in a model with uncentered variables. Additionally, a centered score is also more directly interpretable. Here the negative values on a

centered variable means that the subject scores below average, while positive values mean that the participant scores above average. A value of zero indicates that a subject's score is exactly average. For people who now score zero, the intercept should be interpreted as the predicted value. Finally, value congruence was reversed in order to allow higher (more positive) values to correspond with higher values of congruence (or a better fit between individual values and perceived organizational values) and lower (more negative) values to correspond with lower values of congruence, indicating a relatively poorer fit.

4.4.1 Emotional Exhaustion Frequency

A hierarchical linear regression was performed in three steps to evaluate the effects of value congruence, individual value, and their interaction on emotional exhaustion (See Table 6, next page).

Value congruence, which was entered in the first step, had a significant negative effect on emotional exhaustion ($b = -.20$, $t(293) = -3.03$, $p = .003$) and accounted for 3.0 percent of the total variation on emotional exhaustion frequency. This result reveals that relatively higher congruence between individual values and perceived organizational values were associated with relatively lower scores on emotional exhaustion frequency. When looking at the value of the slope ($b = -.20$), one could conclude that with each increment or difference of one unit on value congruence a drop (or difference) of .20 on emotional exhaustion is expected. In the second step, individual value was added to the model as a predictor. This second model, taking into account both main effects, was a significant improvement compared to the first model ($R^2\text{-Change} = .03$, $F(1,292) = 11.86$, $p = .001$). In this second model, which explained 6.8 percent of the total variation on emotional exhaustion frequency, both value congruence and individual value had a significant negative effect on emotional exhaustion frequency (respectively: $b = -.17$, $t(292) = -2.68$, $p = .008$ and $b = -.35$, $t(292) = -3.44$, $p = 0.001$). This finding indicates that adding individual value as a second predictor led to a decrease in the effect of value congruence on emotional exhaustion frequency. The result also shows that individual value contributes stronger to emotional exhaustion frequency than does value congruence when both predictors are adding to the equation.

Table 6: Hierarchical linear regression of emotional exhaustion frequency onto value congruence, individual value and their interaction.

Predictor	Emotional Exhaustion frequency				
	<i>b</i>	<i>SE B</i>	β	<i>t</i>	<i>p</i>
Step 1					
Constant	1.13 [1.06,1.21]	.04		30.35	< .001
Value Congruence (centred)	-.20 [-.32,-.07]	.06	-.17	-3.03	< .001
R^2	.03				
F	9.20				
ΔR^2	.03				
ΔF	9.20				< .001
Step 2					
Constant	1.13 [1.06,1.21]	.04		30.90	< .001
Value Congruence (centred)	-.17 [-.30,-.05]	.06	-.15	-2.68	< .001
Individual Values (centred)	-.35 [-.55,-.15]	.10	-.20	-3.44	< .001
R^2	.07				
F	10.70				
ΔR^2	.04				
ΔF	11.86				< .001
Step 3					
Constant	1.14 [1.06,1.21]	.04		30.90	< .001
Value Congruence (centred)	-.15 [-.28,-.02]	.07	-.14	-2.33	.02
Individual Values (centred)	-.35 [-.55,-.15]	.10	-.19	-3.42	< .001
Individual Values (centred) X Value Congruence (centred)	-.25 [-.59,-.10]	.18	-.08	-1.39	.17
R^2	.07				
F	7.80				
ΔR^2	.00				
ΔF	1.93				.17

Note. Value Congruence reversed score 0 = low congruence, score 4 = high congruence. Individual value score 1 = highly unimportant, score 5 = highly important.

As such, employees with higher scores on either value congruence or individual value are more likely to have lower scores on emotional exhaustion. Employees who score high on *both* predictors are expected to have even lower scores on emotional

exhaustion frequency. In the last step of the regression analysis, the interaction term was included in the model to estimate the moderating effect of individual value on the relationship between value congruence and emotional exhaustion frequency. This third model was not an improvement on the second model ($R^2\text{-Change} = .01$, $F(1,291) = 1.93$, $p = .17$). This suggests that individual value does not moderate the relationship between value congruence and emotional exhaustion frequency. However, if simple slope analysis is performed, a different interpretation can be found.

Table 7: Interaction effect of individual value on value congruence and emotional exhaustion frequency

<i>Individual Value</i>	Conditional effect of Value Congruence on Emotional Exhaustion Frequency of the moderator of Individual Value				
	<i>means</i>	<i>b</i>	<i>se</i>	<i>t</i>	<i>p</i>
Low	-.37	-.06 [-.32, .19]	.13	-.48	.63
Mean	.00	-.15 [-.29, -.01]	.07	-2.11	.03
High	.36	-.24 [-.56, -.08]	.08	-2.82	< .001

Table 7 depicts the conditional effects of value congruence for the three levels of individual value. For an average level and a high level of individual value the effect of value congruence was negative and significant (respectively: $b = -.15$, $p = .03$ and $b = -.24$, $p < .001$). In general, it can be concluded that employees with high individual values and high value congruence display the lowest levels of emotional exhaustion frequency. This means that value congruence only makes a difference on emotional exhaustion frequency when scores on individual value are relatively higher.

The figure 5 (see next page) demonstrates that the effect of value congruence on emotional exhaustion frequency depends on the level of an employee's individual value. The negative effect of value congruence becomes especially prominent when someone's individual value is higher than the mean value (one standard deviation above average). More precisely, when individual (self-rated) values are high, employees with differing value congruence scores are likely to differ more on emotional exhaustion frequency as compared to employees that have lower scores for individual self-rated value. These employees, with low individual value scores, will most likely not differ on emotional

exhaustion frequency even when they do differ on value congruence (since value congruence makes no difference when individual self-values are low).

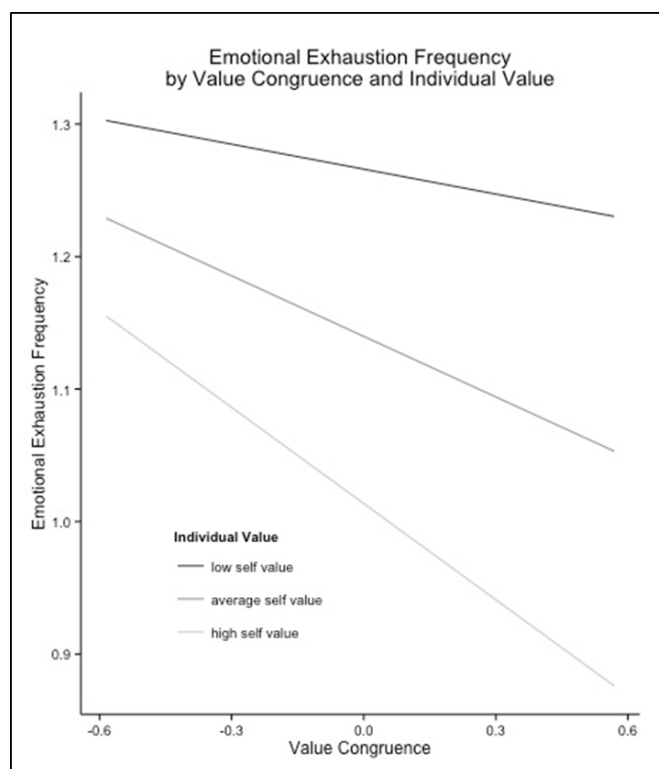


Figure 5: Simple Slope analysis of the regression of value congruence on emotional exhaustion frequency for three levels of individual value

4.4.2 Emotional Exhaustion Intensity

The first step in next analysis explored how value congruence relates to emotional exhaustion intensity. Results for the hierarchical linear regression are summarized in table 8 (see next page). From these results it can be seen that value congruence had a negative effect on emotional exhaustion intensity ($b = -.26$, $t(292) = -3.67$, $p < .001$) and accounted for 4.4 percent of the total variation of emotional exhaustion intensity. This indicates that the higher employees' values are aligned with organizational values the less likely they are to be emotionally exhausted. Each increase of one unit on the value congruence scale is associated with a decrease of .26 on emotional exhaustion intensity. The second step of the hierarchical regression analysis considered individual value as a second predictor and is a significant improvement on the first model ($R^2\text{-Change} = .03$, $F(1,291) = 8.46$, $p = .004$). This model explained 7.0 percent of the total variation of emotional exhaustion intensity. This means that when taking individual value into account as a second predictor the combined influence on emotional

exhaustion intensity becomes stronger ($b = -.24$, $t(291) = -3.42$, $p = .001$ and $b = -.32$, $t(291) = -2.91$, $p = .004$).

Table 8: Hierarchical linear regression of emotional exhaustion intensity onto value congruence, individual value and their interaction.

		Emotional Exhaustion intensity				
		<i>b</i>	<i>SE B</i>	β	<i>t</i>	<i>p</i>
Step 1						
Constant		1.21 [1.13,1.29]	.04		30.43	< .001
Value Congruence (centred)		-0.26 [-.40,-.12]	.07	-.21	-3.67	< .001
R^2	.04					
F	13.50					
ΔR^2	.03					
ΔF	13.50	< .001				
Step 2						
Constant		1.21 [1.13,1.29]	.04		30.43	< .001
Value Congruence (centred)		-0.24 [-.37,-.10]	.07	-.19	-3.42	< .001
Individual Values (centred)		-0.32 [-.53,-.10]	.11	-.17	-2.91	< .001
R^2	.07					
F	11.14					
ΔR^2	.03					
ΔF	8.46	< .001				
Step 3						
Constant		1.21 [1.13,1.30]	.04		30.73	< .001
Value Congruence (centred)		-0.22 [-.37,-.08]	.07	-.18	-3.08	< .001
Individual Values (centred)		-0.31 [-.53,-.10]	.11	-.16	-2.83	.01
Individual Values (centred) X Value Congruence (centred)		-0.14 [-.55,-.27]	.21	-.04	-.68	.50
R^2	.07					
F	7.57					
ΔR^2	.00					
ΔF	.46	.50				

Note. Value Congruence reversed score 0 = low congruence, score 4 = high congruence. Individual value score 1 = highly unimportant, score 5 = highly important.

Step three of the model included the interaction effect to assess whether individual value moderates the relationship between value congruence and emotional exhaustion intensity. The addition of the interaction term did not lead to a significantly improved model compared to step two of the model ($R^2\text{-Change} = .001$, $F(1,290) = .46$, $p = .50$). Moreover, the result of the interaction effect between individual value and value congruence suggests that the effect of value congruence on emotional exhaustion intensity does not depend on the level of individual value ($b = -.14$, $t(293) = -.68$, $p = .50$).

Table 9: Interaction effect of individual value on value congruence and emotional exhaustion intensity

<i>Individual Value</i>	Conditional effect of Value Congruence on Emotional Exhaustion Intensity of the moderator of Individual Value				
	<i>means</i>	<i>b</i>	<i>se</i>	<i>t</i>	<i>p</i>
Low	-.35	-.17 [-.39, .05]	.11	-1.53	.13
Mean	.00	-.22 [-.36, -.08]	.07	-3.18	< .001
High	.36	-.27 [-.42, -.12]	.08	-3.60	< .001

In addition, simple slope analysis was performed to assess the possible effects of value congruence on emotional exhaustion intensity for different values of individual value. The table 9 displays that people who score average or high on individual value have a significantly negative relationship between value congruence and emotional exhaustion ($b = -.22$, $p < .01$ and $b = -.27$, $p < .01$). Conversely, for the group of people who score low on individual value the effect of value congruence on emotional exhaustion intensity is not significant, indicating that individuals score on value congruence is irrelevant for those who score low on individual value. These results are demonstrated in figure 6 (see next page).

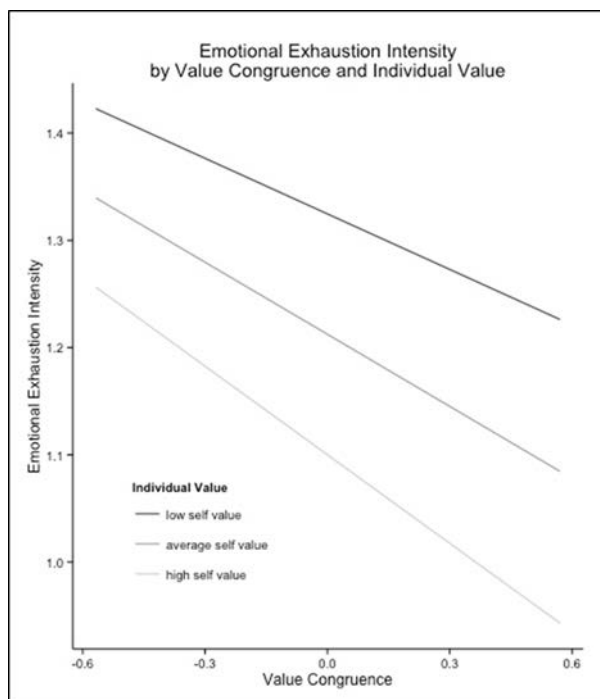


Figure 6: Simple Slope analysis of the regression of value congruence on emotional exhaustion intensity for three levels of individual value

4.4.3 Engagement Frequency

Table 10 (see next page) presents the summary of the regression result of the effect of value congruence, individual value, and their interaction on engagement frequency. Again, hierarchical linear regression was performed in three steps. Value congruence, entered in the first step, had a non-significant negative effect on engagement frequency ($b = -.15$, $t(294) = -1.92$, $p = .06$) and accounted for 1.2 percent of the total variation on engagement frequency. This result implies that there is no relationship between the alignment of individual values and perceived organizational values, and engagement frequency.

In the second step, individual value was added to the model as a second predictor. This second model, taking both main effects into account, was significantly better compared to the first model ($R^2\text{-Change} = .08$, $F(1,293) = 26.11$, $p < .001$). With this second model, which explained 9.3 percent of the total variation on engagement frequency, value congruence now indicated a significant negative effect on engagement frequency ($b = -.20$, $t(293) = -2.59$, $p = .01$). Individual value had a significant positive relationship with engagement frequency ($b = .60$, $t(293) = 5.11$, $p < .001$). This finding indicates that employees with a high score on individual value are likely to score high on engagement frequency, but employees who score high on value congruence are likely to have lower levels of engagement frequency.

Table 10: Hierarchical linear regression of engagement frequency onto value congruence, individual value and their interaction.

Predictor	Work Engagement frequency				
	<i>b</i>	<i>SE B</i>	β	<i>t</i>	<i>p</i>
Step 1					
Constant	2.87 [2.78, 2.95]	.05		63.65	< .001
Value Congruence (centred)	-.15 [-.31, 0.00]	.08	-.11	-1.92	.06
R^2	.01				
<i>F</i>	3.69				
ΔR^2	.01				
ΔF	3.69				.06
Step 2					
Constant	2.87 [2.78, 2.95]	.04		66.36	< .001
Value Congruence (centred)	-.20 [-.35, -.05]	.08	-.15	-2.59	.01
Individual Values (centred)	.60 [.37, .84]	.12	.29	5.11	< .001
R^2	.09				
<i>F</i>	15.05				
ΔR^2	.08				
ΔF	26.11				< .001
Step 3					
Constant	2.88 [2.79, 2.96]	.04		66.45	< .001
Value Congruence (centred)	-.17 [-.32, -.02]	.08	-.12	-2.20	.03
Individual Values (centred)	.62 [.39, .85]	.12	.29	5.25	< .001
Individual Values (centred) X Value Congruence (centred)	-.41 [-.82, .00]	.21	-.11	-1.99	.05
R^2	.10				
<i>F</i>	11.45				
ΔR^2	.01				
ΔF	3.94				.05

Note. Value Congruence reversed score 0 = low congruence, score 4 = high congruence. Individual value score 1 = highly unimportant, score 5 = highly important.

In the last step of analysis, the interaction term was included in the model to estimate the moderation effect of individual value on the relationship between value congruence and work engagement frequency. This third model was significantly better than the second model ($R^2\text{-Change} = .01$, $F(292) = 3.94$, $p = .05$). This suggests that individual value moderates the relationship between value congruence and engagement frequency ($b = -.411$, $t(292) = -1.99$, $p = .05$).

Subsequently a simple slope analysis was run in order to understand the moderating effect of individual value. The results of this analysis are described in table 11. In general, individual value had a positive effect on work engagement frequency. However, in this analysis it becomes apparent that only when individual value is high, value congruence has a negative significant effect on engagement frequency ($b = -.32$, $p = .01$). Figure 7 (next page) illustrates this relationship. Here it becomes clear that when people have high individual value, only then the level of engagement frequency is dependent on the level of value congruence. Engagement frequency is lower where value congruence is higher, and vice versa.

Table 11: Interaction effect of individual value on value congruence and engagement frequency

<i>Individual Value</i>	Conditional effect of Value Congruence on Work Engagement frequency of the moderator of Individual Value				
	<i>means</i>	<i>b</i>	<i>se</i>	<i>t</i>	<i>p</i>
Low	-.37	-.02 [-.27, .24]	.13	-.13	.90
Mean	.00	-.17 [-.34, .01]	.09	-1.88	.06
High	.37	-.32 [-.56, -.08]	.12	-2.62	.01

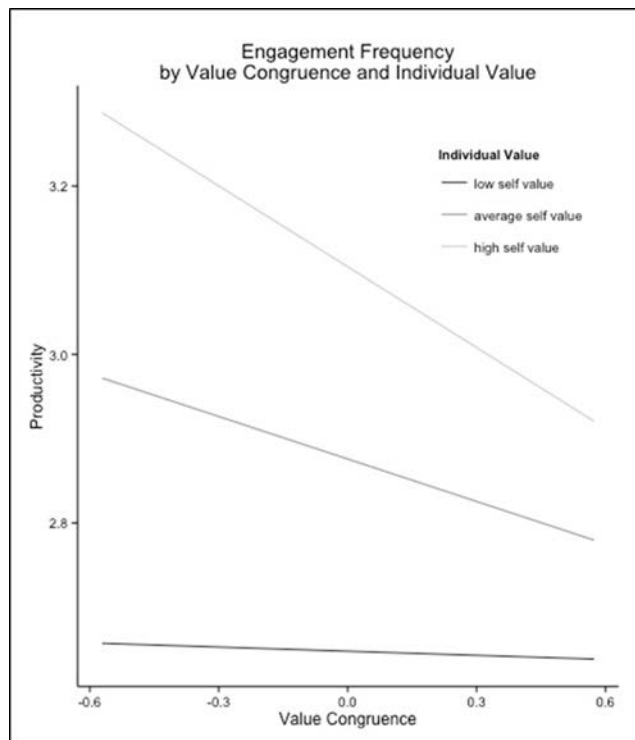


Figure 7: Simple Slope analysis of the regression of value congruence engagement frequency for three levels of individual value

4.4.4 Engagement Intensity

The first step of the hierarchical linear regression analysis for engagement intensity shows a non-significant negative effect of value congruence on engagement intensity see table 12 (next page) ($b = -.07$, $t(292) = -.97$, $p = .33$) and accounted for 0.3 percent of the total variation of engagement intensity. This indicates that there is no relationship between value congruence and engagement intensity. From this we can conclude that employees' value congruence is unrelated to their engagement intensity. In the second step individual value was added as a second predictor and this model was a significant improvement on the first model ($R^2\text{-Change} = .12$, $F(1,291) = 37.83$, $p < .001$). The model explained 11.8 percent of the total variation of engagement intensity. The influence of value congruence on engagement intensity remained non-significantly negative ($b = -.13$, $t(2,291) = -1.76$, $p = .08$). The relationship between individual value and engagement intensity, however, was significantly positive ($b = .68$, $t(2,291) = 6.15$, $p < .001$). This means that higher levels of individual value are associated with higher levels of engagement intensity, and vice versa.

Table 12: Hierarchical linear regression of engagement intensity onto value congruence, individual value and their interaction.

Predictor	Work Engagement intensity				
	<i>b</i>	<i>SE B</i>	β	<i>t</i>	<i>p</i>
Step 1					
Constant	2.58 [2.50, 2.67]	.04		60.05	< .001
Value Congruence (centred)	-.07 [-.22, .08]	.08	-.06	-.97	.33
R^2	.00				
<i>F</i>	0.93				
ΔR^2	.00				
ΔF	0.93				.33
Step 2					
Constant	2.59 [2.51, 2.67]	.04		63.76	< .001
Value Congruence (centred)	-.13 [-.27, .02]	.07	-.10	-1.76	.08
Individual Values (centred)	.68 [.46, .90]	.11	.34	6.15	< .001
R^2	.12				
<i>F</i>	19.44				
ΔR^2	.11				
ΔF	37.83				< .001
Step 3					
Constant	2.59 [2.51, 2.67]	.04		63.76	< .001
Value Congruence (centred)	-.10 [-.24, .04]	.07	-.08	-1.38	.17
Individual Values (centred)	.69 [.48, .91]	.11	.35	6.27	< .001
Individual Values (centred) X Value Congruence (centred)	-.35 [-.73, .03]	.19	-.10	-1.81	.07
R^2	.13				
<i>F</i>	14.15				
ΔR^2	.01				
ΔF	3.26				.07

Note. Value Congruence reversed score 0 = low congruence, score 4 = high congruence. Individual value score 1 = highly unimportant, score 5 = highly important.

Step three of the analysis includes the interaction effect to explore the moderation effect of individual value on the relationship between value congruence and engagement intensity. This third model was not significantly better than the second

model ($R^2\text{-Change} = .01$, $F(1,290) = 3.26$, $p = .07$). This model indicated that there is no moderating effect of individual value on the relationship between value congruence and engagement intensity ($b = -.35$, $t(290) = -1.81$, $p = .07$). This means that the level of individual value does not influence the relationship between value congruence and engagement intensity.

However, despite the non-significant interaction effect, simple slope analysis was performed to investigate the conditional effect of value congruence on engagement intensity. These results are presented in table 13.

Table 13: Interaction effect of individual value on value congruence and engagement intensity

<i>Individual Value</i>	Conditional effect of Value Congruence on Work Engagement intensity of the moderator of Individual Value				
	<i>means</i>	<i>b</i>	<i>se</i>	<i>t</i>	<i>p</i>
Low	-.37	.03 [-.19, .25]	.11	.26	.79
Mean	.00	-.10 [-.23, .03]	.07	-1.49	.14
High	.37	-.23 [-.38 -.07]	.08	-2.95	< 0.01

Here it can be seen that only for individuals who scored high on individual value a significant negative effect between value congruence and engagement exists ($b = -.37$, $p < .01$). In figure 8 (next page) we can see that, generally, individual value had a positive effect on engagement intensity. It also becomes clear that the slope (of value congruence) for people who score high on individual value is negative and steepest. This means that when people have high individual value only then the level of engagement intensity is dependent on the level of value congruence. Engagement intensity is lower where value congruence is higher, and vice versa.

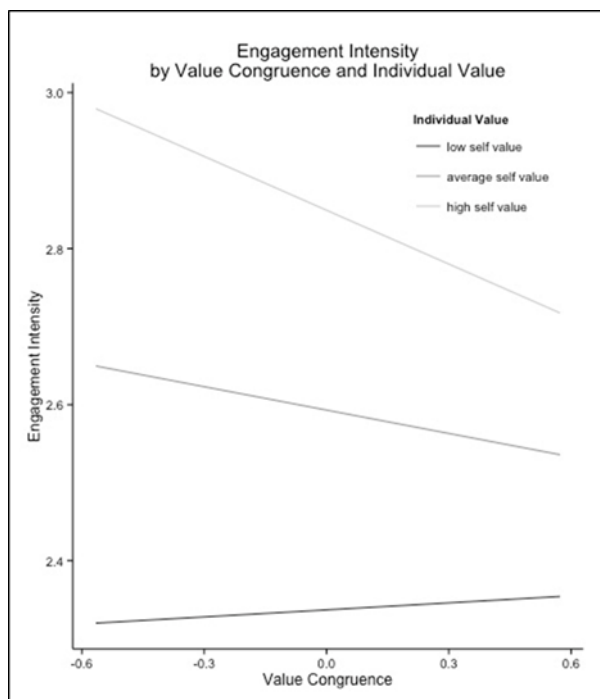


Figure 8: Simple Slope analysis of the regression of value congruence on engagement intensity for three levels of individual value

4.4.5 Affective Commitment

The results of the hierarchical regression analysis concerning affective commitment are shown in table 14 (next page). A three-step approach was applied to determine the effect of value congruence, individual values, and their interaction on affective commitment. Value congruence was assessed in the first step and had a significant positive effect on affective commitment ($b = .28$, $t(1,295) = 4.23$, $p < .01$). It accounted for 5.7 percent of the total variation on affective commitment. This result indicates that employees who score high on value congruence are also likely to score high on affective commitment.

Table 14: Hierarchical linear regression of affective commitment onto value congruence, individual value and their interaction.

Predictor	Affective Commitment				
	<i>b</i>	<i>SE B</i>	β	<i>t</i>	<i>p</i>
Step 1					
Constant	3.47 [3.40, 3.55]	.04		90.27	< .001
Value Congruence (centred)	.28 [0.15, 0.41]	.07	.24	4.23	< .001
R^2	.06				
F	17.85				
ΔR^2	.06				
ΔF	17.85				< .001
Step 2					
Constant	3.47 [3.4, 3.54]	.04		93.83	< .001
Value Congruence (centred)	.24 [0.11, 0.37]	.06	.20	3.71	< .001
Individual Values (centred)	0.53 [0.32, 0.73]	.10	.28	5.03	< .001
R^2	.13				
F	22.31				
ΔR^2	.07				
ΔF	25.29				< .001
Step 3					
Constant	3.47 [3.4, 3.55]	.04		92.93	< .001
Value Congruence (centred)	.25 [0.12, 0.38]	.07	.21	3.70	< .001
Individual Values (centred)	.52 [0.32, 0.73]	.10	.28	5.02	< .001
Individual Values (centred) X Value Congruence (centred)	-.08 [-0.43, 0.28]	.18	-.02	-0.41	0.68
R^2	.13				
F	14.89				
ΔR^2	.00				
ΔF	0.17				0.68

Note. Value Congruence reversed score 0 = low congruence, score 4 = high congruence. Individual value score 1 = highly unimportant, score 5 = highly important.

In the second step individual value was added to the model as a predictor. This model was a significant improvement on the first model (R^2 -Change = .07, $F(1,294) =$

25.29, $p < .001$). The model accounted for 13.2 percent of the total variation on affective commitment. Both value congruence and individual value were significantly related to affective commitment ($b = .24$, $t(294) = 3.70$, $p < .01$ and $b = .52$, $t(294) = 5.03$, $p < .001$, respectively). This indicates that employees with higher scores on both predictors have more affective commitment than individuals who scored high on only one predictor. In the last step of the regression analysis, the interaction term was included in the model to estimate the moderating effect of individual value on the relationship between value congruence and affective commitment. This third model was not significantly better than the second model ($R^2\text{-Change} = .00$, $F(1,293) = .17$, $p = .68$). This suggests that there was no moderation effect of individual value on the relationship between value congruence and affective commitment ($b = -.07$, $t(3,293) = -.41$, $p = .68$). Again, despite the non-significant interaction effect, simple slope analysis was performed to investigate the conditional effect of value congruence on affective commitment. The results are provided in table 15 and show that for each level of individual value, the effect of value congruence on affective commitment was positive and significant ($b = .27$, $p = .01$, $b = .25$, $p < .01$, and $b = .22$, $p = .02$). This means that the level of individual value has no effect on the relationship between value congruence and affective commitment. Figure 9 (next page) shows that all three regression lines increase at the same rate for changes in value congruence.

Table 15: Interaction effect of individual value on value congruence and affective commitment

<i>Individual Value</i>	Conditional effect of Value Congruence on Affective Commitment of the moderator of Individual Value				
	<i>means</i>	<i>b</i>	<i>se</i>	<i>t</i>	<i>p</i>
Low	-.35	.27 [.05, .49]	.11	2.45	.01
Mean	.00	.25 [.11, .39]	.07	3.38	< .001
High	.36	.22 [.03, .41]	.10	2.26	.02

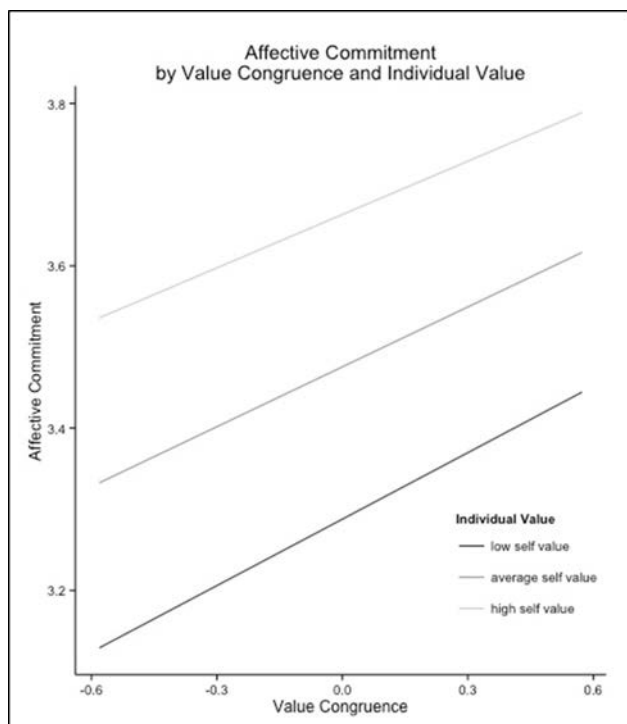


Figure 9: Simple Slope analysis of the regression of value congruence on affective commitment for three levels of individual value Task Focus

4.4.6 Productivity

The final hierarchical regression analysis was performed with value congruence, individual value, and their interaction on productivity see table 16, next page. Value congruence was considered in the first step and had a significant positive effect on affective commitment ($b = .13$, $t(1,293) = 2.55$, $p = .01$). This analysis accounted for 2.2 percent of the total variation on productivity. The result indicates that employees who score higher on value congruence are more likely to score higher on productivity.

Table 16: Hierarchical linear regression of productivity onto value congruence, individual value and their interaction.

Predictor		Productivity				
		<i>b</i>	<i>SE B</i>	β	<i>t</i>	<i>p</i>
Step 1						
Constant		3.87 [3.81, 3.92]	.03		137.20	< .001
Value Congruence (centred)		.13 [0.03, 0.22]	.05	.15	2.55	.01
R^2	.02					
F	6.50					
ΔR^2	.02					
ΔF	6.50					.01
Step 2						
Constant		3.87 [3.81, 3.92]	.03		139.62	< .001
Value Congruence (centred)		.11 [0.01, 0.20]	.05	.13	2.23	.03
Individual Values (centred)		.26 [0.11, 0.40]	.08	.19	3.39	< .001
R^2	.06					
F	9.10					
ΔR^2	.04					
ΔF	11.47					.01
Step 3						
Constant		3.86 [3.81, 3.92]	0.03		138.81	< .001
Value Congruence (centred)		.09 [0, 0.19]	.05	.11	1.91	.06
Individual Values (centred)		.25 [0.10, 0.40]	.08	.19	3.29	< .001
Individual Values (centred) X Value Congruence (centred)		.16 [-0.10, 0.42]	.13	.07	1.19	.23
R^2	.06					
F	6.55					
ΔR^2	.00					
ΔF	1.42					

Note. Value Congruence reversed score 0 = low congruence, score 4 = high congruence. Individual value score 1 = highly unimportant, score 5 = highly important.

Individual value was added as a predictor in the second step of the hierarchical regression. The addition led a to a significant improvement in the model compared to

the first model ($R^2\text{-Change} = .04$, $F(1,292) = 11.47$, $p = .001$) and accounted for 5.9 percent for the total variation on productivity. Both value congruence and individual value had significant positive effect on productivity ($b = .11$, $t(2,292) = 2.23$, $p = .03$ and $b = .26$, $t(2,292) = 3.39$, $p < .001$, respectively). Based on these findings, it can be concluded that employees who score high on either one of the predictors are more likely to score high on productivity. Employees who score high on both predictors are more likely to score even higher on productivity. The interaction term was included in the model for step three to explore the moderating effect of individual value on the relationship between value congruence and productivity. This third model was not significantly better than the second model ($R^2\text{-Change} = .00$, $F(1,291) = 1.42$, $p = .23$). This suggests that there is no moderation effect of individual value on the relationship between value congruence and productivity ($b = .16$, $t(3,291) = 1.19$, $p = .23$).

However, after conducting simple slope analysis a somewhat different picture emerges. By considering different values for individual value (Table 17), it becomes clear that only when individual value is high, there is a positive effect of value congruence on productivity, ($b = .15$, $p = .05$). Figure 10 (next page) depicts these relationships, showing that in general, individual value has a positive effect on productivity. However, only when employees score high on individual value, value congruence is related to productivity.

Table 17: Interaction effect of individual value on value congruence and productivity

<i>Individual Value</i>	Conditional effect of Value Congruence on Productivity of the moderator of Individual Value				
	<i>means</i>	<i>b</i>	<i>se</i>	<i>t</i>	<i>p</i>
Low	-.37	.03 [-.17, .25]	.11	.33	.74
Mean	.00	.09 [-.03, .22]	.06	1.52	.13
High	.37	.15 [-.00, .31]	.08	1.93	.05

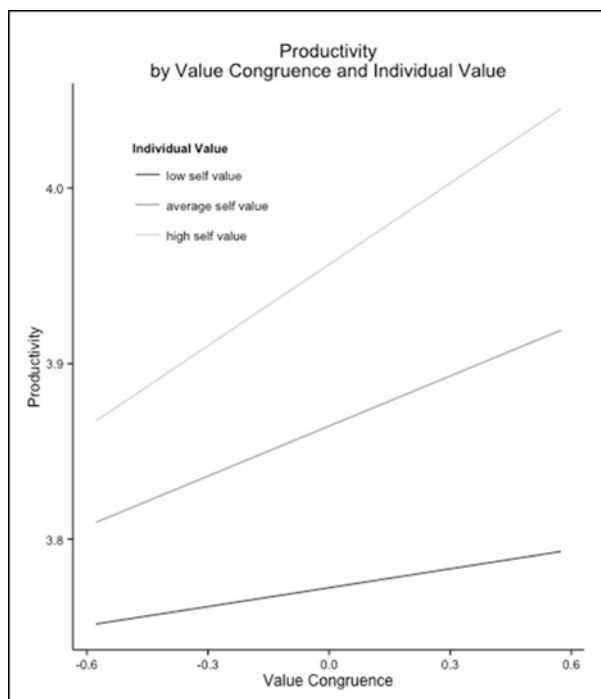


Figure 100: Simple Slope analysis of the regression of value congruence on productivity for three levels of individual value

The regression analyses provide some key evidence regarding the relevance of individual value on value congruence and its association with employee work engagement, emotional exhaustion, affective commitment, and productivity. Apart from affective commitment, it became apparent from these analyses that value congruence was important for predicting outcome variables only when individual value was higher. Up until here, both value congruence and individual value were being considered as a whole, however nothing can be said for different aspects of these variables. To explore how parts of value congruence and individual value were related to the outcome variables, first a principle component analysis (PCA) was performed to consider possible sub dimensions within these variables.

In sum, from the results provided in sections 4.4.1 – 4.4.6 it can be concluded (see Table 18, next page) that Hypothesis 3 is partially supported, and on the basis of simple slope analysis, Hypothesis 4 is also supported.

Table 18: Summary Result Hypothesis 3 and 4

Hypothesis	Result
H3. Value Congruence is still associated with (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity, when Individual Values are taken into account.	Partially supported
<i>H3_a. Value Congruence is still associated with work engagement when individual values are taken into account .</i>	<i>Not Supported</i>
<i>H3_b. Value Congruence is still associated with emotional exhaustion when individual values are taken into account.</i>	<i>Supported</i>
<i>H3_c. Value Congruence is still associated with affective commitment when individual values are taken into account.</i>	<i>Supported</i>
<i>H3_d. Value Congruence is still associated with productivity when individual values are taken into account.</i>	<i>Supported</i>
H4. The effect of Value Congruence on (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity depends on (is moderated by) the level of Individual Values.	Supported
<i>H4_a. The effect of Value Congruence on Work Engagement depends on (is moderated) by the level on Individual Values.</i>	<i>Supported</i>
<i>H4_b. The effect of Value Congruence on Emotional Exhaustion depends on (is moderated) by the level on Individual Values.</i>	<i>Supported</i>
<i>H4_c. The effect of Value Congruence on Affective Commitment depends on (is moderated) by the level on Individual Values.</i>	<i>Supported</i>
<i>H4_d. The effect of Value Congruence on Productivity depends on (is moderated) by the level on Individual Values</i>	<i>Supported</i>

4.5 Exploring National Culture

4.5.1 Correlation Analysis and Descriptive Statistics by Location

Table 19 (page 98) presents the correlations (including mean and standard deviation) of value congruence respectively individual value with the four outcome variables per national branch. No general pattern is visible with regard to value congruence. On a scale of 0-1, the highest mean score (i.e., highest value congruence) with $M = .95$ was found from the participants in Germany whereas the participants from China scored the lowest mean value (i.e., lowest value congruence) with $M = .16$. When making decisions or taking actions in the organizations the participants of the different branches assessed the importance of individual values with less variation. On a scale of 1-5 (1-highly unimportant, 5-highly important) Brazil reports a mean score of $M = 4.75$ as the highest score, and the Czech Republic shows a mean score of $M = 4.37$ as the lowest score.

Table 19: Correlation Analysis between Value Congruence, Individual Value and Outcome Variables including Means and Standard Deviation of Value Congruence and Individual Value

	Emotional Exhaustion		Work Engagement		Affective Commitment	Productivity		
	Frequency	Intensity	Frequency	Intensity			<i>M</i>	<i>SD</i>
Germany								
Value Congruence	-.08	-.29	-.03	.11	.32*	.16	.95	.65
Individual Value	-.38*	-.48**	.52**	.52**	.51**	.52**	4.42	.38
Italy								
Value Congruence	-.45**	-.35*	.47**	.34*	.47**	.34*	.88	.66
Individual Value	.00	.05	.33*	.38**	.24	.23	4.68	.27
UK								
Value Congruence	-.24	-.29	-.14	-.23	-.17	.40	.30	.28
Individual Value	-.25	-.16	.29	.40	.36	.21	4.55	.32
Poland								
Value Congruence	.12	-.05	.65*	.38	.80**	.17	.43	.32
Individual Value	-.17	-.13	.57	.70*	.29	.34	4.65	.31
Czech Republic								
Value Congruence	-.13	-.16	-.13	-.20	.16	-.11	.66	.51
Individual Value	-.12	-.14	.59**	.48**	.39*	.40**	4.37	.44
China								
Value Congruence	-.03	-.02	.12	.19	.36**	.14	.16	.28
Individual Value	-.27**	-.21*	.15	.22*	.25*	.13	4.72	.34
Brazil								
Value Congruence	-.16	-.15	-.08	-.02	-.21	.15	.61	.59
Individual Value	-.50**	-.31	.47**	.38*	.32	.52**	4.75	.30

Note: * $p < .05$ two tailed, ** $p < .01$ two tailed, Germany ($n = 41$), Italy ($n = 52$), UK ($n = 23$), Poland ($n = 11$), Czech Republic ($n = 41$), China ($n = 101$), Brazil ($n = 30$)

Value Congruence score (reversed) 0 = low congruence, 4 = high congruence. Individual value score 1 = highly unimportant, score 5 = highly

The correlation analysis displays that value congruence is significant associated with affective commitment for nearly all nations. For instance, in Germany a significant medium positive correlation ($r = .32$, $p < .05$) was found between value congruence and affective commitment which indicates that affective commitment increases when value congruence is higher. A similar conclusion can be drawn for China ($r = .36$, $p < .01$), Italy ($r = .47$, $p < .01$) and Poland ($r = .80$, $p < .01$), the latter being highly correlated. Also, significant positive relationships were found between value congruence and work engagement “frequency” in Italy ($r = .47$, $p < .05$) and Poland ($r = .65$, $p < .05$). Given the low number of Polish participants, cautiousness is, however, warranted for this finding.

The most significant correlations between value congruence and the outcome variables can be observed for Italy. This finding indicates that the alignment between

individual values and perceived organizational values is important for the participants in Italy (i.e., for becoming less emotional exhausted, more engaged, more committed and more productive). For other locations, such as the UK, the Czech Republic and Brazil, value congruence seems not to be significantly associated with emotional exhaustion, work engagement, affective commitment, and productivity.

Individual values play a more prominent role for employees in Germany. For this location medium/strong significant relationships were found between individual values and all outcome variables. Individual values are also significantly related to the level employees feel emotionally exhausted, engaged, committed and productive in China and Brazil. The branch in the Czech Republic displays a strong and significant relationship between individual values and work engagement.

4.5.2 Linear Multiple Regression by Location

Given that for some nations individual values are associated with emotional exhaustion, work engagement, affective commitment and productivity, regression analysis was performed per location to examine whether an interaction effect of individual values could be found on the relationship between value congruence and the outcome variables. For each nation (i.e., Brazil, China, Czech Republic, Germany, Italy, Poland, UK) a two-step hierarchical regression was conducted. In the first step, two predictors were taken into account, value congruence and self-rated values (individual values). In the final step, the interaction term between value congruence and self-rated values was added as a third predictor. The predictive variables were centered to eliminate the problem of zero value of the predictors. In order not to overload this section with too many large tables, it was decided to focus on the major findings. The detailed outcomes of the exploration can be found in Appendices J - O.

Focusing on step two of the hierarchical regression, in which three predictive variables were included for each dependent variable, it was found that in Brazil ($b = -1.23$, $p < .001$) and Germany ($b = -.77$, $p = .03$) individual values had a significant negative effect on emotional exhaustion *frequency* (See Appendix J). This negative effect implies that employees who find individual values more important in decision-making score lower on emotional exhaustion *frequency* (vice versa). However, for employees in Italy more *value congruence* indicates a decrease in emotional exhaustion

frequency ($b = -.50, p = .01$), See Appendix J, as well as emotional exhaustion *intensity*, ($b = -.46, p = .03$), See Appendix K.

In regard with engagement *frequency* the results indicate that for the Czech Republic ($b = .78, p < .001$), Brazil ($b = .69, p = .01$) and Germany ($b = .88, p = .03$) an increase of individual value is associated with a rise of engagement *frequency*, See Appendix L. On the other side, engagement *intensity* increases if individual values are more important in Germany ($b = .91, p = .01$), and Italy ($b = 1.23, p = .01$), See Appendix M. Furthermore, individual values were found to be associated with productivity. In particular for the branches in the Czech Republic ($b = .30, p = .05$), Brazil ($b = .87, p < .001$), and Germany ($b = .93, p < .001$). This suggest that in these national branches productivity goes up when the importance of individual values increases, Appendix O.

Turning to the results of affective commitment it was found that in Germany and Italy the level of commitment depended on the level of individual values and/or value congruence. For instance, the commitment of individuals in Germany increases when the level of individual values ($b = .43, p = .01$) respectively value congruence ($b = 1.27, p < .001$) increases, Appendix N. Other than for employees in Italy. Here commitment rises only when value congruence ($b = .64, p < .001$) increases, Appendix N. However, individual values were found to moderate the relationship between value congruence and productivity in Italy ($b = 1.16, p = .02$). In Italy individual values can thus change the relationship between value congruence and productivity.

Table 20: Summary Result Correlation and Regression

Exploring Hypotheses in a Multinational Context	Exploratory Result
The effect of Value Congruence and Individual Values on (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity varies between national branches.	Partially supported, based on Fisher's r-to-z transformation
For each national branch the effect of Value Congruence on and (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity is moderated by individual values	Partially supported, based on separate regression analyses
<i>Germany</i> , the effect of Value Congruence on and (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity is moderated by individual values.	Not supported

<i>Italy</i> , the effect of Value Congruence on and (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity is moderated by individual values.	Supported for the relationship between value congruence and <i>productivity</i>
<i>UK</i> the effect of Value Congruence on and (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity is moderated by individual values	No supported
<i>Poland</i> the effect of Value Congruence on and (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity is moderated by individual values.	Not supported
<i>Czech Republic</i> , the effect of Value Congruence on and (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity is moderated by individual values.	Not supported
<i>China</i> , the effect of Value Congruence on and (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity is moderated by individual values.	Supported for the relationship between value congruence and <i>affective commitment</i>
<i>Brazil</i> , the effect of Value Congruence on and (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity is moderated by individual values.	Not supported

4.6 Discussion

Based on the research findings presented in this chapter, this thesis provides support for previous studies indicating that value congruence is significantly related to positive organizational and individual level outcomes (e.g., Amos & Weathington, 2008; Edwards & Cable, 2009; Li, Wang, You, & Gao, 2015; Tomlinson, Lewicki, & Ash, 2014). In particular, the study has found a significant negative relationship between value congruence and emotional exhaustion, and a significant positive relationship between value congruence and affective commitment and employee productivity, but not with work engagement. It is, therefore, possible to provide partial support for *Hypothesis 1*.

Given that the results indicate that value congruence and emotional exhaustion are negatively related, this study reinforces the conclusions of Dylag et al. (2013) according to which perceived discrepancy between individual values and organizational values is associated with a higher risk of occupation-related burnout and a lower level of work engagement. Similarly, this study supports the findings of Bao, Vedina, Moodie and Dolan (2013) demonstrating that only certain aspects of value incongruence, such

as those pertaining to values related to economy, emotions and ethics, are correlated with burnout prevalence and other negative outcomes, e.g., turnover intentions and accident propensity. Since the study has found that value congruence is positively associated with productivity, it is also congruent with the findings of Bao et al. (2013) according to which value incongruence is correlated with factors associated with items decreasing productivity, such as workplace accidents. As emotional exhaustion has been found by prior studies to lie on the psychological continuum between the negative experience of job-related burnout and the positive experience of workplace engagement (Maslach & Jackson, 1986), this cross-sectional, cross-national and comprehensive study contributes to the scholarly literature, since previous panel study findings, such as those of Maslach and Leiter (2008), suggest that the fairness dimension of value incongruence is likely to be causally connected to burnout, while value congruence in respect to its fairness aspect has been found to be leading to employee engagement. Thus, the indication of this study that value congruence may be negatively related to burnout, but not necessarily positively associated with work engagement, is in line with Diener (2000), Maslach, Schaufeli and Leiter (2001), and Taris and Schreurs (2009), who have found robust support for the hypothesis that emotional exhaustion is negatively and significantly associated with individual-level organizational performance. Similarly, this study corroborates the findings of Haines and Saba (2012), per which a lack of congruence between professional role-related requirements and individual psychological needs for salient role verification is significantly related to the emotional exhaustion of company employees. Likewise, this research lends support to Halbesleben and Bowler's (2007) study that has found that emotional exhaustion is significantly associated with organizational citizenship behavior. Moreover, this study corresponds to extant academic literature, such as the findings of Taris (2006), Wang (2014), and Wright and Bonett (1997), in consensus with which emotional exhaustion is significantly associated with in-role employee behavior and individual-level performance. In contrast to previous findings, this study however suggests that value congruence is significantly related to various dimensions and characteristics of burnout, such as emotional exhaustion and its intensity and frequency.

Congruent with previous work (e.g., Elizur & Koslowsky, 2001; Finegan, 2000; Glazer, Daniel, & Short, 2004; Nwadei, 2003; O'Connell, 2008), the study also finds support for a positive association between value congruence and organizational commitment. More specifically, this study supports the findings of Elizur and

Koslowsky (2001) that work values, and especially their cognitive aspect, are related to organizational commitment. Furthermore, this research corroborated the conclusions of previous studies that various dimensions of job satisfaction are significantly related to organizational commitment (Azeem, 2010; Meyer & Allen, 1997; Moser (1996). This cross-cultural study also validates Posner's (2010) cross-sectional findings, based on a United States sample of managerial employees, indicating a significant relationship between value congruence and organizational commitment and work stress.

Noticeable is the significant relationship between value congruence and productivity, where a greater match between individual and company values positively affects productivity. Productivity is the outcome of employee performance (Thor, 1991), and performance is the willingness and ability of employees to do the right things at the right time to perform a specific job (Thommen & Gmür, 2011, Schreyögg & Sydow, 2009; Stuart-Kotze, 2009; de Waal, 2007). Phillips and Gully (2011) showed that, in multinational organizations, employees' performances depend on the behavior and attitudes of other employees, which provide the directions to the employees to adjust their behavior and attitudes in order to achieve organizational goals and objectives. By contrast, assuming employees are being forced by peer pressure to perform actions in an unethical way to ensure the success of the company, productivity is likely to decrease (Walumbwa et al., 2011). Accordingly, there is a high risk of turnover intention if employees see that organizational goals and objectives are being achieved via unethical behavior (Tourigny, Baba, Han & Wang, 2013). Based on this, it was found that perceived unethical behavior creates psychological stress for employees which in turn will decrease productivity (Taris & Schreurs, 2009). As strong associations between productivity, emotional exhaustion, work engagement, and affective commitment were found in this study, the findings indicate that the employees who are more productive also are those who are low on emotional exhaustion, high on work engagement and high on emotional attachment to the organization. This would support the theory of happy productive worker (Taris & Schreurs, 2009).

No relationship could be established between value congruence and work engagement which is different from the findings in the literature. Crawford, Lepine and Rich (2010) and Li, Wang, You, & Gao (2015) found a positive relationship between value congruence and work engagement, but conceptualized engagement as a mediator in the relationship between value congruence and organizational outcomes. Rayton and Yalabik (2014), who analyzed the determinants of work engagement, found a strong

relationship between job satisfaction and work engagement. Hon and Leung (2011) and Taipale et al. (2011) found such relationship with creativity, innovation, autonomy, and support. All these factors are items related to job task performance. Our findings may thus provide support for the work of Bakker (2011) who argues that engagement is not only influenced by the congruence of values, but also by such elements as job demand, job requirements, job control, reward, and recognition. That is, organizations that fail to provide a meaningful and autonomous work environment, employees may respond with less engagement (Bakker, Albrecht & Leiter, 2011; Mone et al., 2012). Overall this indicates, work engagement may play more a moderating role between value congruence and outcome variables, because correlation analysis depict a strong association with affective commitment and productivity.

The study did not find support for *Hypothesis 2*. While individual values indeed are more strongly associated with outcome variables than value congruence, differences in the correlation coefficients are small and not significant. This study, therefore, does not support the work of Suar and Khuntia (2010) who found that personal values decreased unethical practices and increased work behavior more than value congruence. However, support was found for *Hypothesis 3* inasmuch that value congruence is still related with outcome variables when individual values are taken into account. For this reason, the height of the level at which the individual values were congruent with the organizational value was considered, when examining the relationship between value congruence and engagement, emotional exhaustion, affective commitment, and productivity. This additional level of analysis provided new insights, and led to the support of *Hypothesis 4*: individual values moderate the relationship between value congruence and outcome variables. If only the result of the multiple hierarchical regression analysis had been considered no moderating effect of individual values on the relationship between value congruence and the outcome variables would have been found. However, by paying more attention to the different levels of individual values, the simple slope analyses presented a different outcome. Individuals who respectively scored low, average, or high on self-rated values differed in the way individual value moderate the relationship between value congruence and the outcome variables. Specifically, individuals with mean and high individual value scores changed the magnitude of this relationship significantly.

Our findings show that for employees who scored mean or high on individual values, individual value moderates the negative effect of value congruence on emotional

exhaustion on both dimensions “frequency” and “intensity”. For affective commitment, the analysis indicates the strongest effect of individual values on the relationship between value congruence and affective commitment. This result implies, when individual values are important for employees, value alignment is high and participants are more emotional attached to the organization independent whether they scored low, mean or high on individual values. With regard to productivity, the change of direction between the two variables was limited to individuals who scored *high* on individual values. This might indicate that individuals who scored high on individual values were also high on value congruence and therefore more productive, because they were doing the right things in order to achieve organizational and personal goals by selecting effective behavior and actions (Walumbwa et al., 2011). Lastly, a significant and negative reversed moderating effect was found on the relationship between value congruence and work engagement, for both the dimensions - “frequency” and “intensity” – although this effect was limited to individuals who scored high on individual values. This finding suggests, when employees scored *high* on individual values, value congruence leads to disengagement. On the other hand, people who score *low* on individual values there is no significant moderating effect on value congruence and engagement. This might be explained by leaders being pressurized to employ an ethical leadership style and communicating their moral values openly, while their perceived moral actions are not keeping with their own words. This would suppress the values of the individuals who scored high on individual values and create significant misalignment (Deanne & Belschak, 2012; Sendjaya et al., 2016). Bezrukova et al. (2012) argued that taking personal interest fit into account might have positive implications on the level of productivity due to greater alignment between job functions and the employees’ personal and professional interests. Leiter, Jackson, and Shaughnessy (2009) further illustrated that personal value fit is the core requirement of every organization. They referred to values in the context of decision making, autonomy and freedom, and involvement, which are the main contributors to achieving meaningful personal goals. According to them, a permanent misfit between workers’ abilities and job demands results in greater exhaustion at work. Based on this notion, it might provide a direction to better group values into dimensions to obtain an understanding of whether value congruence in general reverses the effect on work engagement or specific value congruence dimensions.

The main effects of value congruence and individual values were also explored per national culture, showing some differences among countries. Value congruence was found to be more strongly associated with work engagement, emotional exhaustion, affective commitment, or productivity in countries characterized as collectivistic cultures, with the exception of Italy which is known as an individualistic culture (Hofstede, 2001). This may be related to the observation that Italians prefer to work with people who are feel, think and act in a similar way and can be considered part of the extended family (Gagliardi & Turner, 1993), which are typical attributes of a collectivistic culture. Gagliardi and Turner (1993) further posit that in Italy, a person-based relationship develops when employees behave in harmony, which could be relevant for explaining why value congruence has such a strong relationship to emotional exhaustion, work engagement, affective commitment, and productivity. It is important to mention that there is a significant association between value congruence and affective commitment for the participants from Germany, Poland and China, indicating that employees in these nations are more committed to support business goals and objectives providing that their individual values and perceived organizational values match. This is not surprising, with regard to people in China because China's culture encourages people to have a strong desire for social belonging and to prioritize collective interests, to aspire to live in harmony with others, and to be part of a larger social whole (Triandis, 1995; Nisbett, 2003). However, an unexpected result of the analysis is the strong association of individual values and emotional exhaustion, work engagement and productivity for the employees from Brazil. Brazil was described by Triandis (1995) and Hofstede as a collectivist culture. Thus, the findings give rise to the question why individual values are more important for employees located in Brazil than value congruence. A possible explanation may lie in the variety of ethnic groups in Brazil. In this regard, it is pertinent to emphasize that most of the respondents were located close to Sao Paulo, or in Sao Paulo City. People coming from Sao Paulo, called "Paulistas", and who have been described as business-orientated and action-directed (Hofstede, Hilal, Malvezzi, Tanure, & Vinken, 2010; Lenartowicz & Roth, 2001). These characteristics may result in a distinctly more individualist approach to work. A strong association was also found between individual values and outcome variables for the participants in Germany, Czech Republic, and China compared to the other nations. It might be explained, Czech Republic transitioned from socialism in which it was common practice to be dictated to by a collective and to follow a strict regime and only

basic needs were guaranteed where people had no chance to satisfy their individual needs (Swiatkowski, 2004, as cited in Arbeitswelt-Lebenswelt). Also noticeable, people in the Czech Republic had no commitment to the company and were not used to working hard. Work was only important in terms of earning money, receiving promotions and good pay, and having fewer working hours (Vecernik, 2006). This may indicate that individual values are more important for employees in Czech Republic rather than value congruence because serving to the collective brought no merit.

Furthermore, it was found that one of the few national cultures in which a moderating effect was present was that of China, where the level of individual values changed the relationship between value congruence and affective commitment. This may be caused by the experience of working under “Western” management practices whereby the traditional values are gradually being replaced by values promoted by “Western” organizations (McFarlin & Sweeney, 2014). Another moderating effect of individual values on the relationship between value congruence and outcome variables was for Italy. The results indicate that employees who scored higher on individual values changed the magnitude of the relationship between value congruence and productivity. Collectively, partial support was thus found for *Hypothesis 6*, which states that for each national culture the effect of value congruence on outcome variables is moderated by individual values.

4.7 Summary

This chapter examined the relationship between value congruence (respectively individual-level values) and emotional exhaustion, work engagement, organizational commitment, and work productivity. Also, it investigated whether this relationship was moderated by individual values.

The results indicate that value congruence is associated positively with affective commitment and productivity, and negatively associated with emotional exhaustion. However, value congruence was not found to be related to work engagement. Moreover, individual values were found to moderate the relationship between value congruence and all four outcome variables, even though the strength of this moderation effect was found to depend on the perceived importance of the individual-level values. Employees who scored high on individual values exhibited a positive relationship between value

congruence and productivity and organizational commitment and a negative relationship between value congruence and emotional exhaustion and work engagement.

Table 21: Summary Result Hypothesis 1 - 4

Hypothesis	Result
H1: Value Congruence is positively associated with (a) Work Engagement, (c) Affective Commitment, and (d) Productivity - but negatively with (b) Emotional Exhaustion.	Partially supported
<i>H1_a: Value Congruence is positively associated with Work Engagement.</i>	<i>Not supported</i>
<i>H1_b: Value Congruence is negatively associated with Emotional Exhaustion.</i>	<i>Supported</i>
<i>H1_c: Value Congruence is positively associated with Affective Commitment.</i>	<i>Supported</i>
<i>H1_d: Value Congruence is positively associated with Productivity.</i>	<i>Supported</i>
H2. Individual Values are more strongly associated with (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity than Value Congruence.	Not supported
H3. Value Congruence is still associated with (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity, when Individual Values are taken into account.	Partially supported
<i>H3a. Value Congruence is still associated with work engagement when individual values are taken into account .</i>	<i>Not supported</i>
<i>H3b. Value Congruence is still associated with emotional exhaustion when individual values are taken into account.</i>	<i>Supported</i>
<i>H3c. Value Congruence is still associated with affective commitment when individual values are taken into account.</i>	<i>Supported</i>
<i>H3d. Value Congruence is still associated with productivity when individual values are taken into account.</i>	<i>Supported</i>
H4. The effect of Value Congruence on (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity depends on (is moderated by) the level of Individual Values.	Supported

When exploring the multinational context, it was observed that value congruence was negatively associated with emotional exhaustion in Italy, whereas individual values were found to be negatively associated with emotional exhaustion in Germany and China. Value congruence was found to be positively associated with work engagement in Italy. By contrast, individual values were found to be positively associated with work engagement in Germany, Czech Republic and Brazil. Furthermore, value congruence was found to be positively associated with affective commitment in Germany, Italy, Poland and China. By contrast, only individual values were found to be positively associated with affective commitment in the Czech Republic. While in Italy value

congruence was positively associated with productivity, in Germany, Czech Republic and Brazil individual values were found to be positively associated with productivity.

The next chapter will analyze how dimensions of value congruence and individual values affect outcome variables. This approach has been suggested by Amos and Weathington (2008), Bao, Dolan and Tzafrir (2012), Finegan, (2000), and Suar and Khuntia (2010) and aims to provide further insights into which dimensions of value congruence and individual values have a stronger or weaker association with the outcome variables.

CHAPTER 5: The Moderating Effect of Individual Value Dimensions on the Relationship between Value Congruence Dimensions and Outcomes

Values are like fingerprints. Nobody's are the same, but you leave 'em all over everything you do.
- Elvis Presley

5.1 Introduction

This second empirical chapter examines the relationship between value congruence and individual/organization outcomes multidimensional. Examining value congruence and individual values from a multidimensional perspective provides insights into the relationship of different dimensions of value congruence or individual values and specific individual and organization outcomes. To accomplish this, factor analysis was performed to identify value congruence dimensions and individual value dimensions. The breaking down of a list of distinct value statements (items) into higher order dimensions is a common method used in the social sciences to determine communalities between variables given a certain number of dimensions (Bortz & Döring, 2006). Each value congruence dimension and each individual value dimension was correlated separately with emotional exhaustion, work engagement, affective commitment, and productivity to determine whether there was a relationship between the dimension and the outcome variable. Moreover, it was analyzed whether a particular dimension was a better predictor of emotional exhaustion, work engagement, and affective commitment than another dimension.

A central idea of this second empirical chapter is to analyze whether specific dimensions of individual values moderate the relationship between a particular value congruence dimension and emotional exhaustion, work engagement, affective commitment, or productivity. To achieve this, backward regression analysis was utilized to identify which value dimensions were significant predictors of particular outcome variables. As a next step, the interaction effect of individual value dimensions on the relationship between value congruence dimensions and employee and organizational outcome was examined. By using PROCESS (Hayes, 2012), the interaction effect on the relationship between a particular value congruence dimension and the outcome variables was analyzed in more depth to determine whether it depended on the value level of the moderator (low, mean, or high). This method is consistent with the method

applied in Chapter 4. As the multinational context was a part of this study, each analysis was repeated separately to explore the role of location (national culture) in the relationships.

5.2 Hypotheses

In chapter two seven hypotheses were formulated on the basis of an extensive literature review. In this chapter, the remaining three hypotheses will be tested:

Hypothesis 5: Individual Value Dimensions are more strongly associated with (a) engagement, (b) emotional exhaustion, (c) affective commitment, and (d) productivity than Value Congruence Dimensions.

This hypothesis employs the possibility that values come in dimensions and investigates whether the individual-organizational value fit in a particular dimension is more predictive of emotional exhaustion, work engagement, affective commitment than the fit in other dimensions. This hypothesis may illustrate proof that, for instance, there is a positive relationship between individual values and work engagement when specific value dimensions are taken into account. On the other hand, emotional exhaustion decreases by considering particular value dimensions, either value congruence dimensions or self-rated value dimension. With this, managers in organizations are able to identify an effective HRM system that can be applied or adapted to enhance employee behavior and attitude and to increase organizational performance. In addition, this hypothesis may provide evidence whether value congruence dimension or individual value dimension are strong predictor of outcomes.

Hypothesis 6: Value Congruence Dimensions are still related to (a) engagement, (b) emotional exhaustion, (c) affective commitment, and (d) productivity when Individual Value Dimensions are taken into account.

Hypothesis 7: The effect of Value Congruence Dimensions on (a) engagement, (b) emotional exhaustion, (c) affective commitment, and (d) productivity depends on (is moderated by) the level of Individual Value Dimensions.

Hypothesis 6 and 7 go beyond and above the simple correlation analysis by investigating which value dimensions contribute to emotional exhaustion, work engagement, affective commitment or productivity by considering both variables in one model. Moreover, the aim is to explore which individual value dimension influences the relationship between a particular value congruence dimension and work engagement, emotional exhaustion, affective commitment or productivity. For instance, if ethics as an individual value dimension would increase the effect of the predictor (value congruence dimension) e.g. Result Focus, on the outcome variable affective commitment. This would explain why there exists a certain relationship and why the direction or magnitude of this relationship changes. Or, in other words, the outcome gives some specific information about which value dimensions are important for a person to demonstrate a positive behavior or attitude or for being productive. In addition, these hypotheses are subjected to shadow more light into the moderating effect of a variable by testing if the value level (low, mean, high) of the moderating variable changes the relationship between two variables differently.

An attempt have been made by exploring differences or similarities in national cultures in the formation of relationships between value congruence dimension, individual value dimension and emotional exhaustion, work engagement, affective commitment, or productivity. Identification of these effects of national culture within the given settings may lay ground for finding the ways of increasing employee engagement, reducing the level of stress, increasing the employee's loyalty with the employer, and increasing the productivity with consequent positive impact on corporate culture through the level of effectiveness in achieving organizational objectives. According to this, there is a difference in the level of individual outcome such as emotional exhaustion, work engagement, affective commitment, and organizational outcome, when grouping values in general pattern of value dimensions. It might be that in some national cultures where value congruence is weak, value congruence dimensions correlate more strongly with particular outcomes. Research on values across countries provided evidence that the structure of values can be the same but the level of particular values varies (Elizur et al., 1991; Elizur, 1993; Schwartz & Bilsky, 1987, 1990, and 2001). Identification of the strength of individual values in some nations may give explanation why there are differences between the effect of value congruence or value congruence dimension in relation with individual or organizational outcome within the same culture. It may also

evoke that in diverse organizations with different team patterns, individual value dimensions become more prominent in achieving company goals and objectives as a new trend of individualism through adaptation of patterns, beliefs and behaviors from individualistic countries. Given that, this study attempts to explore whether *the effect of Value Congruence Dimensions, or Individual Value Dimensions on (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity is different for each national culture*

5.3 Factor Analysis

The next sections display the results of the factor analysis, followed by the outcome of the correlation analysis, and backward multiple regression analysis. PCA (Principal Component Analysis) was used to look at value congruence and individual value multidimensional. Three dimensions were identified for value congruence: A Focus on Task, a Focus on People and a Focus on Results. Four dimensions were factored for self-reported values: Openness and Change, Ethics, Task Focus, and Quality. Each value dimension was correlated separately with outcome variables.

5.3.1 Individual Value Dimensions

Exploratory Factor analysis with oblique rotation was applied to reduce the list of 31 individual value items to a number of reduced dimensions (Table 22, see next page). This method has been widely used to in value theory (Elizur, Borg, Hunt & Magyari-Beck, 1991; Hofstede, 2001; Finegan 2000; Goodman & Svyantek, 1999; Inglehart et al., 1998; Rokeach, 1973; Schwartz 1999; Schwartz & Bilsky, 1987).

Table 22: Summary of factor analysis with oblique rotation for individual values

Pattern Matrix ^a				
Scale Individual Values	Factor			
	1	2	3	4
Innovation important for me	0.83	0.12	0.00	-0.12
Creativity important for me	0.77	-0.03	0.06	-0.02
Openness important for me	0.71	0.03	0.11	0.00
Contin Improvement important for me	0.59	0.09	0.15	0.03
Flexibility important for me	0.58	-0.03	0.06	0.28
Concern and Care important for me	0.58	-0.03	-0.05	0.23
Teamwork important for me	0.50	0.15	-0.06	0.29
Service important for me	0.38	0.29	0.26	-0.18
Honesty important for me	0.07	0.82	0.04	-0.17
Trust important for me	0.12	0.81	-0.18	-0.09
Accountability important for me	-0.03	0.68	0.06	0.11
Respect important for me	0.15	0.67	-0.19	0.18
Fairness important for me	-0.13	0.65	0.03	0.30
Truth important for me	-0.14	0.63	0.26	0.01
Integrity important for me	0.11	0.56	-0.01	0.13
Loyalty important for me	-0.04	0.52	0.29	0.04
Empowerment important for me	0.34	0.46	0.15	-0.16
Feedback from Agents important for me	-0.05	-0.03	0.80	0.02
Skill Variety important for me	0.08	0.01	0.77	-0.09
Task Identity important for me	0.00	0.12	0.61	0.17
Task Significance important for me	0.17	0.04	0.60	0.09
Profitability important for me	0.36	-0.06	0.39	-0.01
Autonomy important for me	0.14	0.16	0.37	0.03
Diligence important for me	0.22	0.07	0.36	0.30
Health,Safety,Environ important for me	0.00	0.29	-0.05	0.60
Quality important for me	0.30	0.07	0.01	0.59
Dealing with others important for me	0.04	0.02	0.29	0.56
Feedback from Job important for me	0.21	-0.03	0.29	0.46
Growth important for me	0.21	0.14	0.23	0.38
Effectiveness important for me	0.24	0.07	0.33	0.36
Results important for me	0.22	0.05	0.32	0.33
Eigenvalue	11.95	2.19	1.30	1.19
% of Variance	38.54	7.07	4.20	3.84
Cumulative of Variance		45.61	49.81	53.65

a. Rotation converged in 18 iterations

Note. Factor loading >.40 are in boldface. Value items were taken from the questionnaires developed by Nwadei (2003) and Hackman and Oldham (1975).

An initial analysis was conducted to find a suitable number of factors where items that could be clustered on the same factor representing a specific individual value dimension. A four factor solution was suggested rather than a three factor solution, where too many diverse items would have been clustered on a particular factor. The Kaiser-Meyer-Olkin (KMO) with .93 verified sampling sufficiency (Table 23). In general, value items with factor loadings of $> .40$ and an eigenvalue of > 1.0 were merged into a particular factor (See Table 19) which is a recommended threshold in the literature (Gorsuch, 1983). The factor analysis (SPSS 20), resulted in four different factors where the first factor showed the highest eigenvalue with 11.948 and represented 39% of the total variance. The other three factors reported an eigenvalue between 1.191 and 2.190 and represented 15% of the variance.

Table 23: Summary value items per factor

Individual Value Dimensions			
Openness and Change	Ethics	Task Focus	Quality
Innovation	Honesty	Feedback from Agents	Health,Safety,Environment
Creativity	Trust	Skill Variety	Quality
Openness	Accountability	Task Identity	Dealing with others
Contin Improvement	Respect	Task Significance	Feedback from Job
Flexibility	Fairness		
Concern and Care	Truth		
Teamwork	Integrity		
	Loyalty		
	Empowerment		

Note. Value items loaded $> .40$ were merged into the respective factors as computed by factor analysis and labeled as Openness and Change, Ethics, Task Focus, and Quality.

Table 22 shows the item loadings on each factor and table 23 shows a summary of which items were chosen for which specific dimension. Factor 1 was labeled Openness and Change, Factor 2 Ethics, Factor 3 Task Focus and Factor 4 Quality. The dimension Openness and Change includes seven items that measure an environment where employees can have the opportunities to promote change by being open for new ways of thinking, challenging the ideas of others and not being satisfied with the current status. The second factor Ethics includes items that measure the importance of ethical

behavior for individuals. The third factor was labeled Task Focus as the items clustered in this factor are related to job characteristics (Hackman, Oldham, 1975). The fourth factor includes items such as quality, health & safety, dealing with others and feedback from job and was labeled Quality.

Table 24: Summary of factor analysis with oblique rotation for value congruence

Pattern Matrix ^a			
	Factor		
Scale Value Congruence	1	2	3
Task Significance	0.83	0.10	-0.10
Feedback from Job	0.79	0.15	0.16
Autonomy	0.70	0.00	0.00
Dealing with others	0.69	0.05	0.11
Diligence	0.63	-0.17	-0.01
Task Identity	0.59	-0.12	0.09
Feedback from Agents	0.59	-0.07	0.21
Results	0.55	-0.21	-0.06
Openness	0.54	-0.34	-0.01
Effectiveness	0.49	-0.32	-0.01
Quality	0.47	-0.43	-0.18
Flexibility	0.45	-0.35	0.00
Skill Variety	0.44	-0.15	0.24
Creativity	0.41	-0.33	0.22
Health, Safety, Environment	0.37	-0.26	0.05
Honesty	0.04	-0.89	-0.19
Trust	-0.05	-0.88	0.00
Respect	-0.06	-0.86	0.04
Fairness	-0.12	-0.83	0.22
Integrity	0.17	-0.77	-0.31
Loyalty	-0.07	-0.76	0.15
Accountability	0.15	-0.69	0.03
Truth	0.19	-0.68	-0.06
Service	0.18	-0.58	0.10
Teamwork	0.21	-0.58	0.13
Empowerment	0.11	-0.54	0.27
Concern and Care	0.17	-0.51	0.27
Innovation	0.35	-0.46	0.11
Profitability	0.17	0.00	0.75
Growth	0.17	-0.29	0.47
Continuous Improvement	0.22	-0.38	0.43
Eigenvalue	15.81	1.57	1.05
% of Variance	51.01	5.06	3.38
Cumulative of Variance		56.08	59.46

a. Rotation converged in 19 iterations.

Note. Factor loading >.40 are in boldface. Value items are taken from the questionnaire developed by Nwadei (2003) and also from the questionnaire developed by Hackman and Oldham (1975).

5.3.2 Value Congruence Dimensions

A second factor analysis was conducted to obtain dimensions of value congruence. As table 24 (previous page) illustrates, the factor analysis for value congruence dimensions suggested a three factor solution. Each factor had an eigenvalue over Kaiser's criterion of 1 and explained in combination, 59% of the variance. A four-factor solution would not justify an eigenvalue of Kaiser's criterion of 1 for the fourth factor. The Kaiser-Meyer-Olkin (KMO) with .96 verified sampling sufficiency.

Table 25: Summary value congruence items per factor

Value Dimensions Congruency		
Task Focus	People Focus	Result Focus
Task Significance	Creativity	Profitability
Feedback from Job	Health,Safety,Environment	Growth
Autonomy	Honesty	Continuous Improvement
Dealing with others	Trust	
Diligence	Respect	
Task Identity	Fairness	
Feedback from Agents	Integrity	
Results	Loyalty	
Openness	Accountability	
Effectiveness	Truth	
Quality	Service	
	Teamwork	
	Empowerment	
	Concern and Care	
	Innovation	

Note. Value items loaded $>.40$ were merged into the respective factors as computed by factor analysis and labeled as Task Focus, People Focus, and Result Focus.

Table 25 shows a summary of the item loadings on the same factor in regards with congruence and items that clustered on factor 1 represents Task Focus, factor 2 represents People Focus and, factor 3 represents Result Focus. The items loaded under the factor Task Focus primarily justify job characteristics in line with Hackman and Oldham (1975). The other items loaded under Task Focus such as dealing with other, diligence, results, openness, effectiveness, and quality outline the behavior and attitude how a job should be performed. The factor People Focus represents a joint combination of items that specify value congruence of an ethical behavior but also an inspirational

leadership style. The items loaded under factor Result Focus measures the value alignment of individual and the organization on profitability, growth, and continuous improvement.

5.4 Value Dimensions and Employee / Organization Outcomes

As table 26 illustrates, correlation analysis was conducted to analyze the relationship between value dimensions and outcome variables. Mean and standard deviation are included for each value dimension to describe the level (amount) and the spread per scale or dimension.

Table 26: Correlation Analysis between Value Congruence Dimensions, Individual Value Dimensions and emotional exhaustion, work engagement, affective commitment and productivity

Variables	Emotional Exhaustion		Work Engagement		Affective Commitment	Productivity	M	SD
	frequency	intensity	frequency	intensity				
Value Congruence Dimensions								
Task Focus	-.10	-.18**	-.09	-.05	.23**	.13*	.51	.57
n	299	299	301	299	298	298	301	
People Focus	-.13*	-.19**	-.10	-.05	.21**	.17**	.56	.66
n	301	301	303	301	300	300	303	
Result Focus	-.11	-.13*	-.12*	-.07	.19**	.15*	.49	.64
n	299	301	301	301	298	298	301	
Individual Value Dimensions								
Openness and Change	-.18**	-.17**	.18**	.26**	.26**	.25**	4.58	.45
n	299	299	301	299	298	298	301	
Ethics	-0.08	-.13*	.21**	.23**	.23**	.11	4.76	.35
n	302	302	304	302	301	301	304	
Task Focus	-.18**	-.15**	.22**	.28**	.25**	.19**	4.49	.54
n	300	300	302	300	299	299	302	
Quality	-.16**	-.17**	.16**	.24**	.33**	.21**	4.58	.47
n	301	301	303	301	300	300	303	

Note. * $p < .05$. ** $p < .01$. Value Congruence score (reversed) 0 = low congruence, 4 = high congruence. Individual value score 1 = highly unimportant, score 5 = highly important.

When looking at the correlations between the different value dimensions and outcome variables no systematic pattern was found since strength and or direction of associations varied substantially. The weakest correlation can be seen between value congruence dimensions Task Focus, People Focus on work engagement on both dimensions (“frequency” and “intensity”). The value congruence dimensions Task Focus, People Focus, and Result Focus correlate moderately but significant with emotional exhaustion, affective commitment and productivity but not with work engagement, indicating even when the values of employees and the perceived organizational values are matching for participants did not score higher on engagement at work.

The correlation analysis between individual value dimensions and outcome variables revealed a strong and significant association. In particular the individual value dimensions, Openness and Change, Task Focus and Quality were significant related to the level of emotional exhaustion, to engagement at work, the level of affective commitment, and to productivity. The individual value dimension Quality displays a stronger association with affective commitment compared to the other individual value dimensions. The value dimension Ethics did not show a significant relationship with emotional exhaustion frequency, and productivity but a significant negative correlation with emotional exhaustion intensity but fairly weak. From this one can infer, even when employees score high on Ethics they don't score low on how often they feel emotional exhausted but score low on how strong they are emotional exhausted. Individual value dimension Ethics however did report a significant positive relationship between work engagement intensity and affective commitment. This indicates when employees are high on Ethics they are also high on work engagement and affective commitment.

From these results, it can be concluded that individual value dimensions display different associations with emotional exhaustion, work engagement, affective commitment or productivity than value congruence dimensions. Based on a Fisher's r-to-z transformation test, however, no general conclusions can be drawn that individual value dimensions relate more strongly with outcome variables than value congruence dimensions. There are some individual value dimensions that are associated more strongly with outcome variables than others, but the differences are not significant.

Table 27: Summary Result Hypothesis 5

Hypothesis	Result
H5 Individual Value Dimensions are more strongly associated with (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity than Value Congruence Dimensions	Not supported.

5.5 Effects of Individual Value Dimensions on the Relationship between Value Congruence Dimensions and Outcomes

Backward multiple regression was applied to enable the exploration of predictors that had a significant relationship with the outcome variables. It comprised the elimination of variables (in a step-wise fashion) which did not make a substantial contribution to

predict the outcome variables (a removal criterion of $p = .10$ is maintained; Field, 2014). It was also considered as a useful method for testing whether value congruence dimensions were related to outcome variables when individual value dimensions were taken into account. For this analysis, the four sub-dimensions of individual value and the three sub-dimensions of value congruence were used as predictors. The outcome variables that the predictors were measured against, were emotional exhaustion frequency and intensity, engagement frequency and intensity, affective commitment, and productivity. Thus, once the significant predictors were established, a two-step hierarchical regression analysis was applied using these predictors to test whether the effect of value congruence dimensions on outcome variables was moderated by the level of individual value dimensions. Prior to performing the hierarchical regression analyses, (multivariate) outliers were removed. In each first step, one subscale of both individual value and value congruence were entered as the two predictors to explore the effect on one of the outcome variables. In each second step, the interaction term between the individual value dimensions and value congruence dimension was added to see how much the effect of the value congruence dimension was moderated by the individual value dimension. As stated in the previous chapter, standard multiple regression procedures only consider the interaction effect as a whole and do not specify how the effect of one predictor depends on a specific value of another predictor (in this case, the individual value dimension). To address this shortcoming, simple slope analysis was used to assess a possible moderation effect (whether effects are different from each other) or to assess whether an effect significantly deviated from zero for a region of values. The results of the backward regression analysis, the hierarchical regression analysis, and the simple slope analysis are depicted in the tables provided the following subsections.

5.5.1 Emotional Exhaustion Frequency

For the first backward regression analysis, the seven sub-dimensions of individual value (4) and value congruence (3) were entered as predictors into the first step in order to predict emotional exhaustion frequency. Table 28 shows the results of all steps. In the final step, two remaining predictor variables met the inclusion criteria, namely; Task Focus (individual value; $b = -24$, $p = .001$) and People Focus (value congruence; $b = -.11$, $p = .06$).

Table 28: Backwards multiple regression analysis analyzing the predictive variables emotional exhaustion frequency.

Model	Unstandardized Coefficients		Standardized Coefficients		p	95% CI	
	b	SE_B	β	t		Lower	Upper
Step 1							
(Constant)	1.12	.06		19.69	.00	1.00	1.23
Individual Value Dimensions							
Openness_Change	-.22	.14	-.14	-1.60	.11	-.49	.05
Ethics	.18	.15	.09	1.21	.23	-.11	.47
Task Focus	-.16	.10	-.13	-1.62	.11	-.36	.04
Quality	-.05	.13	-.03	-.36	.72	-.31	.21
Value Congruence Dimensions							
Task Focus	-.04	.15	-.04	-.31	.76	-.33	.24
People Focus	-.05	.12	-.05	-.46	.65	-.29	.18
Result Focus	-.03	.09	-.03	-.30	.76	-.21	.15
Step 2							
(Constant)	1.12	.06		19.72	.00	1.00	1.23
Individual Value Dimensions							
Openness_Change	-.22	.14	-.14	-1.63	.11		
Ethics	.18	.15	.09	1.22	.22	-.11	.47
Task Focus	-.16	.10	-.13	-1.62	.11	-.36	.04
Quality	-.05	.13	-.03	-.37	.71	-.31	.21
Value Congruence Dimensions							
Task Focus	-.06	.14	-.05	-.44	.66	-.33	.21
People Focus	-.06	.12	-.06	-.52	.60	-.29	.17
Step 3							
(Constant)	1.12	.06		19.83	.00	1.01	1.23
Individual Value Dimensions							
Openness_Change	-.24	.13	-.16	-1.94	.05	-.49	.00
Ethics	.17	.15	.09	1.19	.24	-.11	.46
Task Focus	-.18	.10	-.14	-1.83	.07	-.37	.01
Value Congruence Dimensions							
Task Focus	-.07	.14	-.05	-.49	.63	-.33	.20
People Focus	-.07	.12	-.06	-.57	.57	-.30	.16
Step 4							
(Constant)	1.12	.06		19.85	.00	1.01	1.23
Individual Value Dimensions							
Openness_Change	-.24	.13	-.16	-1.93	.06	-.49	.01
Ethics	.17	.15	.09	1.20	.23	-.11	.46
Value Congruence Dimensions							
Task Focus	-.17	.10	-.13	-1.81	.07	-.36	.02
People Focus	-.12	.06	-.11	-1.91	.06	-.23	.00
Step 5							
(Constant)	1.16	.04		29.40	.00	1.09	1.24
Individual Value Dimensions							
Openness_Change	-.18	.11	-.11	-1.56	.12	-.40	.05
Task Focus	-.15	.09	-.12	-1.60	.11	-.34	.03
Value Congruence Dimensions							
People Focus	-.11	.06	-.10	-1.80	.07	-.23	.01
Step 6							
(Constant)	1.16	.04		29.31	.00	1.09	1.24
Individual Value Dimensions							
Task Focus	-.24	.07	-.19	-3.30	.00	-.39	-.10
Value Congruence Dimensions							
People Focus	-.11	.06	-.11	-1.88	.06	-.23	.01

Next, a two-step hierarchical regression analysis was performed to measure the effect of Task Focus (individual value) on the relationship between People Focus (value congruence) and emotional exhaustion frequency (Table 29, next page).

Table 29: Hierarchical linear regression analyses predicting emotional exhaustion frequency from value congruence dimension People Focus and individual value dimension Task Focus

Predictor	Emotional Exhaustion frequency				
	<i>b</i>	<i>SE B</i>	β	<i>t</i>	<i>p</i>
Step 1					
Constant	1.13 [1.06, 1.20]	.04		30.86	< .001
Value Congruence Dimension People Focus (centred)	-0.15 [-.26, -.04]	.06	-.16	-2.78	.01
Individual Value Dimension Task Focus (centred)	-.23 [-.37, -.09]	.07	-.19	-3.32	< .001
R^2	.06				
F	10.03				
ΔR^2	.06				
ΔF	10.03				< .001
Step 2					
Constant	1.14 [1.07, 1.21]	.04		31.201	< .001
Value Congruence Dimension People Focus (centred)	-.13 [-.23, -.01]	.06	-.13	-2.23	.03
Individual Value Dimension Task Focus (centred)	-.22 [-.35, -.08]	.07	-.18	-3.19	< .001
Individual Value Task Focus X Value Congruence People Focus	-.28 [-.51, -.05]	.12	-.14	-2.39	.02
R^2	.82				
F	8.70				
ΔR^2	.02				
ΔF	5.71				.02

Both predictors, People Focus (value congruence) and Task Focus (individual value), were entered in the first step and both had a significant negative effect on emotional exhaustion frequency ($b = -.15$, $t(293) = -2.78$, $p = .01$, and $b = -.23$, $t(293) = -3.32$, $p = .001$), accounting for 6.0% of the total variation of the emotional exhaustion frequency. The results reveal that a high score for the People Focus (value congruence) and a high score for Task Focus (individual value) are associated with relatively lower scores on emotional exhaustion frequency. In the second step, the interaction was included in the model, and was a significant improvement compared to the first model (R^2 -Change = .02, $F(1,292) = 5.71$, $p = .02$). It can be concluded, the interaction between Task Focus (individual value) and People Focus (value congruence) is significantly related to emotional exhaustion frequency ($b = -.28$, $p = .02$).

Simple slope analysis was performed to investigate the conditional effect of People Focus (value congruence) on emotional exhaustion frequency for different levels of Task Focus (individual value).

Table 30: The Interaction effect of individual value Task Focus on value congruence People Focus and emotional exhaustion intensity

<i>Individual Value Task Focus</i>	Conditional effect of Value Congruence People Focus on Emotional Exhaustion Frequency of the moderator of Individual Value Task Focus				
	<i>means</i>	<i>b</i>	<i>se</i>	<i>t</i>	<i>p</i>
Low	-.53	.02 [-.17, .22]	0.10	.22	.83
Mean	-.00	-.13 [-.24, -.01]	.06	-2.14	.03
High	.51	-.27 [-.40, -.14]	.07	-4.03	.00

Table 30 shows that for individuals who scored the mean value or high value on Task Focus (individual value), a significant negative effect of value congruence People Focus (value congruence) on emotional exhaustion frequency was found ($b = -.13$, $p = .03$, and $b = -.27$, $p < .001$, respectively).

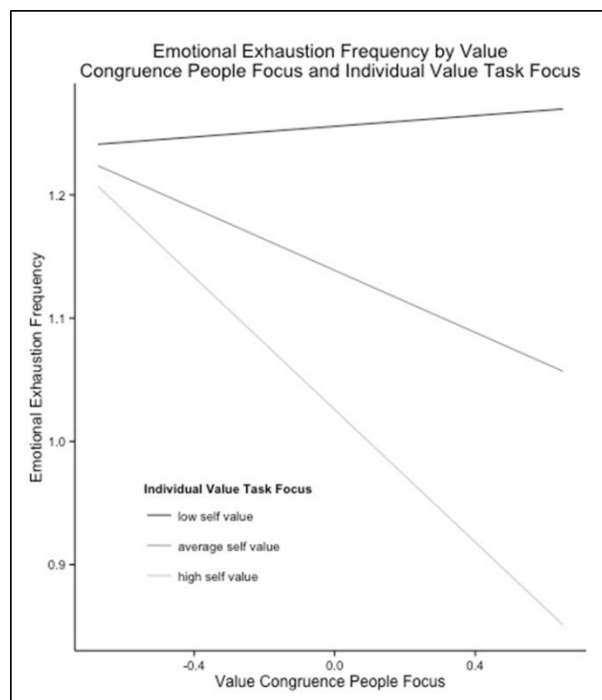


Figure 11: Simple Slope analysis of the regression of value congruence dimension People Focus on emotional exhaustion frequency for three levels of individual value Task Focus

In general, higher levels of Task Focus (individual value) are associated with lower levels of emotional exhaustion. Additionally, in this analysis it became apparent that only when Task Focus (individual value) is mean and high, People Focus (value congruence) had a negative significant effect on emotional exhaustion frequency ($b = -.13$, $p = .03$, and $b = -.27$, $p < .01$). Figure 11 (see previous page) illustrates this relationship. Here it becomes clear that when people score high on individual value dimension Task Focus, only then the level of emotional exhaustion frequency is dependent on the level of value congruence dimension People Focus. Emotional exhaustion frequency is lower where value congruence is higher, and vice versa.

5.5.2 Emotional Exhaustion Intensity

For the next backward multiple regression analysis, the seven sub-dimensions of individual value (4) and value congruence (3) were entered as predictors into the first step in order to predict emotional exhaustion *intensity*. Table 31 (see next page) shows the results of all steps. Individual value dimension Openness and Change ($b = -.32$, $p = .001$) and value congruence dimension Task Focus ($b = -.24$, $p = .002$) still met the inclusion criteria in the final step.

Table 31: Backwards multiple regression analysis analyzing the predictive variables emotional exhaustion intensity

Model	Unstandardized Coefficients		Standardized Coefficients		p	95% CI	
	b	SE_B	β	t		Lower	Upper
Step 1							
(Constant)	1.25	.06		20.09	.00	1.13	1.37
Individual Value Dimensions							
Openness_Change	-.24	.15	-.14	-1.55	.12	-.54	.06
Ethics	.00	.16	.00	.01	.99	-.32	.32
Task Focus	-.08	.11	-.06	-.75	.45	-.31	.14
Quality	-.03	.15	-.02	-.18	.85	-.32	.26
Value Congruence Dimensions							
Task Focus	-.18	.16	-.13	-1.11	.27	-.49	.14
People Focus	-.08	.13	-.07	-.64	.53	-.34	.18
Result Focus	.03	.10	.03	.32	.75	-.17	.23
Step 2							
(Constant)	1.25	.04		28.69	.00	1.17	1.34
Individual Value Dimensions							
Openness_Change	-.24	.14	-.14	-1.65	.10	-.52	.05
Task Focus	-.08	.11	-.06	-.76	.45	-.30	.13
Quality	-.03	.15	-.02	-.18	.85	-.31	.26
Value Congruence Dimensions							
Task Focus	-.18	.16	-.13	-1.11	.27	-.49	.14
People Focus	-.08	.13	-.07	-.64	.52	-.34	.18
Result Focus	.03	.10	.03	.33	.75	-.16	.23
Step 3							
(Constant)	1.25	.04		28.74	.00	1.17	1.34
Individual Value Dimensions							
Openness_Change	-.25	.13	-.14	-1.98	.05	-.50	.00
Task Focus	-.09	.10	-.06	-.87	.38	-.30	.11
Value Congruence Dimensions							
Task Focus	-.18	.16	-.13	-1.14	.26	-.49	.13
People Focus	-.09	.13	-.07	-.67	.50	-.34	.17
Result Focus	.03	.10	.03	.32	.75	-.16	.23
Step 4							
(Constant)	1.25	.04		28.79	.00	1.17	1.34
Individual Value Dimensions							
Openness_Change	-.25	.12	-.14	-1.96	.05	-.49	.00
Task Focus	-.09	.10	-.06	-.87	.38	-.30	.11
Value Congruence Dimensions							
Task Focus	-.16	.15	-.12	-1.09	.27	-.45	.13
People Focus	-.08	.13	-.07	-.62	.54	-.33	.17
Step 5							
(Constant)	1.25	.04		28.83	.00	1.17	1.34
Individual Value Dimensions							
Openness_Change	-.25	.12	-.15	-2.00	.05	-.49	.00
Task Focus	-.09	.10	-.07	-.91	.37	-.30	.11
Value Congruence Dimensions							
Task Focus	-.24	.08	-.18	-3.13	.00	-.39	-.09
Step 6							
(Constant)	1.25	.04		28.84	.00	1.17	1.34
Individual Value Dimensions							
Openness_Change	-.32	.10	-.19	-3.30	.00	-.51	-.13
Value Congruence Dimensions							
Task Focus	-.24	.08	-.18	-3.13	.00	-.39	-.09

Table 32: Hierarchical linear regression analyses predicting emotional intensity from value congruence dimension Task Focus and individual value dimension Openness and Change

		Emotional Exhaustion intensity				
		<i>b</i>	<i>SE B</i>	β	<i>t</i>	<i>p</i>
Step 1						
	(Constant)	1.22 [1.14, 1.30]	.04		30.38	< .001
	Value Congruence Dimension Task Focus (centred)	-.22 [-.36, -.08]	.07	-.18	-3.12	.002
	Individual Value Dimension Openness and Change (centred)	-.22 [-.404 -.04]	.09	-.14	-2.40	.02
	R^2	.05				
	<i>F</i>	7.78				
	ΔR^2	.05				
	ΔF	7.78				< .001
Step 2						
	(Constant)	1.22 [1.40, 1.30]	.04		30.33	< .001
	Value Congruence Dimension Task Focus (centred)	-.23 [-.38, -.07]	.08	-.18	-2.90	.004
	Individual Value Dimension Openness and Change (centred)	-.22 [-.41, -.04]	.09	-.14	-2.39	.02
	Individual Value Openness and Change x Value Congruence Task Focus	.02 [-.35, .38]	.19	.01	.09	.93
	R^2	.05				
	<i>F</i>	5.17				
	ΔR^2	.00				
	ΔF	.01				.93

A two-step hierarchical regression analysis was performed to measure the effect of Openness and Change (individual value) on the relationship between Task Focus (value congruence) and emotional exhaustion intensity. Table 32 shows that, when taking both variables into account, Openness and Change (individual value) and Tasks Focus (value congruence), they have a significant negative effect on emotional exhaustion intensity ($b = -.22$, $t(290) = -3.12$, $p = .002$, and $b = -.22$, $t(290) = -2.40$, $p = .02$, respectively). This model accounted for 5.0% of the total variation on emotional exhaustion intensity. In the second step, the interaction was included in the model and was not a significant improvement on the first model ($R^2\text{-Change} = .00$, $F(1,289) = .01$, $p = .93$). The interaction effect was not significant ($b = .02$, $p = .93$).

Table 33: The Interaction effect of individual value Openness and Change on value congruence Task Focus and emotional exhaustion intensity

<i>Individual Value Openness and Change</i>	Conditional effect of Value Congruence Task Focus on Emotional Exhaustion Intensity of the moderator of Individual Value Openness and Change				
	<i>means</i>	<i>b</i>	<i>se</i>	<i>t</i>	<i>p</i>
Low	-.42	-.23 [-.47, .01]	.12	-1.93	.05
Mean	.01	-.23 [-.36, -.08]	.08	-2.99	< .001
High	.42	-.22 [-.37, -.07]	.07	-2.81	.005

Despite the absence of an interaction effect, simple slope analysis was performed in order to investigate the conditional effect of Task Focus (value congruence) on emotional exhaustion intensity for different values of Openness and Change (individual value). The result from this analysis (Table 33) confirms the non-significant interaction effect observed in the hierarchical regression. In general Openness and Change (individual value) has a negative effect on emotional exhaustion intensity.

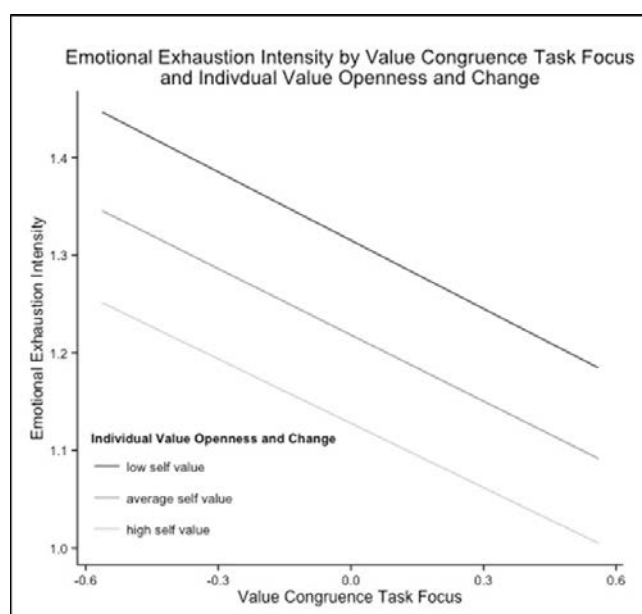


Figure 12: Simple Slope analysis of the regression of value congruence dimension Task Focus on emotional exhaustion intensity for three levels of individual value Openness and Change

Moreover, the effect of Task Focus (value congruence) on emotional exhaustion intensity is the same (are all positive) for each level of Openness and Change (individual value; $b = -.23$, $p = .05$, $b = -.23$, $p = 0.003$, $b = -.22$, $p = 0.005$, see Table 28 and Figure 12). This means that the higher the value for Task Focus (value congruence) the lower the level of emotional exhaustion intensity.

5.5.3 Work Engagement Frequency

For the next backward multiple regression analysis, the seven sub-dimensions of individual value (4) and value congruence (3) were entered as predictors into the first step in order to predict engagement *frequency*.

Table 34: Backwards multiple regression analysis analyzing the predictive variables work engagement frequency.

Model	Unstandardized Coefficients		Standardized Coefficients		p	95% CI	
	b	SE_B	β	t		Lower	Upper
Step 1							
(Constant)	2.74	.07		41.40	.00	2.61	2.87
Individual Value Dimensions							
Openness_Change	-.05	.16	-.02	-.28	.78	-.36	.27
Ethics	.33	.17	.14	1.90	.06	-.01	.67
Task Focus	.19	.12	.12	1.59	.11	-.04	.42
Quality	.17	.15	.09	1.07	.29	-.14	.47
Value Congruence Dimensions							
Task Focus	.09	.17	.06	.53	.60	-.24	.42
People Focus	-.15	.14	-.12	-1.10	.27	-.43	.12
Result Focus	-.17	.11	-.13	-1.56	.12	-.38	.04
Step 2							
(Constant)	2.74	.06		42.77	.00	2.62	2.87
Individual Value Dimensions							
Ethics	.31	.16	.13	1.92	.06	-.01	.63
Task Focus	.18	.11	.12	1.58	.12	-.04	.40
Quality	.15	.14	.08	1.05	.30	-.13	.43
Value Congruence Dimensions							
Task Focus	.09	.17	.06	.56	.58	-.24	.43
People Focus	-.15	.14	-.12	-1.09	.28	-.43	.12
Result Focus	-.17	.11	-.13	-1.59	.11	-.38	.04
Step 3							
(Constant)	2.74	.06		42.86	.00	2.62	2.87
Individual Value Dimensions							
Ethics	.31	.16	.13	1.89	.06	-.01	.62
Task Focus	.17	.11	.11	1.54	.13	-.05	.40
Quality	.15	.14	.09	1.09	.28	-.12	.43
Value Congruence Dimensions							
People Focus	-.10	.10	-.08	-.98	.33	-.29	.10
Result Focus	-.15	.10	-.12	-1.49	.14	-.34	.05
Step 4							
(Constant)	2.74	.06		42.90	.00	2.62	2.87
Individual Value Dimensions							
Ethics	.30	.16	.13	1.87	.06	-.02	.62
Task Focus	.19	.11	.12	1.67	.10	-.03	.41
Quality	.12	.14	.07	.90	.37	-.15	.40
Value Congruence Dimensions							
Result Focus	-.21	.08	-.16	-2.79	.01	-.36	-.06
Step 5							
(Constant)	2.73	.06		43.61	.00	2.61	2.86
Individual Value Dimensions							
Ethics	.35	.15	.15	2.27	.02	.05	.65
Task Focus	.23	.10	.15	2.37	.02	.04	.43
Value Congruence Dimensions							
Result Focus	-.19	.07	-.15	-2.65	.01	-.33	-.05

Table 34 shows the results of all steps. In the final model, three variables remained and still met the inclusion criteria. These were: Ethics (individual value; $b = -.35$, $p = .02$), Task Focus (individual value; $b = .23$, $p = .02$), and Result Focus (value congruence ; $b = -.19$, $p = .01$).

Table 35: Hierarchical linear regression analyses predicting work engagement frequency from value congruence dimension Result Focus and individual value dimension Ethics

Predictor	Engagement frequency				
	<i>b</i>	<i>SE B</i>	β	<i>t</i>	<i>p</i>
Step 1					
Constant	2.70 [2.60, 2.81]	.06		48.98	< .001
Individual Value Dimernsion Ethics (centred)	.60 [.36, .85]	.13	.27	4.82	< .001
Value Congruence Dimension Result Focus (centred)	-.18 [-.31, -.04]	.07	-.15	-2.59	.01
R^2	.08				
F	13.83				
ΔR^2	.08				
ΔF	13,83				< .001
Step 2					
(Constant)	2.71 [2.60, 2.82]	.06		48.93	< .001
Individual Value Dimernsion Ethics (centred)	.60 [.35, .85]	.13	.27	4.79	< .001
Value Congruence Dimension Result Focus (centred)	-.06 [-.27, .14]	.10	-.05	-.62	.53
Individual Value Ethics x Value Congruence Result Focus	-.33 [-.79, .12]	.23	-.12	-1.44	.15
R^2	.09				
F	9.95				
ΔR^2	0.06				
ΔF	2.08				.15

To predict engagement frequency from the main effect of Ethics (individual value), Result Focus (value congruence), and their interaction, a two-step hierarchical regression was performed. The result of the analysis is presented in Table 35. In the first step, both Ethics (individual value) and Result Focus (value congruence) contributed significantly to the prediction of engagement frequency ($b = .60$, $t(294) = 4.82$, $p < .001$, and $b = -.18$, $t(294) = -2.59$, $p = .01$; respectively). This model accounted for 8.6% of the variation of engagement frequency. From the second step it became apparent that adding the interaction effect did not significantly improve the result compared to the first model ($R^2\text{-Change} = .01$, $F(1,293) = 2.08$ $p = .15$). From this we can conclude that no interaction effect is present ($b = -.33$, $p = .15$).

Table 36: The Interaction effect of individual value Ethics on value congruence Result Focus and work engagement frequency

<i>Individual Value Ethics</i>	Conditional effect of Value Congruence Result Focus on Work Engagement frequency of the moderator of Individual Value Ethics				
	<i>means</i>	<i>b</i>	<i>se</i>	<i>t</i>	<i>p</i>
Low	-.07	-.04 [-.28, .21]	.12	-.31	.75
Mean	.27	-.16 [-.29, -.02]	.07	-2.21	.03
High	.51	-.24 [-.29, .08]	.08	-3.04	.00

When running a simple slope analysis, a different picture emerges. Table 36 shows that for individuals who score the mean value or the high value on Ethics (individual value), the effect of Result Focus (individual value) on engagement frequency was negative and significant ($b = -.16$, $p = .03$ and $b = -.24$, $p = .003$, respectively). For people who score high on Ethics (individual value), the effect on engagement frequency was still negative but was not significant ($b = -.04$, $p = .75$).

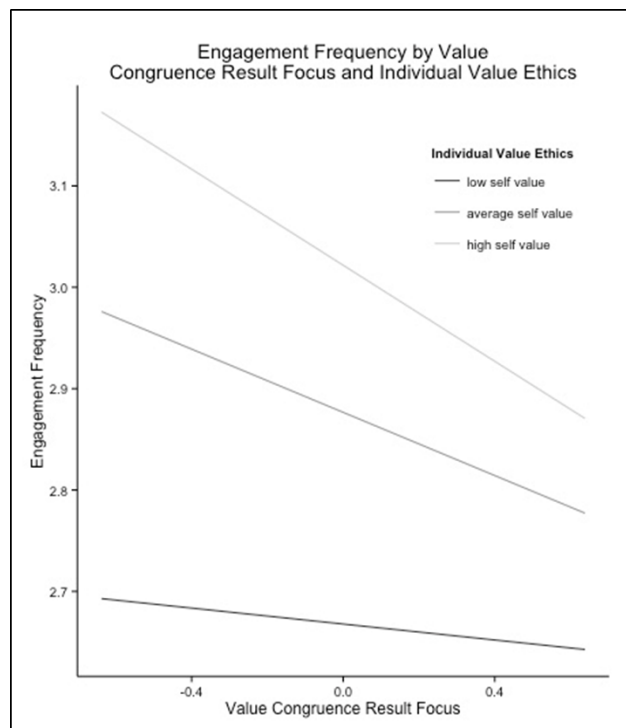


Figure 13: Simple Slope analysis of the regression of value congruence dimension Result Focus on work engagement frequency for three levels of individual value Ethics

In general, higher levels of Ethics (individual value) are associated with higher levels of engagement frequency. Result Focus (value congruence) is only negatively

related to engagement frequency when Ethics (individual value) is average or high. This relationship is demonstrated in Figure 13.

Table 37: Hierarchical linear regression analyses predicting work engagement frequency from value congruence dimension Result Focus and individual value dimension Task Focus

Predictor	Work Engagement frequency				
	<i>b</i>	<i>SE B</i>	β	<i>t</i>	<i>p</i>
Step 1					
Constant	2.87 [2.78, 2.96]	.04		65.64	< .001
Individual Value Dimension Task Focus (centred)	.35 [.19, .51]	.08	.24	4.28	< .001
Value Congruence Dimension Result Focus (centred)	-.17 [-.30, -.03]	.07	-.14	-2.43	.02
R^2	.07				
F	11.36				
ΔR^2	.07				< .001
ΔF	11.36				
Step 2					
(Constant)	2.87 [2.78, 2.95]	.04		65.28	< .001
Individual Value Dimension Task Focus (centred)	.34 [.18, .51]	.08	.24	4.17	< .001
Value Congruence Dimension Result Focus (centred)	-.19 [-.33, -.05]	.07	-.15	-2.62	.01
Individual Value Task Focus x Value Congruence Result Focus	.16 [-.13, .46]	.15	.06	1.06	.29
R^2	.75				
F	11.36				
ΔR^2	0.00				.29
ΔF	1.13				

Considering the significant contribution of Result Focus (individual value) to the prediction of engagement frequency, a second two-step hierarchical regression analysis was performed. Table 37 presents a summary of the results from this analysis. Task Focus (individual value) and Result Focus (value congruence) were both included as predictors in the first model. A positive effect of Task Focus (individual value) on engagement frequency was observed ($b = .35$, $t(294) = 4.28$, $p < .001$). However, higher Result Focus (value congruence) was associated with lower engagement ($b = -.17$, $t(294) = -2.43$, $p = .02$). The second step considered the interaction between Task Focus (individual value) and Result Focus (value congruence). The second model did not improve significantly on the first model (R^2 -Change = .00, $F(1,294) = 1.13$, $p = .29$).

The interaction between variables on engagement frequency was non-significant ($b = .16, t(293) = 1.06, p = .29$).

Table 38: The Interaction effect of individual value Task Focus on value congruence Result Focus and work engagement frequency

<i>Individual Value Task Focus</i>	Conditional effect of Value Congruence Result Focus on Work Engagement frequency of the moderator of Individual Value Task Focus				
	<i>means</i>	<i>b</i>	<i>se</i>	<i>t</i>	<i>p</i>
Low	-.54	-.27 [-.53, .01]	.13	-2.07	.04
Mean	.00	-.18 [-.33, .04]	.07	-2.53	.01
High	.51	-.10 [-.29, .08]	.09	-1.15	-.25

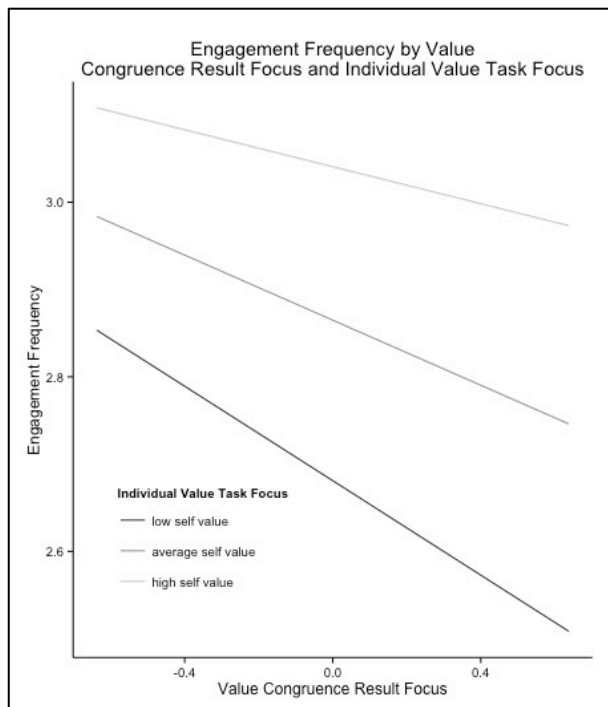


Figure 14: Simple Slope analysis of the regression of value congruence dimension Result Focus on work engagement frequency for three levels of individual value Task Focus

Despite the non-significant interaction, simple slope analysis was conducted to investigate the conditional effect of Result Focus (value congruence) on engagement frequency, for different levels of Task Focus (individual value). In general Task Focus (individual value) had a positive effect on engagement frequency. The results also indicate that only for individuals who scored low or the mean value on Task Focus (individual value) the effect of Result Focus (value congruence) on engagement frequency was negative and significant ($b = -.27, p = .04, b = -.18, p = .01$, respectively). These results are presented in Table 38 and displayed in Figure 14.

5.5.4 Work Engagement Intensity

As in the previous backward multiple regression analysis, the seven sub-dimensions of individual value (4) and value congruence (3) were entered as predictors into the first step in order to predict engagement *intensity*.

Table 39: Backwards multiple regression analysis analyzing the predictive variables work engagement intensity

Model	Unstandardized Coefficients		Standardized Coefficients		p	95% CI	
	b	SE_B	β	t		Lower	Upper
Step 1							
(Constant)	2.51	.06		40.83	.00	2.39	2.63
Individual Value Dimensions							
Openness_Change	.10	.15	.06	.66	.51	-.20	.40
Ethics	.15	.16	.07	.94	.35	-.17	.47
Task Focus	.21	.11	.14	1.88	.06	-.01	.42
Quality	.21	.14	.13	1.46	.15	-.07	.50
Value Congruence Dimensions							
Task Focus	.04	.16	.03	.25	.80	-.27	.35
People Focus	-.08	.13	-.06	-.59	.56	-.33	.18
Result Focus	-.14	.10	-.11	-1.36	.17	-.33	.06
Step2							
(Constant)	2.51	.06		40.91	.00	2.39	2.63
Individual Value Dimensions							
Openness_Change	.10	.15	.06	.65	.52	-.20	.39
Ethics	.15	.16	.07	.94	.35	-.17	.47
Task Focus	.21	.11	.14	1.87	.06	-.01	.42
Quality	.21	.14	.13	1.49	.14	-.07	.50
Value Congruence Dimensions							
People Focus	-.05	.09	-.05	-.57	.57	-.24	.13
Result Focus	-.13	.09	-.10	-1.36	.17	-.31	.06
Step 3							
(Constant)	2.51	.06		41.07	.00	2.39	2.63
Individual Value Dimensions							
Openness_Change	.11	.15	.06	.74	.46	-.18	.40
Ethics	.14	.16	.06	.90	.37	-.17	.46
Task Focus	.21	.11	.15	1.92	.06	-.01	.43
Quality	.19	.14	.11	1.39	.17	-.08	.47
Value Congruence Dimensions							
Result Focus	-.16	.07	-.13	-2.27	.02	-.30	-.02
Step 4							
(Constant)	2.50	.06		42.13	.00	2.38	2.61
Individual Value Dimensions							
Ethics	.18	.15	.08	1.22	.22	-.11	.48
Task Focus	.23	.10	.16	2.25	.03	.03	.44
Quality	.23	.13	.14	1.81	.07	-.02	.48
Value Congruence Dimensions							
Result Focus	-.16	.07	-.14	-2.33	.02	-.30	-.03
Step 5							
(Constant)	2.55	.04		59.32	.00	2.46	2.63
Individual Value Dimensions							
Task Focus	.27	.10	.19	2.69	.01	.07	.47
Quality	.28	.12	.17	2.30	.02	.04	.52
Value Congruence Dimensions							
Result Focus	-.17	.07	-.14	-2.36	.02	-.31	-.03

Table 39 (page 133) shows the results of all steps. In the final model, three variables remained and still met the inclusion criteria. These were: Task Focus (individual value; $b = .27$ $p = .008$), individual value dimension Quality ($b = .28$, $p = .02$), and Result Focus (value congruence; $b = -.17$, $p = .02$).

Table 40: Hierarchical linear regression analyses predicting work engagement intensity from value congruence dimension Result Focus and individual value dimension Quality

Predictor	Engagement intensity				
	b	$SE\ B$	β	t	p
Step 1					
(Constant)	2.56 [2.47, 2.64]	.04		59.28	< .001
Individual Value Dimension Task Focus (centred)	.41 [.25, .57]	.08	.29	5.13	< .001
Value Congruence Dimension Result Focus (centred)	-.11 [-.23, .03]	.07	-.09	-1.56	.12
R^2	.08				
F	13.87				
ΔR^2	.08				
ΔF	13.87				< .001
Step 2					
(Constant)	2.55 [2.47, 2.64]	.04		59.08	< .001
Individual Value Dimension Task Focus (centred)	.41 [.25, .57]	.08	0.28	5.01	< .001
Value Congruence Dimension Result Focus (centred)	-.11 [-.24, -.03]	.07	-.11	-1.87	.06
Individual Value Task Focus x Value Congruence Result Focus	.20 [-.09, .48]	.14	.08	1.36	.18
R^2	.09				
F	13.87				
ΔR^2	.09				.18
ΔF	1.84				

A two-step hierarchical regression was performed on engagement intensity with Task Focus (individual value) and Result Focus (value congruence), and their interaction as independent variables. Table 40 presents a summary of the results from this analysis. Task Focus (individual value) and Result Focus (value congruence) were both included as predictors in the first model. A positive effect of Task Focus (individual value) on engagement intensity was observed ($b = .41$, $t(296) = 5.13$ $p < .001$). However, higher Result Focus (value congruence) was non-significantly negatively related to engagement intensity ($b = -.11$, $t(296) = -1.56$, $p = .12$). The

second step considered the interaction between Task Focus (individual value) and Result Focus (value congruence). The second model did not improve significantly on the first model ($R^2\text{-Change} = .01$, $F(1,295) = 1.84$, $p = .18$). The interaction between predictors on engagement intensity was non-significant ($b = .20$, $t(295) = 1.36$, $p = .18$).

Table 41: The Interaction effect of individual value Task Focus on value congruence Result Focus and work engagement intensity

<i>Individual Value Task Focus</i>	Conditional effect of Value Congruence Result Focus on Work Engagement intensity of the moderator of Individual Value Task Focus				
	<i>means</i>	<i>b</i>	<i>se</i>	<i>t</i>	<i>p</i>
Low	-.54	-.18 [-.41, -.05]	.12	-1.50	.13
Mean	.00	-.12 [-.25, .01]	.66	-1.75	.08
High	.51	-.06 [-.30 -.11]	.07	-.79	.43

Simple slope analysis was conducted to investigate the conditional effect of Result Focus (value congruence) on engagement intensity, for different levels of Task Focus (individual value). In general, Task Focus (individual value) has a positive effect on engagement frequency.

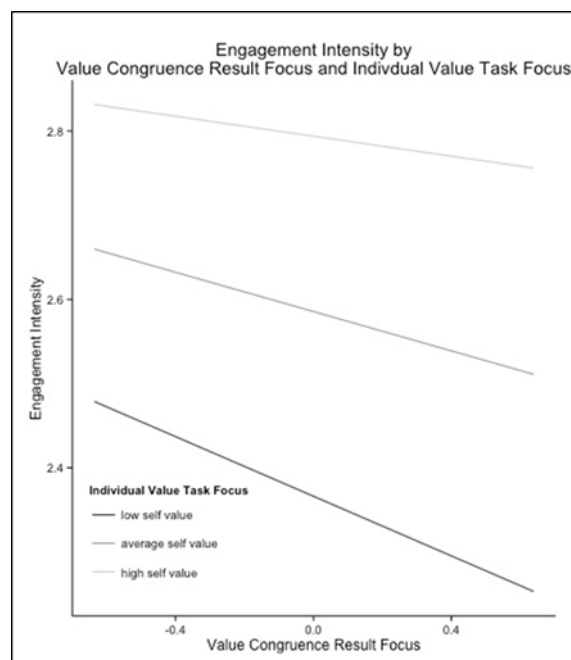


Figure 15: Simple Slope analysis of the regression of value congruence dimension Result Focus on work engagement intensity for three levels of individual value Task Focus

The results also indicated that for each level of Task Focus (individual value), the relationship between Result Focus (value congruence) and engagement intensity was non-significantly negative ($b = -.18, p = .14$, $b = -0.12, p = .08$, and $b = -.06, p = .43$). These results are presented in Table 41 and displayed in Figure 15 (previous page).

A two-step hierarchical regression was performed with Quality (individual value) and Result Focus (value congruence), and their interaction on engagement intensity.

Table 42: Hierarchical linear regression analyses predicting work engagement intensity from value congruence dimension Result Focus and individual value dimension Quality

Predictor	Work Engagement intensity				
	<i>b</i>	<i>SE B</i>	β	<i>t</i>	<i>p</i>
Step 1					
(Constant)	2.56 [2.47, 2.64]	.04		58.94	< .001
Individual Value Dimension Quality (centred)	.48 [.28, .67]	.10	.28	4.86	< .001
Value Congruence Dimension Result Focus (centred)	-.18 [-.32, -.04]	.07	-.15	-2.56	.011
R^2	.08				
F	12.52				
ΔR^2	.08				
ΔF	12.52				< .001
Step 2					
(Constant)	2.54 [2.47, 2.64]	.04		56.42	< .001
Individual Value Dimension Quality (centred)	.50 [.35, .69]	.10	.30	5.05	< .001
Value Congruence Dimension Result Focus (centred)	-.16 [-.30, -.02]	.07	-.13	-2.21	.03
Individual Value Quality x Value Congruence Result Focus	.23 [-.05, .51]	.14	.09	1.60	.11
R^2	.08				
F	9.25				
ΔR^2	.00				
ΔF	2.56				.11

Table 42 presents a summary of the results from this analysis. Quality (individual value) and Result Focus (value congruence) were both included as predictors in the first model. A positive effect of Quality (individual value) on engagement intensity was observed ($b = .48, t(296) = 4.86, p < .001$). Result Focus (value congruence) was significantly negatively related to engagement intensity ($b = -.18, t(296) = -2.56, p = .01$). The second step considered the interaction between Quality (individual value) and Result Focus (value congruence). This second model was not a significant improvement

on the first model ($R^2\text{-Change} = .01$, $F(1,295) = 2.57$, $p = .11$). The interaction between variables on engagement intensity was non-significant ($b = .23$, $t(295) = 1.60$, $p = .11$). This model accounted for 8.6% of the variation of engagement intensity.

Table 43: The Interaction effect of individual value Quality on value congruence Result Focus and work engagement intensity

<i>Individual Value Quality</i>	Conditional effect of Value Congruence Result Focus on Work Engagement intensity of the moderator of Individual Value Quality				
	<i>means</i>	<i>b</i>	<i>se</i>	<i>t</i>	<i>p</i>
Low	-.45	-.23 [-.41, -.05]	.09	-2.47	.01
Mean	.01	-.16 [-.29, .03]	.67	-2.35	.02
High	.41	-.09 [-.30 -.11]	.11	-.88	.38

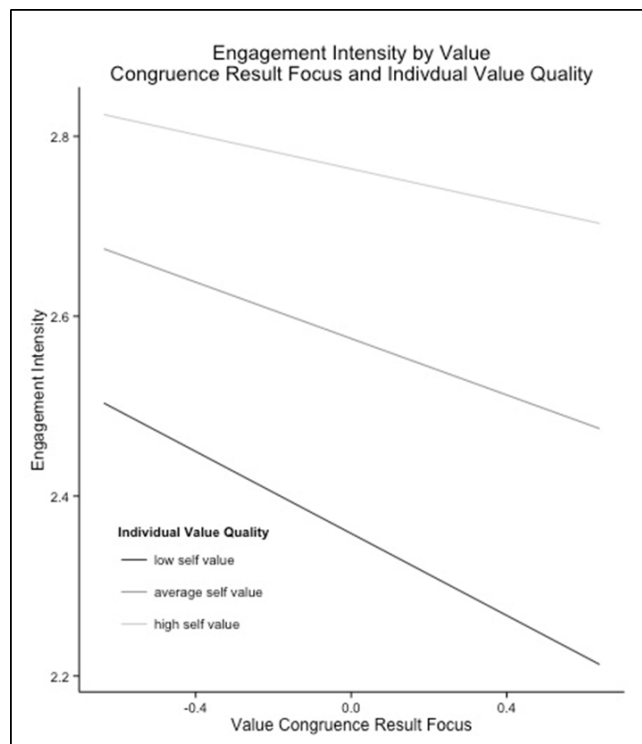


Figure 16: Simple Slope analysis of the regression of value congruence dimension Result Focus on work engagement intensity for three levels of individual value Quality

Simple slope analysis was run to investigate the conditional effect of Result Focus (value congruence) on engagement intensity, for different levels of Quality (individual value). In general Quality (individual value) had a positive effect on engagement intensity. The results also indicated that only for individuals who score low or the mean value on Quality (individual value) the effect of Result Focus (value congruence) on engagement intensity was negative and significant ($b = -.23$, $p = .01$, b

= -.16 $p = .02$, respectively). These results are presented in Table 43 and displayed in Figure 16 (see previous page).

Table 44: Backwards multiple regression analysis analyzing the predictive variables affective commitment

Model	Unstandardized Coefficients		Standardized Coefficients		p	95% CI	
	b	SE_B	β	t		Lower	Upper
Step 1							
(Constant)	3.46	.05		63.72	.00	3.35	3.56
Individual Value Dimensions							
Openness_Change	.16	.13	.10	1.24	.22	-.09	.42
Ethics	.06	.14	.03	.41	.68	-.22	.34
Task Focus	.13	.10	.10	1.36	.18	-.06	.32
Quality	.16	.13	.11	1.31	.19	-.08	.41
Value Congruence Dimensions							
Task Focus	.22	.14	.19	1.63	.10	-.05	.49
People Focus	.00	.11	.00	.03	.97	-.22	.23
Result Focus	.01	.09	.00	.06	.95	-.16	.17
Step 2							
(Constant)	3.46	.05		63.95	.00	3.35	3.56
Individual Value Dimensions							
Openness_Change	.16	.13	.10	1.24	.22	-.09	.42
Ethics	.06	.14	.03	.41	.68	-.22	.34
Task Focus	.13	.10	.10	1.36	.17	-.06	.32
Quality	.16	.12	.11	1.32	.19	-.08	.41
Value Congruence Dimensions							
Task Focus	.23	.10	.19	2.32	.02	.03	.42
Result Focus	.01	.08	.01	.07	.95	-.16	.17
Step 3							
(Constant)	3.46	.05		64.06	.00	3.35	3.56
Individual Value Dimensions							
Openness_Change	.16	.13	.10	1.25	.21	-.09	.41
Ethics	.06	.14	.03	.41	.68	-.22	.34
Task Focus	.13	.10	.10	1.36	.17	-.06	.32
Quality	.16	.12	.11	1.33	.19	-.08	.41
Value Congruence Dimensions							
Task Focus	.23	.07	.19	3.26	.00	.09	.37
Step 4							
(Constant)	3.47	.04		93.27	.00	3.40	3.55
Individual Value Dimensions							
Openness_Change	.18	.12	.11	1.47	.14	-.06	.42
Task Focus	.14	.09	.11	1.44	.15	-.05	.32
Quality	.17	.12	.11	1.38	.17	-.07	.41
Value Congruence Dimensions							
Task Focus	.23	.07	.19	3.28	.00	.09	.37
Step 5							
(Constant)	3.47	.04		93.18	.00	3.40	3.55
Individual Value Dimensions							
Openness_Change	.26	.11	.17	2.39	.02	.05	.47
Task Focus	.18	.09	.14	2.03	.04	.01	.35
Value Congruence Dimensions							
Task Focus	.27	.07	.23	4.13	.00	.14	.40

5.5.5 Affective Commitment

The seven sub-dimensions of individual value (4) and value congruence (3) were entered as predictors in the first step of a stepwise backward regression with *affective commitment* as the dependent variable. This was done to determine which predictors have the highest significant effect (when still controlling for one and another) on affective commitment.

Table 44 (see previous page) shows the results of all steps. In the final step, remaining predictors were identified which still contributed significantly to the prediction. For individual value the two sub-dimensions, Openness and Change and Task Focus, were still significantly and positively related to affective commitment ($b = .26$, $p = .02$ and $b = .18$, $p = .04$, respectively). Value congruence sub-dimension Task Focus was the third remaining predictor, and was also positively and significantly associated with affective commitment ($b = .27$, $p < .001$).

Table 45: Hierarchical linear regression analyses predicting affective commitment from value congruence dimension Task Focus and individual value dimension Openness and Change

Affective Commitment						
Predictor		<i>b</i>	<i>SE B</i>	β	<i>t</i>	<i>p</i>
Step 1						
(Constant)		3.47 [3.40, 3.54]	.04		92.69	< .001
Individual Value Dimension Openness and Change (centred)		.39 [.22, .55]	.09	.25	4.53	< .001
Value Congruence Dimension Task Focus (centred)		.27 [.14, .40]	.07	.22	4.05	< .001
R^2	.12					
F	19.27					
ΔR^2	.12					
ΔF	19.27					< .001
Step 2						
(Constant)		3.47 [3.40, 3.55]	.04		92.56	< .001
Individual Value Openness and Change (centred)		.39 [.22, .56]	.09	.25	4.53	< .001
Value Congruence Task Focus (centred)		.28 [.14, .41]	.07	.23	4.09	< .001
Individual Value Openness and Change x Task Focus		-.11 [-.41, .18]	.15	-.04	-.74	.46
R^2	.12					
F	13.01					
ΔR^2	.00					
ΔF	0.55					.46

In order to investigate a possible moderation effect of Openness and Change (individual value) on the relationship between Task Focus (value congruence) and affective commitment a two-step hierarchical regression was run with Openness and Change (individual value) and Task Focus (value congruence), and their interaction on affective commitment. Table 45 presents a summary of the results from this analysis. Openness and Change (individual value) and Task Focus (value congruence) were both included as predictors in the first model. For both variables, Openness and Change (individual value) and Task Focus (value congruence), a positive and significant effect on affective commitment was found ($b = .39$, $t(293) = 4.53$, $p < .001$, $b = .27$, $t(293) = 4.05$, $p < .001$, respectively) and together they accounted for 11.6% of the total variation on affective commitment. These results indicate that employees who show a high congruence on the dimension Task Focus (value congruence) and score highly on Openness and Change (individual value) are also likely to score higher on affective commitment. The second step considered the interaction between Openness and Change (individual value) and Task Focus (value congruence). This second model was not a significant improvement on the first model ($R^2\text{-Change} = .00$, $F(1, 292) = .55$, $p = .46$). This result indicated that the interaction between the two predictors on affective commitment was non-significant ($b = -.11$, $t(292) = -.74$, $p = .46$). This final model accounted for 11.8% of the total variation of affective commitment. In general, these findings indicate that higher scores on Openness and Change (individual value) and Task Focus (value congruence) are associated with higher scores on affective commitment (and vice versa). But besides (or on top of) their main effects, the direction or strength of the effect of Task Focus (value congruence) on affective commitment is not additionally moderated by the level of Openness and Change (individual value).

Table 46: The Interaction effect of individual value Openness and Change on value congruence Task Focus and affective commitment

<i>Individual Value Openness and Change</i>	Conditional effect of Value Congruence Task Focus on Affective Commitment of the moderator of Individual Value Openness and Change				
	<i>means</i>	<i>b</i>	<i>se</i>	<i>t</i>	<i>p</i>
Low	-.43	.33 [.11, .54]	.11	3.01	.00
Mean	.01	.28 [.13, .42]	.07	3.74	< .001
High	.42	.23 [.06, .41]	.09	2.62	.01

Simple slope analysis was performed to investigate the conditional effect of Task Focus (congruence) on affective commitment for different levels of Openness-Change

(individual value). In general, higher levels of Openness-Change (individual value) were associated with higher levels of affective commitment.

Table 46 (see previous page) shows that for all levels of Openness-Change (individual value), Task Focus (congruence) had a positive significant effect on affective commitment (low: $b = .33$, $p = .003$; mean: $b = .28$, $p < .001$; high: $b = .23$, $p = .01$).

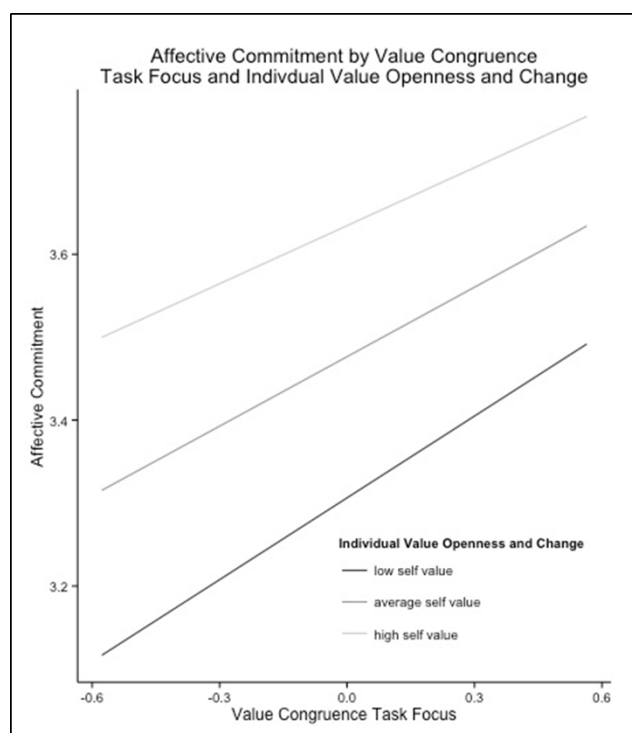


Figure 17: Simple Slope analysis of the regression of value congruence dimension Task Focus on affective commitment for three levels of individual value Openness and Change

Figure 17 illustrates this. Here it becomes clear that irrespective of one's score on Openness and Change, Task Focus always contributes positively to affective commitment.

In order to investigate a possible moderation effect of Task Focus (individual value) on the relationship between Task Focus (value congruence) and affective commitment a two-step hierarchical regression was run with Task Focus (individual value) and Task Focus (value congruence), and their interaction on affective commitment.

Table 47: Hierarchical linear regression analyses predicting affective commitment from value congruence dimension Task Focus and individual value dimension Task Focus

Predictor	Affective Commitment				
	<i>b</i>	<i>SE B</i>	β	<i>t</i>	<i>p</i>
Step 1					
(Constant)	3.47 [3.40, 3.54]	.04		92.90	< .001
Individual Value Task Focus (centred)	.31 [.17, .45]	.07	.24	4.38	< .001
Value Congruence Dimension Task Focus (centred)	.27 [.14, .39]	.07	.22	4.06	< .001
R^2	.11				
F	18.24				
ΔR^2	.11				
ΔF	18.24				< .001
Step 2					
(Constant)	3.47 [3.40, 3.54]	.04		92.75	< .001
Individual Value Task Focus (centred)	.30 [.16, .44]	.07	.24	4.22	< .001
Value Congruence Dimension (centred)	.25 [.12, .40]	.07	.21	3.69	< .001
Individual Value Task Focus X Value Congruence Dimension Task Focus	.09 [-.20, .38]	.15	.04	.62	.54
R^2	.11				
F	12.26				
ΔR^2	.00				
ΔF	0.38				.54

Table 47 presents a summary of the results from this analysis. Task Focus (individual value) and Task Focus (value congruence) were both included as predictors in the first model. For both variables, a positive and significant effect on affective commitment was found ($b = .31$, $t(295) = 4.38$, $p < .001$, $b = .27$, $t(295) = 4.06$, $p < .001$, respectively) and together they accounted for 11% of the total variation on affective commitment. These results indicate that employees who show a high congruence on the dimension Task Focus and score highly on Task Focus (individual value) are also likely to score higher on affective commitment. The second step considered the interaction between Task Focus (individual value) and Task Focus (value congruence). This second model was not a significant improvement on the first model ($R^2\text{-Change} = .00$, $F(1, 294) = .38$, $p = .54$) This result indicated that the interaction between the two predictors on affective commitment is non-significant ($b = -.09$, $t(294) = .62$, $p = .54$). This final model accounted for 11.1% of the total variation of affective

commitment. In general, these findings indicate that higher scores on Task Focus (individual value) and Task Focus (value congruence) are associated with higher scores on affective commitment (and vice versa). But besides (or on top of) their main effects, the direction or strength of the effect of Task Focus (value congruence) on affective commitment is not additionally moderated by the level of Task Focus (individual value).

Table 48: The Interaction effect of individual value Task Focus on value congruence Task Focus and affective commitment

<i>Individual Value Task Focus</i>	Conditional effect of Value Congruence Task Focus on Affective Commitment of the moderator of Individual Value Task Focus				
	<i>means</i>	<i>b</i>	<i>se</i>	<i>t</i>	<i>p</i>
Low	-.53	.21 [.08, .49]	.14	1.44	.15
Mean	.01	.25 [.09, .41]	.81	3.15	.01
High	.51	.30 [.12, .48]	.09	3.26	< .001

Despite the absence of an interaction effect, simple slope analysis was performed to investigate the conditional effect of Task Focus (congruence) on affective commitment for different levels of Task Focus (individual value). In general, higher levels of Task Focus (individual value) were associated with higher levels of affective commitment. Table 48 shows that only for the mean and high level of Task Focus (individual value), Task Focus (congruence) had a positive significant effect on affective commitment ($b = .25, p < .002$, and $b = .30, p = .001$, respectively).

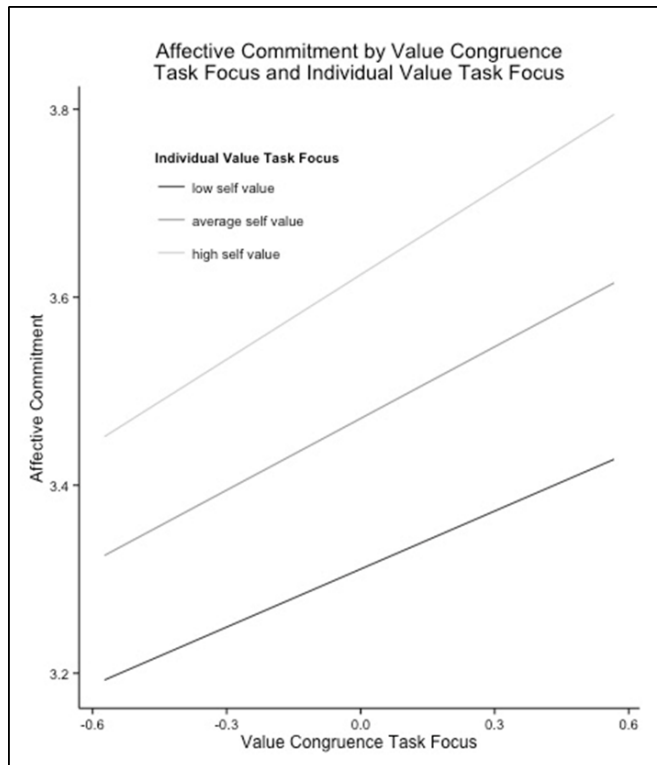


Figure 18: Simple Slope analysis of the regression of value congruence dimension Task Focus on affective commitment for three levels of individual value Task Focus

Figure 18 illustrates these relationships. Here it becomes clear that only for average and high scores on Task Focus (individual value), Task Focus (congruence) adds to the prediction of affective commitment.

5.5.6 Productivity

The seven sub-dimensions of individual value (4) and value congruence (3) were entered as predictors in the first step of a stepwise backward regression with productivity as the dependent variable (i.e., organization outcome). This was done to determine which predictors have the highest significant effect (when still controlling for one and another) on productivity.

Table 49: Backwards multiple regression analysis analyzing the predictive variables productivity

Model	Unstandardized Coefficients		Standardized Coefficients		p	95% CI	
	b	SE_B	β	t		Lower	Upper
Step 1							
(Constant)	3.89	.04		94.83	.00	3.81	3.98
Individual Value Dimensions							
Openness_Change	.26	.10	.23	2.59	.01	.06	.46
Ethics	-.15	.11	-.10	-1.35	.18	-.36	.07
Task Focus	.06	.07	.06	.79	.43	-.09	.20
Quality	.03	.10	.03	.34	.74	-.16	.22
Value Congruence Dimensions							
Task Focus	-.06	.11	-.06	-.55	.58	-.27	.15
People Focus	.14	.09	.17	1.55	.12	-.04	.31
Result Focus	.03	.07	.04	.51	.61	-.10	.16
Step 2							
(Constant)	3.89	.04		95.20	.00	3.81	3.97
Individual Value Dimensions							
Openness_Change	.27	.09	.24	2.98	.00	.09	.45
Ethics	-.14	.11	-.10	-1.32	.19	-.35	.07
Task Focus	.07	.07	.07	.94	.35	-.07	.20
Value Congruence Dimensions							
Task Focus	-.05	.10	-.06	-.52	.60	-.26	.15
People Focus	.14	.09	.18	1.60	.11	-.03	.31
Result Focus	.03	.07	.04	.52	.61	-.10	.16
Step 3							
(Constant)	3.89	.04		95.36	.00	3.81	3.97
Individual Value Dimensions							
Openness_Change	.28	.09	.24	3.04	.00	.10	.46
Ethics	-.14	.11	-.10	-1.35	.18	-.35	.07
Task Focus	.07	.07	.07	.95	.34	-.07	.20
Value Congruence Dimensions							
Task Focus	-.04	.10	-.04	-.36	.72	-.23	.16
People Focus	.15	.08	.19	1.73	.08	-.02	.31
Step 4							
(Constant)	3.89	.04		95.51	.00	3.81	3.97
Individual Value Dimensions							
Openness_Change	.28	.09	.24	3.06	.00	.10	.46
Ethics	-.14	.11	-.10	-1.34	.18	-.35	.07
Task Focus	.07	.07	.07	.97	.34	-.07	.20
Value Congruence Dimensions							
People Focus	.12	.04	.16	2.76	.01	.03	.21
Step 5							
(Constant)	3.89	.04		96.46	.00	3.81	3.97
Individual Value Dimensions							
Openness_Change	.32	.08	.28	3.97	.00	.16	.48
Ethics	-.12	.10	-.08	-1.17	.24	-.33	.08
Value Congruence Dimensions							
People Focus	.12	.04	.16	2.76	.01	.03	.21
Step 6							
(Constant)	3.85	.03		134.35	.00	3.80	3.91
Individual Value Dimensions							
Openness_Change	.26	.06	.23	4.09	.00	.14	.39
Value Congruence Dimensions							
People Focus	.12	.04	.15	2.65	.01	.03	.20

Table 49 (see previous page) shows the results of all steps. In the final step (step six), two remaining predictors were identified that still contributed significantly, to the prediction. These were Openness and Change (individual value; $b = .26$, $p < .001$) and People Focus (value congruence; $b = .12$, $p = .01$).

In order to investigate a possible moderation effect of Openness and Change (individual value) on the relationship between People Focus (value congruence) and productivity, a two-step hierarchical regression was performed with Openness-Change (individual value) and People Focus (value congruence), and their interaction on productivity.

Table 50: Hierarchical linear regression analyses predicting productivity from value congruence dimension People Focus and individual value dimension Openness and Change

Predictor		Productivity				
		<i>b</i>	<i>SE B</i>	β	<i>t</i>	<i>p</i>
Step 1						
(Constant)		3.87 [3.81, 3.92]	.03		140.37	< .001
Individual Value Dimension Openness and Change (centred)		.23 [.11, .35]	.06	.21	3.71	< .001
Value Congruence Dimension People Focus (centred)		.10 [.02, .19]	.04	.14	2.47	.01
R^2	.07					
F	10.60					
ΔR^2	.07					
ΔF	10.60					< .001
Step 2						
(Constant)		3.86 [3.81, 3.92]	.03		139.90	< .001
Individual Value Dimension Openness and Change (centred)		.22 [.10, .34]	.06	.21	3.63	< .001
Value Congruence Dimension People Focus (centred)		.09 [.01, .18]	.04	.13	2.17	.03
Individual Value Openness and Change x Value Congruence People Focus		.09 [-.10, .28]	.10	.05	.92	.36
R^2	.07					
F	7.34					
ΔR^2	.00					
ΔF	.84					.36

Table 50 presents a summary of the results from this analysis. Openness and Change (individual value) and People Focus (value congruence) were both included as predictors in the first model. For both variables, a positive and significant effect on productivity was found ($b = .23$, $t(292) = 3.71$, $p < .001$, $b = .10$, $t(292) = 2.47$, $p =$

.01, respectively) and together they accounted for 6.8% of the total variation on productivity. These results indicate that employees who score highly on People Focus (value congruence) and score highly on Openness and Change (individual value) are also likely to score higher on productivity. The second step considered the interaction between Openness and Change (individual value) and People Focus (value congruence). This second model was not a significant improvement on the first model ($R^2\text{-Change} = .00$, $F(1, 291) = .84$, $p = .36$). This result indicated a non-significant interaction effect ($b = .09$, $t(291) = .92$, $p = .36$) and accounted for 7% of the total variation of productivity. In general, these findings indicate that higher scores on Openness and Change (individual value) and People Focus (value congruence) are associated with higher scores on productivity (and vice versa). But besides (or on top of) their main effects, the direction or strength of the effect of People Focus (value congruence) on productivity is not additionally moderated by the level of Openness and Change (individual value).

Table 51: The Interaction effect of individual value Openness and Change on value congruence People Focus and productivity

<i>Individual Value Openness and Change</i>	Conditional effect of Value Congruence People Focus on Productivity of the moderator of Individual Value Openness and Change				
	<i>means</i>	<i>b</i>	<i>se</i>	<i>t</i>	<i>p</i>
Low	-.45	.06 [-.11, .22]	.08	.65	.51
Mean	.00	.09 [-.01, .19]	.05	1.85	.07
High	.42	.13 [.00, .26]	.07	1.99	.05

Despite the absence of a moderation effect, simple slope analysis was performed to assess the conditional effect of People Focus (value congruence) on productivity for different levels of Openness and Change (individual value). The results of this can be found in Table 51. In general, higher levels of Openness and Change are associated with higher levels of productivity.

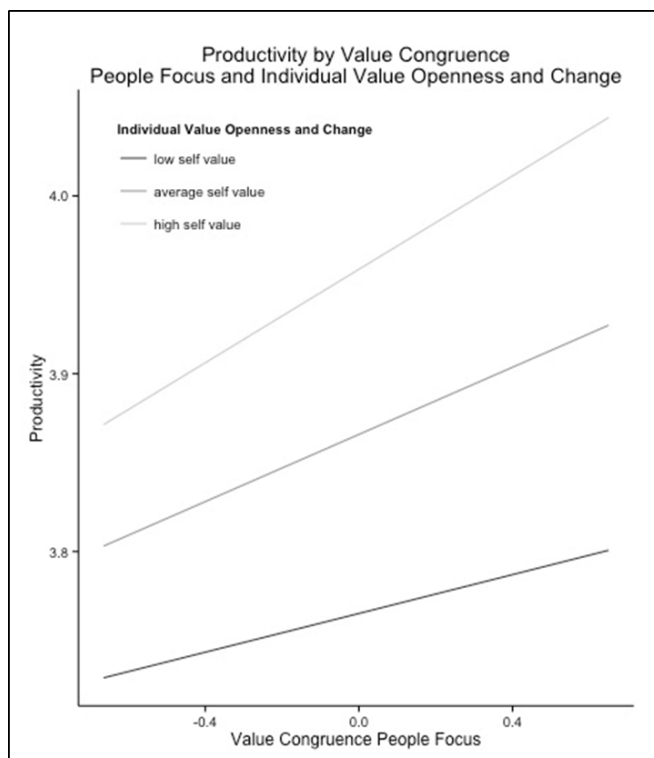


Figure 19: Simple Slope analysis of the regression of value congruence dimension People Focus on productivity for three levels of individual value Openness and Change

From the analysis it became clear that only for high levels of Openness and Change the effect of People Focus on productivity was positive and significant ($b = .13$, $p = .05$). This relationship is illustrated in Figure 19. From this it becomes apparent there is only a positive relationship between People Focus and productivity when scores on Openness and Change are high.

In sum, from the results provided in sections 5.5.1 – 5.5.6 it can be concluded that *Hypothesis 6* and *Hypothesis 7* are supported.

Table 52: Summary Result Hypothesis 6 - 7

Hypothesis	Result
H6 Value Congruence Dimensions are still related to (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity when Individual Value Dimensions are taken into account.	Supported
H7 The effect of Value Congruence Dimensions on (a) Work Engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity depends on (is moderated by) the level of Individual Value Dimensions.	Supported

5.6 Exploring National Culture

5.6.1 Value Congruence Dimensions

One objective of the thesis is to explore whether the effects of value congruence dimensions on work engagement, emotional exhaustion, affective commitment, and productivity vary between the national branches of the multinational company.

Table 53: Correlation Analysis value congruence dimension on outcomes by national location

	Emotional Exhaustion		Work Engagement		Affective Commitment	Productivity	Mean	SD
	Frequency	Intensity	Frequency	Intensity				
Czech Republic								
Value Congruence Dimension								
Task Focus	-.11	-.15	-.10	-.18	.10	-.17	.61	.53
People Focus	-.12	-.14	-.16	-.20	.17	-.04	.79	.67
Result Focus	-.08	-.08	-.05	-.09	.18	-.02	.50	.47
UK								
Value Congruence Dimension								
Task Focus	-.21	-.25	.16	.20	-.19	.39	.29	.31
People Focus	-.23	-.25	.13	.24	-.23	.36	.33	.33
Result Focus	-.12	-.20	-.04	.02	.39	.12	.28	.35
Brazil								
Value Congruence Dimension								
Task Focus	-.11	-.09	-.06	.01	-.26	.13	.59	.63
People Focus	-.13	-.14	-.13	-.08	-.21	.09	.63	.58
Result Focus	-.33	-.32	.01	.02	-.06	.32	.62	.74
Poland								
Value Congruence Dimension								
Task Focus	.30	.15	.51	.07	.81**	.08	.48	.43
People Focus	-.03	-.17	.62*	.71*	.48	.19	.38	.32
Result Focus	-.10	-.27	.46	.27	.61*	.23	.42	.50
Germany								
Value Congruence Dimension								
Task Focus	-.09	-.29	-.05	.08	.31*	.13	.93	.64
People Focus	-.08	-.30*	-.00	.08	.22	.18	.96	.74
Result Focus	-.09	-.20	-.09	.07	.21	.12	.76	.61
China								
Value Congruence Dimension								
Task Focus	-.01	-.00	.12	.19	.32**	.09	.18	.32
People Focus	-.04	-.03	.12	.16	.35**	.20*	.14	.30
Result Focus	.05	.03	.05	.12	.13	.02	.14	.37
Italy								
Value Congruence Dimension								
Task Focus	-.46**	-.39**	.44**	.29*	.47**	.32*	.81	.60
People Focus	-.44**	-.33*	.46**	.37**	.44**	.35*	.97	.77
Result Focus	-.30*	-.16	.39**	.24	.37**	.23	.97	.83

Note: * $p < .05$ two tailed, ** $p < .01$ two tailed, Germany ($n = 43$), Italy ($n = 52$), UK ($n = 23$), Poland ($n = 11$), Czech Republic ($n = 41$), China ($n = 101$), Brazil ($n = 30$)

Value Congruence score (reversed) 0 = low congruence, 4 = high congruence.

From Table 53 it can be seen that the mean scores for the value congruence dimensions vary. For example, the mean score for China is $M = .14$ on value congruence dimension People Focus and Result Focus indicating a lower congruence compared to the other countries. The employees in Italy for example scored a mean value of $M = .97$ implying that there is a higher congruence on these dimensions compared to China.

The results of the correlation analysis indicate that the relationships between the value congruence dimensions and work engagement, emotional exhaustion, affective commitment, and productivity vary between national locations. The highest number of significant correlations can be observed in Italy for the value congruence dimension Task Focus and People Focus. Employees based in Italy who scored a higher on the value congruence dimension Result Focus were less frequently exhausted ($r = -.30, p < .01$), and more frequently engaged ($r = .39, p < .01$) and committed ($r = .37, p < .01$). However, none of the value congruence dimensions Task Focus, People Focus and Results Focus were associated with work engagement, emotional exhaustion, affective commitment or productivity in the Czech Republic, Brazil or UK. The lowest number of participants were surveyed in Poland and the analysis reported a significant positive relationship between Task Focus/Result Focus and affective commitment, and between People Focus and work engagement respectively, on both dimensions frequency and intensity. This result implies that when the alignment between Result Focus and Task Focus is high, employees in Poland score high on affective commitment. In Germany, the match between individual values and perceived organizational values related to Task Focus correlates positively with affective commitment ($r = .31, p < .05$) while a higher value alignment with People Focus relates to a lower score on emotional exhaustion “intensity” ($r = -.30, p < .05$).

In China, the value congruence dimensions Task Focus and People Focus illustrate a significant relationship with affective commitment ($r = .32, p < .01, r = .35, p < .01$), indicating that high value congruence on Task Focus and People Focus leads to a higher commitment. Moreover, a high congruence of People Focus positively impacts the productivity ($r = .20, p < .05$) of employees.

In general, the exploratory results indicate that for most national branches none of the value congruence dimensions contribute more or less to the relationship of value congruence respectively individual values and emotional exhaustion, work engagement, affective committed or production. Out of the seven national branches four countries

depict a significant relationship between the value congruence dimension Task Focus and affective commitment.

5.6.2 Individual Value Dimension

The relationship between individual value dimensions and outcome variables for the different national locations can be seen in Table 54 (next page). The mean score for all individual value dimension such as Openness and Change, Ethics, Task Focus and Quality range between $M = 4.24$ and $M = 4.93$. The lowest mean score of $M = 4.24$ is related to the value dimension Quality and scored by the participants from Germany. The highest mean value of $M = 4.93$ is scored by the participants from Brazil for the individual value dimension Ethics. Considering the key scale ranging from 1 to 5, where 5 represents “highly important” and the 4 represents “moderately important”, one can conclude, that for all national cultures the individual value dimensions Openness and Change, Ethics, and Task Focus are at least moderately important. Moreover, it can be observed that all individual value dimension correlate differently with emotional exhaustion, work engagement, affective commitment and productivity, depending on the location where employees are based.

Table 54 (See next page) shows that participants based in Czech Republic and Germany who scored high on individual value dimensions Openness and Change, Ethics, Task Focus, and Quality scored high on work engagement, affective commitment and productivity, but not on emotional exhaustion. The results also indicate that Germany shows the highest number of correlations between individual value dimensions and outcome variables compared to the other national branches. To some extent Czech Republic and China display an equal number of correlations indicating the importance of individual values on one side but the effect on emotional exhaustion, work engagement, affective commitment, or productivity varies. The results also reveal no significant relationship between any individual value dimension and emotional exhaustion for countries like Czech Republic, UK, Poland, and Italy.

Collectively, the analysis suggests that for some national branches individual value dimensions are associated with emotional exhaustion, work engagement, affective commitment and productivity.

Table 54: Correlation Analysis individual value dimension on outcomes by national culture

	Emotional Exhaustion		Work Engagement		Affective Commitment	Productivity	Mean	SD
	Frequency	Intensity	Frequency	Intensity				
Czech Republic								
Individual Value Dimension								
Openness and Change	-.19	-.10	.57**	.49**	.41*	.49**	4.42	.52
Ethics	-.14	-.15	.52**	.40**	.31	.31*	4.45	.51
Task Focus	-.07	-.09	.44**	.38*	.39*	.24	4.37	.56
Quality	-.03	-.11	.38*	.27	.24	.37*	4.36	.51
UK								
Individual Value Dimension								
Openness and Change	-.26	-.13	.28	.47*	.23	.11	4.45	.36
Ethics	.12	.10	-.03	.05	.06	.03	4.78	.26
Task Focus	-.30	-.14	.35	.51*	.52*	.37	4.35	.54
Quality	-.20	.00	.46*	.52*	.46*	.33	4.55	.42
Brazil								
Individual Value Dimension								
Openness and Change	-.49**	-.29	.36*	.35	.32	.47**	4.71	.37
Ethics	-.05	-.12	.25	.23	.20	.32	4.93	.13
Task Focus	-.51**	-.33	.48**	.35	.25	.44*	4.62	.57
Quality	-.58**	-.41*	.31	.24	.28	.46*	4.63	.41
Poland								
Individual Value Dimension								
Openness and Change	-.07	-.09	.40	.50	.34	.33	4.62	.52
Ethics	-.20	-.14	.49	.46	.37	.14	4.82	.24
Task Focus	-.04	.05	.20	.51	-.13	.07	4.55	.55
Quality	-.21	-.23	.39	.71*	.07	.46	4.59	.48
Germany								
Individual Value Dimension								
Openness and Change	-.36*	-.42**	.43**	.48**	.40**	.44**	4.35	.47
Ethics	-.23	-.36*	.51**	.55**	.46**	.41**	4.59	.37
Task Focus	-.27	-.30	.41**	.38*	.32*	.36*	4.33	.46
Quality	-.18	-.27	.24	.39**	.55**	.35*	4.24	.55
China								
Individual Value Dimension								
Openness and Change	-.23*	-.18	.13	.20*	.20*	.20*	4.71	.42
Ethics	-.16	-.10	.06	.10	.06	-.08	4.85	.28
Task Focus	-.23*	-.18	.17	.24*	.27**	.07	4.54	.59
Quality	-.28**	-.18	.22*	.32**	.33**	.23*	4.77	.36
Italy								
Individual Value Dimension								
Openness and Change	.01	.04	.20	.31*	.23	.19	4.60	.39
Ethics	.03	.06	.38**	.36**	.22	.21	4.84	.23
Task Focus	.07	.10	.12	.17	.15	.23	4.56	.41
Quality	-.12	-.05	.39**	.38**	.32*	.20	4.67	.39

Note: * $p < .05$ two tailed, ** $p < .01$ two tailed, Germany ($n = 43$), Italy ($n = 52$), UK ($n = 23$), Poland ($n = 11$), Czech Republic ($n = 41$), China ($n = 101$), Brazil ($n = 30$)

Individual value score 1 = highly unimportant, score 5 = highly important.

5.7 Discussion

This chapter examined the relationship between various dimensions of value congruence and individual-level values, and emotional exhaustion, work engagement, organizational commitment, and productivity. Moreover, the impact of the strength of individual-level values' dimensions on the relationship between value congruence dimensions and emotional exhaustion, work engagement, organizational commitment, and productivity was analyzed. This approach has been widely used and was taken from previous studies (e.g., Bao, Dolan & Tzafrir, 2012; Boxx, Odom & Dunn, 1991; Chatman, 1991; Edwards, 1994; Finegan, 2000; Nwadei, 2003; O'Reilly, 1991; Suar & Khuntia, 2010). The results suggest that value dimensions have a significant impact on the outcome variables of this study. Each value dimension exhibits distinct inter-correlation patterns with work engagement, emotional exhaustion, organizational commitment, and employee productivity.

The results partially support *Hypothesis 5* as individual-level value dimensions are more strongly associated with emotional exhaustion, work engagement, organizational commitment, and productivity than value congruence dimensions. In particular, the results indicate that organizational commitment and employee productivity are positively associated with the value congruence dimensions of task focus, people focus and result focus. These results support the work of Schreurs, Emmerik, Broeck and Guenter (2014) suggesting that individual and organizational work-related values are significantly related to employee engagement. Moreover, the results support the studies of Meglino, Ravlin, and Adkins (1989) and Elizur and Koslowsky (2001) suggesting that work-related values are positively related to organizational commitment and individual-level productivity.

The present study is also consistent with the conclusions of Suar & Khuntia (2010) who state that individual-level values are more closely associated with ethics-related practices and workplace behavior than value congruence. However, the results do not support the findings of Hoffman et al. (2011), according to which organizational performance, e.g., group effectiveness, is more closely associated with organization-related value congruence than with individual-level aspects of value congruence. Additionally, the present findings contradict Amos and Weathington's (2008) study that organization-related value congruence is positively associated with job satisfaction and organizational commitment, since in this study only the value congruence dimension of

result focus has been found to be associated with work engagement. Even though this study has partially corroborated *Hypothesis 5*, correlations analysis results indicate that only particular individual value dimensions, e.g., openness and change, ethics, task focus, and quality, are significantly associated with emotional exhaustion, work engagement, organizational commitment, and employee productivity. Thus, this study has found a negative correlation between the individual value dimension of ethics and emotional exhaustion and individual-level productivity. Similarly, this study has found a negative relationship between the individual value dimension of ethics and work engagement and organizational commitment.

Based on its examination of the combined effect of individual-level value dimensions on dependent variables, this study partially supports *Hypothesis 6* stating that value congruence dimensions can be expected to be significantly related to emotional exhaustion, work engagement, organizational commitment, and employee productivity after the effect of individual value dimensions is taken into account. Thus, multiple regression analysis results of this study imply that high levels of value congruence dimensions and individual value dimensions are associated with low levels of emotional exhaustion. Moreover, this study has found a positive relation between organizational commitment and employee productivity and various dimensions of value congruence and individual values. Furthermore, work engagement intensity has been found to be predicted by a combined effect of the individual value dimension of quality and the value congruence dimension of result focus.

On the basis of its backward regression analysis results, this study has found empirical support for *Hypothesis 7* according to which the effect of value congruence dimensions on emotional exhaustion, work engagement, organizational commitment, and employee productivity is moderated by the level of individual value dimensions. The results of this study indicate that the strong interrelation between task focus and result focus, as value congruence dimensions, and emotional exhaustion, work engagement, organizational commitment, and employee productivity it is influenced by individual value dimensions, as moderator variables. In this study, the significant interrelation between the value congruence dimension of people focus and individual-level productivity has been found to be moderated by the individual value dimension of openness and change. Furthermore, it was found that employees exhibit higher levels of commitment and lower levels of emotional exhaustion intensity, when value congruence with respect to its dimension of task focus is moderated by the individual value

dimension of openness and change. These empirical results support the conclusions of Edwards and Cable (2009) indicating that scholarly literature lacks research on the impact of various moderator variables on the interrelations between value congruence and individual values, as independent variables, and organizational commitment, while filling this research gap. The present empirical results also support the findings of Schreurs, van Emmerik, van den Broeck, and Guenter (2014) indicating that individual-level variables partially mediate the relationship between organizational values and employee engagement.

Analytic results of the present study also revealed that a significant relationship between the value congruence dimension of result focus and individual-level engagement is influenced by the individual value dimensions of ethics, quality and task focus. Correspondingly, Amos and Weathington (2008) have found that individual-level values significantly affect job satisfaction. Since the individual value dimension of ethics comprises value items associated with leadership principles, this study provides support for previous findings indicating a significant relationship between ethical leadership and employee performance (Hayibor et al., 2011; Hoffmann et al., 2011; Suar & Khuntia, 2010; Tomlinson, Lewicki, & Ash, 2014; Walumbwa et al., 2011).

This study has also found an explanation of the effect of value congruence and individual value dimensions on emotional exhaustion, work engagement, organizational commitment, and employee productivity in the context of different branches. According to this study, various value congruence dimensions have exhibited distinct correlation patterns with these dependent variables in different national contexts. Thus, organizational commitment has exhibited significant correlation with the value congruence dimension of task focus for research participants from Poland, Germany, China and Italy, but not for Brazil, the Czech Republic and UK. These findings suggests that, in some national contexts, employees can be expected to exhibit organizational commitment when there is no discrepancy concerning work related values, as has been suggested by Fein, Vasiliu and Tziner (2011). Furthermore, participants based in Czech Republic and Germany have been found to exhibit a positive relationship between the individual value dimensions of openness and change, ethics, task focus, and quality and work engagement, affective commitment and productivity, but not with emotional exhaustion. Additionally, participants based in Brazil have been found to exhibit a positive relation between emotional exhaustion, work engaged, and productivity and the individual value dimensions of openness and change, task focus and quality.

Across all national contexts, the individual value dimensions of openness and change, task focus and quality have demonstrated the highest number of correlations predicting different dependent variables. These results correspond to Triandis (1995) who found that there is no clear boundary between individualistic or collectivist cultures. Likewise, this study provides support for the conclusions of Glazer et al. (2004), Nwadei (2003), and Pickworth (2005) that culture plays a significant role in the relationship between value dimensions and different components of organizational commitment. This research, thus, suggests that in multinational organizations the creation of an openness- and change-orientated environment, meaningful jobs, and quality focus may lead to lower levels of emotional exhaustion and higher levels of work engagement, organizational commitment, and employee productivity.

5.8 Summary

This chapter examined the relationship between different value congruence dimensions and emotional exhaustion, work engagement, organizational commitment, and individual-level productivity. It examined which value congruence dimension contributed most to these outcome variables, and examined the interaction effect of a particular individual value dimension on the relationship between value congruence dimensions and the outcome variables. The findings indicate that each value congruence dimension is related to emotional exhaustion, work engagement, organizational commitment, or employee productivity differently. Emotional exhaustion, affective commitment, and productivity were found to be strongly affected by value congruence dimensions. Moreover, individual value dimensions were found to be more strongly associated with the outcome variables than value congruence dimensions. Also, it was observed that specific individual value dimensions significantly affect the relationship between particular value congruence dimensions and the outcome variables. Exploring these relationships per national branch suggests that the effects appear to vary between countries.

Table 56: Summary Result Hypothesis 5 - 7

Hypothesis	Result
H5 Individual Value Dimensions are more strongly associated with (a) work engagement, (b) emotional exhaustion, (c) affective commitment, and (d) productivity than Value Congruence Dimensions	Not supported
H6 Value Congruence Dimensions are still related to (a) Work engagement, (b) Emotional Exhaustion, (c) Affective Commitment, and (d) Productivity when Individual Value Dimensions are taken into account.	Partially supported
<i>H6_a Value Congruence Dimensions are still related to Work engagement, when Individual Value Dimensions are taken into account.</i>	Not supported
<i>H6_b Value Congruence Dimensions are still related to Emotional Exhaustion, when Individual Value Dimensions are taken into account.</i>	Supported
<i>H6_c Value Congruence Dimensions are still related to Affective Commitment, when Individual Value Dimensions are taken into account.</i>	Supported
<i>H6_d Value Congruence Dimensions are still related to Productivity when Individual Value Dimensions are taken into account.</i>	Supported
H7 The effect of Value Congruence Dimensions on (a) engagement, (b) emotional exhaustion, (c) affective commitment, and (d) productivity depends on (is moderated by) the level of Individual Value Dimensions.	Supported

CHAPTER 6: Conclusion

"Don't raise your voice, improve your argument."

-Desmond Tutu -

6.1 Overall Conclusion

The central aim of this dissertation was to examine the relationship between value congruence and emotional exhaustion, work engagement, affective commitment and productivity of employees working in a multinational company. It thereby zoomed in on the effect of individual-level values, as well its dimensions, on the employee outcomes as well as the moderating effect of individual-level values, and its dimensions, on the relationship between value congruence and outcomes. The results indicate that value congruence cannot be considered a universal maxim for human resource management. While individual values (and its dimensions) are not associated more strongly with emotional exhaustion, work engagement, affective commitment or productivity than value congruence, the effect of value congruence on these outcomes depends on (is moderated by) the level of individual values (as well its dimensions). Moreover, when exploring the effect of individual values (dimensions) in a multinational perspective, the effect of individual values appears to vary between national locations. This study, therefore, concludes that in a multinational context the concept of value congruence should receive research attention at the more granular level.

A key finding of this study is that individual-level values are not associated more strongly with the outcome variables than value congruence. Yet, the study also found a strong association between individual-level values and work engagement, while no relationship was found between the latter and value congruence. Further analyzing this finding indicated that individual-level values moderate the relationship between value congruence and the outcome variables, such as work engagement, especially when these individual-level values had medium or high levels of importance for employees. This thesis thus shows why individual-level values deserve special attention in the study of the relationship between value congruence and positive organizational outcomes.

Based on the results of a factor analysis, the study has identified three primary dimensions of value congruence (i.e., task-focused values, people-focused values, and result-focused values). Each of these value dimensions are associated differently with

work engagement, emotional exhaustion, organizational commitment and employee productivity. It was also found that congruence within specific value dimensions is stronger associated with the outcome variables than value congruence as an aggregate construct. In particular, the value congruence dimensions task focus, people focus, and result focus were found to be positive related to affective commitment and productivity. However, people focus was also found to be negatively associated with emotional exhaustion. Through another factor analysis four dimensions of individual-level values were also found (i.e., openness and change, ethics, a task-related focus, and quality). The study found, except for ethics, that all dimensions of individual-level values are significantly associated with work engagement, emotional exhaustion, affective commitment and productivity.

The thesis has also explored the influence of location on the relationship between value congruence respectively individual values, including its dimensions, and the outcome variables. Distinct effects were observed per national company branch. For example, in Germany, the Czech Republic and Brazil individual values, not value congruence, were found to be positively associated with work engagement or productivity. Also, individual values, not value congruence, were found to be negatively associated with emotional exhaustion in Germany and China. Similarly, it was found that in Brazil and Germany individual values had a significant negative effect on emotional exhaustion frequency. Yet, for employees in Italy more value congruence indicated a decrease in emotional exhaustion frequency. These findings suggest that, in a multinational operating context, value congruence may not be a universal maxim for higher levels of organizational performance throughout the whole company.

6.2 Contribution to the Value Congruence Literature

Bao, Dolan and Tzafrir (2012) observe that the literature on value congruence is highly fragmented. Different methodologies, methods, and theoretical notions are utilized to determine the impact of value congruence on a specific outcome. There is no single or dominant paradigm. In this context, the present study aims to contribute to the literature by examining the impact of value congruence and individual-level values on four employee-level organizational outcomes in a multinational context. The importance of this study derives from its empirical investigation of the relationships between value congruence and work engagement, emotional exhaustion, organizational commitment

and employee productivity, while accounting for the moderating effect of individual-level values and dimensions, on these relationships.

This study confirms previous findings and adds new knowledge to the literature by examining four outcome variables not previously investigated, such as emotional exhaustion, work engagement and productivity. This study refines the understanding of the impact of value congruence on the outcome variables, such as emotional exhaustion which is analyzed in respect to the dimensions frequency and intensity, and examines under-researched outcome variables, such as employee productivity. The empirical findings with regard to the effect of the different value dimensions on the outcome variables support the conclusions of Amos and Weathington (2008), Edwards (1993; 1994), and Finegan (2000) who argued that value congruence as a predictor of organizational outcomes is distinct per value congruence dimension.

This study also explores whether the relationship of value congruence and outcomes variables varies per national branch. Likewise, these national contexts have been found to influence the association between individual-level values and outcome variables. Thus, the additional value of this study lies in its investigation of multiple national contexts for the effect of value congruence and individual-level values on work engagement, emotional exhaustion, organizational commitment and employee productivity. Since this empirical study has examined the associations between value congruence dimensions and individual-level value dimensions on organizational outcomes and the moderating effect of individual-level values and their dimensions on the relationship between value congruence and the outcome variables, it also makes a significant contribution to research on emotional exhaustion, work engagement, organizational commitment, and worker productivity (Bakker & Bal, 2010; Crawford, LePine, & Rich, 2010; Gorgievski et al., 2010; Halbesleben & Wheeler, 2008; Mone et al., 2011; Saks & Gruman, 2011).

6.3 Limitations of the Research

Whereas the findings shed new light on the link between different value constructs and individual/organizational outcomes in a multinational organizational context, there are several limitations associated with this study.

First, the researcher was fortunate to have an extensive network available when conducting the research. In fact, the support the researcher received from many people

was indispensable and allowed the project to succeed. However, the extensive nature of the investigation also limited the control of the researcher with regard to the questionnaire distribution process. Thus, the researcher depended on the local Human Resource departments to distribute the questionnaires. This may have affected the response rate negatively in some locations. This may be one of the reasons why the number of participants from Poland was low; in fact, the number was too low to allow for a general statement regarding the culture at the Polish site. The attempt to extend the survey to other locations in Poland within the same company was not successful due to a high degree of restriction on the participation of management and employees in this survey. As a result, the sample sizes in the UK, Germany, Italy, Poland, the Czech Republic, China, and Brazil were not equal. For example, in Poland there were only 11 participants, whereas China had more than 100 respondents.

Second, the total number of questions in the survey amounted to more than 70. This may have been too high a number, and could have caused the participants to lose interest in responding. It is well known that lengthy questionnaires can increase the lack of response and interest among the respondents (Schaufeli, Bakker & Salanova, 2006). Furthermore, the questionnaire included some repetitive elements and this might have made it demanding for participants to respond to the questionnaires. In addition, the survey was conducted during a difficult economic situation at several locations, which may have influenced the rating of some values. Research indicates that the economic situation has an impact on the endorsement of materialistic as opposed to post-materialistic values (Inglehart et al., 1998). The same reasoning may be applied to the different sites in the present study. At a site experiencing a major economic downturn, the employees may have rated the importance of particular values differently (perhaps focusing more on materialistic values) in comparison to employees located at a site with an economically healthier situation.

Third, participants were all employees of the same company. Different locations were included in the survey assuming that responses from the respective locations were representative of the national culture. The findings, with regard to comparing national cultures, however, need to be approached with caution as the analyses are not as deep and complex as are those in regular cross-cultural investigations. Moreover, the response rate per location (combined with the already large size of the questionnaire) may have limited the cross-cultural conclusions that can be drawn from the present study.

Fourth, hierarchical differences between employees were disregarded, with data surveyed from all levels including managers and team leaders. Demographic data such as age, service time, years in the position, gender, and religion were also not considered in the analyses. In some locations, participants' average ages and service times were greater than were those of participants in other locations.

A final limitation to be mentioned here may stem from measurement. There was an imbalance in the number of items describing emotional exhaustion “frequency” and “intensity” (measured via nine statements), engagement “frequency” and “intensity” (17 statements), affective commitment (eight statements) and productivity (five statements). Thus, the number of statements that measured engagement was nearly double the number of statements for the other constructs. In addition, the dimensions “intensity” and “frequency” for emotional exhaustion and engagement could have been limited to one dimension. This may have confused the respondents.

In sum, the range of possible limitations and shortcomings related to this study can be summarized into the following main points. First of all, the scope of the research can be criticized for being too broad. This paper attempted to examine a broad set of individual (organizational) outcomes and their relationship to value congruence and individual values within the scope of a single study. In particular, the inclusion of the role of culture in the variables was compromised and did not allow for an in depth analysis per nation. This limitation was enlarged because of sample size limitations. Secondly, primary data were collected solely via questionnaires. The essence of value congruence in organizations and related issues can be described as qualitative in nature. However, an attempt was made to analyze these issues via quantitative methods, thus compromising a deeper understanding and discovery of ‘hidden’ values to a certain extent. From this perspective, primary data that were more accurate and relevant could have been generated had the application of the questionnaire in this study been accompanied or preceded by a qualitative method of data collection and analysis, such as interviews or focus groups.

6.4 Directions for Future Research

The present research was conducted to examine the use of the concept of value congruence for HRM practices in a multinational company. Although greater value congruence was generally found to be associated with stronger performance on various

measures, the research foremost showed the complexities of applying the notion of value congruence in a multinational business environment. The present research consisted of an extensive research effort with survey research conducted in different parts of the world, and with a substantial number of participants. Nonetheless, in order to fully grasp the complexity of the relationship between value congruence and performance in a multicultural company, further research could provide essential further insights.

First, the present research could be complemented by research that takes a similar approach, but that then uses more of the variables, parameters, and resources under investigation. This means more countries to be investigated, countries that are located in more regions in the world, research conduction in more industries than merely the automotive industry that was investigated in the present dissertation, and more participants. The present findings show important differences in the light of theoretical debates regarding value congruence, but the selection of countries, region, industry, and participants, may impose constraints on the generalizability of the present findings to international HRM in general. Further research could effectively deal with the limitation of the present research.

Secondly, the present research addressed the notion of culture by comparing participants from different countries who all work for the same company. This is a practice that has been used before, for instance in the classical work by Geert Hofstede on cultural dimensions. However, differences between workers from different nations do not necessarily reflect differences in culture between these workers. Moreover, differences between national groups do not necessarily imply differences between cultural groups. It would be really essential for the understanding of the way in which culture impacts the relationship between value congruence and performance to have an a priori measurement of cultural variables that could potentially be identified as the explanations for observed differences between cultures. For instance, in the present research we observed that in some countries, individual values were found to more strongly interrelate with performance than value congruence whereas in other countries the link between value congruence and performance was stronger than the link between individual values and performance. It has been suggested in this dissertation that the cultural dimension of individualism/collectivism may in part explain such differences in the effects of value congruence versus individual values. It may very well be that in individualistic cultures, individual values have a greater impact on performance than

value congruence whereas in collectivistic cultures, value congruence may have a greater impact on performance. Here, further research that includes measures of individualism/collectivism can help to clarify.

Thirdly, in combination with culture, or separately, further research effort should also be invested in the exact dimensions that separate one form of value congruence from another. The present research can be considered an important step in showing that the extent to which value congruence impacts performance depends on the specific dimension on the basis of which value congruence is assessed. But this is just a first step. Further research should be invested in the identification of the exact value dimensions on which value congruence affects performance. Again, it may very well be that these exact dimensions are culture-specific: Whereas one dimension of value congruence may be particularly strongly associated with performance in one culture, it may be another dimension that could be particularly strongly associated with performance in another culture. This is another area of potentially fruitful further research.

6.5 Recommendations for Practice

The study may provide some valuable insights for business leaders, particularly those of multinational companies, regarding ways of changing behavior and attitudes to create a high-performing workforce by understanding the role of individual values and value congruence. In particular, this is important for the different (stages / tipping points in the) life cycles of growing multinationals, for example:

a) Cycle of Change

More than ever organizations are confronted with multiple challenges like, the need to:

- change business vision and strategy;
- merge the current organization;
- turn-around the business;
- restructure; or
- spin-off.

Consequently, this change may require a re-definition, modification or adjustment of the actual organizational values at particular or all national branches. It might also be that employee's own values are being influenced by this change and that new guiding principles are needed when taking actions or decisions in the organization.

b) Cycle of Stabilization

After the completion of a change process a multinational company moves into a cycle of stabilization. Several factors, such as demographic change, can however negatively affect the cycle of stabilization, for example, due to changes in:

- age;
- gender;
- religion;
- cultural team patterns.

In other words, individuals from different backgrounds and socio-cultural groups bring their own values into the work place and influence the current work processes.

c) Cycle of Improvement

Following the cycle of stabilization, the multinational company will need a highly motivated, engaged and committed workforce to develop its competitive advantage and support the ongoing improvement of the business units. At this stage it will be important to assess to which degree individual values or value congruence, or their respective dimensions, in the context of a national branch, can best improve behavior and attitude.

The framework below (see next page) illustrates how the findings of this study can be used in practice to influence employee behaviors and attitudes positively in a multinational organization. It attention to the five value dimensions found in the empirical study which each affect employee emotional exhaustion, work engagement, affective commitment and productivity in a multinational company differently. This provides a starting point for implementing HRM systems that enhance organizational effectiveness and support the development of a value driven multinational organization.

Five value dimensions that shape the effectiveness of a multinational organization



As it was observed that in some countries individual value dimensions were associated more strongly with employee behavior and attitude than value congruence dimensions, the framework also enables a multinational to look how HRM systems may be tailored to the cultural specific needs per national branch.

For example, participants of the German branch showed a strong association between the individual value dimension 'Openness and Change' and the employee outcomes emotional exhaustion, work engagement, affective commitment, and productivity. In terms of a specific HRM system, openness and change would require:

- (the building of) an environment of being open for new ideas, processes, concepts and in which it can be allowed to contribute to organizational changes;
- a leadership style that encourages people to think out-of-the-box, to adapt when a business situation has changed but also to allow employees to do things differently;
- organizations to care. Caring for employees, for the environment, or minorities.

Yet, for the participants of the China branch emotional exhaustion, work engagement, affective commitment and productivity was highly associated with the individual value dimension 'Quality', which would require to:

- focus on Quality in regard with systems, processes and services;
- deal with effective utilization of resources.

In addition, worthwhile to highlight from the results is the alignment between individual values and organizational values on task related value items. ‘Task Focus’ is one of the few value congruence dimensions that is associated with employee commitment, except for participants based in the Czech Republic, the UK and Brazil. Affective commitment is the most important individual outcome for organizations as it implies that people are not only loyal but also emotionally attached to the multinational organization. Such task focus would require to:

- design meaningful jobs with visible outcomes;
- provide constructive feedback;
- apply different skills and knowledge;
- give freedom and independence in scheduling owns’ job.

Thus, through designing, re-designing, applying and implementing appropriate HRM systems that support value dimensions to become alive it may be possible to put theory into practice. These systems should comprise methods to attract, select, develop, compensate, retain, reward, award people, and to develop employee and team relationships. However, it is important to note that there may be no standard recipe or textbook about which HRM system to implement, or which existing system to adjust. It may well depend on the industrial, national or cultural context a multinational company operates in. Moreover, it will be very important to have HRM systems that are flexible and adaptable to suit best approach, in particular in times when business units are under serious pressure to constantly change and to ‘turn around’.

In sum, the key practical message of this dissertation is that in a fast changing world multinational companies should consider value dimensions on both the individual and the congruence level. This will provide a better understanding of what HRM system is most appropriate to influence employees’ behaviors and attitudes at the various national branch and business unit levels. Using identical value dimensions across the whole multinational company may also allow for cross-cultural comparisons and other individual-level data analyses.

References

- Abrams, D., Ando, K., & Hinkle, S. (1998). Psychological Attachment to the Group: Cross-Cultural Differences in Organizational Identification and Subjective Norms as Predictor of Workers' Turnover Intentions. *Personality and Social Psychology Bulletin*, 24 (10), 1027-1039.
- Amos, E. A., & Weathington, B.L. (2008). An Analysis of the Relation between Employee-Organization Value Congruence and Employee Attitudes. *The Journal of Psychology*, 142 (6), 615-631.
- Azeem, S. M. (2010). Job Satisfaction and Organizational Commitment among Employees in the Sultanate of Oman. *Psychology*, 1, 295-299.
- Bakker, A. B., van Emmerik, H., & Euwema, M. C. (2006). Crossover of Burnout and Engagement in Work Teams. *Work and Occupations*, 33 (4), 464-489.
- Bakker, A. B., Schaufeli, W. B., Leiter, M. P., & Taris, T.W. (2008). Work engagement: An emerging concept in occupational health psychology. *Work and Stress*, 22 (3), 187-200.
- Bakker, A. B., & Bal, M. P. (2010). Weekly work engagement and performance: A study among starting teachers. *Journal of Occupational and Organizational Psychology*, 83 (1), 189-206.
- Bakker, A., B., Albrecht, S. L., & Leiter, M., P. (2011). Key questions regarding work engagement. *European Journal of Work and Organizational Psychology*, 20 (1), 4-28.
- Bakker, A. B. (2011). An Evidence-Based Model of Work Engagement. *Psychological Science*, 20 (4), 265-269.
- Bakker, A. B., & Demerouti, E. (2008). Towards a Model of Work Engagement *Career Development International*, 13 (3), 209-223.
- Bao, Y., Dolan, S., & Tzafrir (2012). Value congruence in organizations: Literature review theoretical perspectives, and future directions. *ESADE Working Papers Series*, 239.
- Bao, Y., Vedina, R., Moodie, S., & Dolan, S. (2012). The relationship between value incongruence and individual and organizational well-being outcomes: an exploratory study among Catalan nurses. *Journal of Advanced Nursing*, 69 (3), 631-641.

- Benitez, M., Medina, F. J., & Munduate, L. (2011). Managing Relationship Conflict and Work-Unit Emotional Exhaustion in Service Organizations. In: Chambel, M.J., Silva, S. A. & Caetano, A. (Eds.). *New Challenges for a Healthy Workplace in Human Services*. München: Rainer Hampp Verlag.
- Bernard, R. H. (2000). *Social Research Methods. Qualitative and Quantitative Approaches*. Thousand Oaks: Sage Publications, Inc.
- Bezrukova, K., Thatcher, S. M. B., Jehn, K. A., & Spell, C. S. (2012). The effects of alignments: Examining group faultiness, organizational cultures, and performance, *Journal of Applied Psychology*, 97 (1), 77-92.
- Bigoness, W. J., & Blakely, G.L. (1996). A Cross-National Study of Managerial Values. *Journal of International Business Studies*. Fourth Quarter, 739-752.
- Bond, M. H. (2004). Culture and aggression. From context to coercion. *Personality and Social Psychology Review*, 8, 62-78.
- Bortz, J., & Döring, N. (2006). *Forschungsmethoden und Evaluation für Human- und Sozialwissenschaftler*, 4. Auflage. Heidelberg: Springer Medizin Verlag
- Boubaker, S., Nguyen, B. D., & Nguyen, D.K. (2012). *Corporate Governance: Recent Developments and New Trends*. Heidelberg: Springer-Verlag.
- Boyd, C. M., Bakker, A. B., Pignata, S., Winefield, A. H., & Stough, C. (2011). A longitudinal test of the job demands- resources model among Australian university academics. *Applied Psychology: An international Review*, 60, 40-12.
- Boxx, W. R., Odom, R. Y., & Dunn, M.G. (1991). Organizational Values and Value Congruency and their impact on satisfaction, commitment, and cohesion: An empirical Examination within the public sector. *Public Personnel Management*, 20 (1), 195.
- Brewster, C., & Bennett C.V. (2010). Perceptions of business cultures in Eastern Europe and their implications for international HRM. *The International Journal of Human Resource Management*, 21 (14), 2568-2588
- Caligiuri, P., Lepak, D., & Bonache, J. (2010) "Managing the Global Workforce". Great Britain: TJ International Ltd. Padstow, Cornwall:
- Cha, S. E., & Edmondson, A.C. (2006). When value backfire: Leadership, attribution, and disenchantment in a values-driven organization. *The Leadership Quarterly* 17, 57-78.
- Chatman, J. A. (1991). Matching People and Organizations: Selection and Socialization in Public Accounting Firms. *Administrative Science Quarterly*, 36, 459-484.

- Collins S., Coffey, M., & Morris, L. (2010). Social Work Students; Stress, Support and Well-Being. *British Journal of Social Work*, 40, 963-982.
- Crawford, E. R., LePine, J. A., & Rich, B. L. (2010). Linking Job Demands and Resources to Employee Engagement and Burnout: A Theoretical Extension and Meta-Analytic Test. *Journal of Applied Psychology*, 95 (5), 834-848.
- Creswell, J. W. (1994). *Research Design: Qualitative and Quantitative Approaches.*: New York: . Sage Publications.
- Creswell, J. W. (2003). *Research Design. Qualitative, Quantitative and Mix Methods Approach*. Thousand Oaks, California: Sage Publications Inc.
- Cronbach, L. J., & Gleser, G. C. (1953). Assessing similarity between profiles. *The Psychological Bulletin*, 50 (6), 456-473.
- DeCotiis, t. A., & Summers, T. P. (1987). A path analysis of a model of the antecedents and consequences of organizational commitment. *Human Relations*, 40, 445-470.
- Deal, E., & Kennedy, A. A. (2000). *Corporate Cultures: The Rites and Rituals of Corporate Life*. Cambridge (MA): Persus Books Group.
- Deanne, N., Hartog, D., & Belschak, F. D. (2012). Work Engagement and Machiavellianism in the ethical leadership process. *Journal Business Ethics*, 107, 35-47.
- Diener, E. (2000). Subjective Well-Being. *American Psychologist*, 55, (1), 34-43.
- Donald Mc, P., & Gandz. J. (1991). Identification of Values Relevant to Business Research. *Human Resource Management*, 30 (2), 217.
- Dose, J. J. (1997). Work values: An integrative framework and illustrative application to organizational socialization. *Journal of Occupational and Organization Psychology*, 70, 219-240.
- Dreu, De, C. K. W. , & Weingart, L. R. (2003). Task versus Relationship Conflict, Team Performance, and Team Member Satisfaction: A Meta-Analysis. *Journal of Applied Psychology*, 88 (4), 741-749.
- Dreu, De, C. K. W., Dierendonk, D., & Dijkstra, M. T. (2004). Conflict at Work and Individual Well-Being, *International Journal of Conflict Management* 15 (1), 6-26.
- Dylag, A, Jaworek, M., Karwowski, W., Kozusznik M., & Marek, T. (2013). Discrepancy between individual and organizational values: Occupational burnout and work engagement among white-collar workers. *International Journal of Industrial Ergonomics* 43, 225-231.

- Edwards, J. R. (1993). Problems with the use of Profile Similarity Indices in the Study of Congruence in Organizational Research. *Personnel Psychology*, 46.
- Edwards, J. R., & Cable, D.M. (2009). The Value of Value Congruence. *Journal of Applied Psychology*, 94 (3), 654-677.
- Edwards, J. R. (1994). The Study of Congruence in Organizational Behavior Research: Critique and a Proposed Alternative. *Organizational Behavior and Human Decision Processes*, 58, 51-100.
- Elizur, D., & Koslowsky, M. (2001). Values and organizational commitment. *International Journal of Manpower*, 22, 7/8, 593.
- Elizur, D., (1993). Gender and Work Vales: A Comparative Analysis. *The Journal of Social Psychology*, 34 (2), 201-212.
- Elizur, D., Borg, I., Hunt, R., & Magyari-Beck, I. (1991). The structure of work values: A cross cultural comparison. *Journal of Organizational Behavior*, 12(1), 21.
- Ellemers, N., Spears, R. & Doosje, B. (2002). Self and Social Identity. *Annual Review Psychology*, 53, 161-186.
- Farndale, E., Beijer, S. E., van Veldhoven, M. J. P. M., Kelliher, C., & Hope-Hailey, V. (2014). Work and Organization Engagement: Aligning research and practice, *Journal of Organizational Effectiveness: People and Performance*, 1 (2), 157-176.
- Fein, C. E., Vasiliu, C., & Tziner A. (2011). Individual Values and Preferred Leadership Behaviors: A Study of Romanian Managers. *Journal of Applied Social Psychology*, 41 (3), 515-535.
- Finegan, J. E. (2000). The impact of person and organizational values on organizational commitment. *Journal of Occupational and Organizational Psychology*, 73, 149-169.
- Gagliardi, P., & Turner, B. A. (1993). *Aspects of Italian Management*. IN: Management in Western Europe. Society, Culture and Organization in Twelve Nations. Hickson, D. J. (Ed.). Berlin: Walter de Gruyter & Co.
- George, A. L., & Bennett, A. (2005). *Case Studies and Theory Development in the Social Sciences*. Cambridge, Massachusetts: Belfer Center for Science and International Affairs.
- Glazer, S., Daniel, S. C., & Short, K. M. (2004). A study of the relationship between organizational commitment and human values in four countries. *Human Relations*, 57 (3), 323.

- Goodman, S. A., & Svyantek, D.J. (1999). Person-Organization Fit and Contextual Performance: Do shared values matter. *Journal of Vocational Behavior*, 55, 254-275.
- Goldstein, S., Naglieri, J. A., & DeVries, M. (2011) *Learning and Attention Disorders in Adolescence and Adulthood: Assessment and Treatment*. USA: Wiley.
- Golembiewski, R. T., Billingsley, K., & Yeager, S. Measuring change and persistence in human affairs: Types of change generated by OD designs. *Journal of Applied Behavioral Science*, 1976, (12), 133-157.
- Gómez-Mejia, L.R., Balkin, D. B., & Cardy R. L. (2001). *Managing Human Resources*. New Jersey: Prentice -Hall, Inc.
- Gorgievski, M. J., Bakker, A. B., & Schaufeli, B., (2010). Work engagement and workaholism: comparing the self-employed and salaried employees. *Journal of Positive Psychology*, 5 (1), 83-96.
- Griffin, A., Gleason, G., Preiss, R., & Shevenaugh, D. (2012). Best practice for customer satisfaction in manufacturing firms. *Sloan Management Review*, 36 (2).
- Gruman, A., & Saks, A. (2011). Performance management and employee engagement. *Human Resources Management Review*, 21, 123-136.
- Hackman, J. R., & Oldham G. R. (1975). Development of the Job Diagnostic Survey. *Journal of Applied Psychology*, 60 (2), 159-170.
- Haines, V. Y., & Saba, T. (2012). Challenges to Professional Identities and Emotional Exhaustion, *Career Development International*, 17 (2), 120-136.
- Hakanen, J. J., Perhoniemi, R., & Toppinen-Tanner (2008a). Positive gain spirals at work: From job resources to work engagement, personal initiative and work-unit innovativeness. *Journal of Vocational Behavior*, 73, 78-91.
- Halbesleben, J. R. B., & Bowler, W. M. (2007). Emotional Exhaustion and Job Performance: The mediating Role of Motivation. *Journal of Applied Psychology*, 92 (1), 93-106.
- Halbesleben, J. R. B., & Wheeler, A.R. (2008). The relative roles of engagement and embeddedness in predicting job performance and intention to leave. *Work & Stress*, 22 (3), 242-256.
- Harding, S., Phillips, D., & Fogarty, M. (1986). *Contrasting Values in Western Europe*. Hong Kong: The Macmillan Press Ltd.

- Hauff, S., Richter, N. F., & Tressin, T. (2015). Situational job characteristics and job satisfaction: The moderating role of national culture. *International Business Review* 24, 710-723.
- Hayibor, S., Agle, B. R., Sears, G. J., Sonnenfeld, J. A., & Ward, A. (2011). Value Congruence and Charismatic Leadership in CEO-Top Manager Relationship: An Empirical Investigation. *Journal of Business Ethics*, 102, 237-254.
- Hemel, U. (2005). *Wert und Werte. Ethik für Manager – Ein Leitfaden für die Praxis*. München-Wien: Carl Hanser Verlag.
- Hermann, D. (2008). *Posttraditionale Werte. Empirische Konzeption einer Gesellschafts- und Unternehmensethik*. Hamburg: Merus Verlag.
- Herzberg, F. (1968). One more time: How do you motivate employees- *Harvard Business Review*, 53-62.
- Hill, C., Jones, G., & Schilling, M. (2014). *Strategic Management: Theory & Cases: An Integrated Approach*. USA: Cengage Learning.
- Hillmann, K. H. (2003). *Wertwandel: Ursachen, Tendenzen, Folgen*. Würzburg: Carolus Verlag.
- Hoffman, B. J., Bynum, B. H., Piccolo, R. F., & Sutton, A.W. (2011). Person-Organization Value Congruence: How Transformational Leaders influence work group effectiveness. *Academy of Management Journal*, 54 (4), 779-796.
- Hofstede, G. (1980). *Culture's Consequences. International Differences in Work-Related Values*. Newbury Park: California: Sage Publications, Inc.
- Hofstede, G. (2001). *Culture's Consequences. Comparing Values, Behaviors, Institutions, and Organizations across Nations*. Thousand Oaks, London, New Delhi: Sage Publications.
- Hofstede, G., Hilal, de, A.V.G., Malvezzi, S., Tanure, B., & Vinken, H. (2010). Comparing Regional Cultures within a Country: Lessons from Brazil. *Journal of Cross-Cultural Psychology*, 4 (3), 336-352.
- Hon, A. H., & Leung, A.S. (2011) Employee Creativity and Motivation in the Chinese Context: The Moderating Role of Organizational Culture, *Cornell Hospitality Quarterly May*, 52 (2), 125-134.
- Horváth, P. (2006). *Wertschöpfung braucht Werte. Wie Sinngebung zur Leistung motiviert*. Stuttgart: Schäffer-Poeschel Verlag
- Hultman, K., & Gellerman, B. (2002). *Balancing Individual and Organizational Values. Walking the Tightrope to Success*. San Francisco: Jossey-Bass/Pfeiffer.

- Humpreys, J. (2007). Adapting the Congruent Temperament Model with Culturally Specific Work Motivation Elements, *Cross-Cultural Management: An International Journal* .14 (3), 202-216.
- Inglehart, R. (1989). *Culture Shift. In Advanced Industrial Society*. Princeton: University Press.
- Inglehart, R. (1998). *Modernisierung und Postmodernisierung: Kultureller, wirtschaftlicher und politischer Wandel in 43 Gesellschaften*. Frankfurt/Main: Campus Verlag.
- Inglehart, R. (2010). *Rising Tide: Gender Equality and Cultural Change Around the World*. Cambridge: University Press.
- Inglehart, R., Basanez, M., & Moreno, A. (1998). *Human Values and Beliefs: A Cross - Cultural Sourcebook. United States of America*: The University of Michigan Press.
- Jelovac, D., Wal, Z.A.D., & Jelovac, A. (2011) Business and Government Ethics in the “New” and “Old” EU: An Empirical Account of Public–Private Value Congruence in Slovenia and the Netherlands, *Journal of Business Ethics*, 103 (1), 127-141.
- Jing, J., & Rounds, J. (2012). Stability and change in work values: A meta-analysis of longitudinal studies. *Journal of Vocational Behavior*, 80, 326-339.
- Jin, K., G., & Drozdenko, R. G. (2009). Relationships among Perceived Organizational Core Values, Corporate Social Responsibility, Ethics, and Organizational Performance Outcomes: An Empirical Study of Information Technology Professionals. *Journal of Business Ethics*, 92, 341-359.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 3 (4), 692-724.
- Katz, D., & Kahn, R. L. (1971). The Concept of Organizational Effectiveness. IN: *Assessment of Organizational Assessment*, Ghorpade (Ed). Pacific, Palisades, California: Goodyear Publishing Company, Inc.
- Katz, D. (1973). The Motivational Basis of Organizational Behavior. In. Scott & Cummings Ed. *Readings in organizational behavior and human performance*. California: Goodyear Publishing Company, Inc.
- Kalliath, T. J., Bluedorn, A. C., & Strube, M. J. (1999). A test of value congruence effects. *Journal of Organizational Behavior*, 20, 1175-1198.
- Keller, A. C. (2014). *Psychological, Educational, and Sociological Perspectives on Success and Well-Being in Career Development*. USA: Springer.

- Klages, H., (1985). *Wertorientierungen im Wandel. Rückblick, Gegenwartsanalyse, Prognosen*. Frankfurt/Main: Campus Verlag.
- Klassen, R. M., Aldhafri, S., Mansfield, C. F., Purwanto, E., Siu, A. F. Y., Wong, M. W., & McConney, A. W. (2012). Teachers' Engagement at work; An International Validation Study. *The Journal of Experimental Education*, 80 (4), 317-337.
- Kluckhohn, C. (1951). *Values and value-orientations in the theory of action*. In T. Parson & E. Shils (Eds). *Toward a general theory of action*, 388-433. Cambridge; Harvard University Press.
- Kotter, J. P., & Heskett, J. L. (1992). *Corporate Culture and Performance*. New York: The Free Press. A Division of Simon & Schuster Inc.
- Kotze-Stuart, R. (2009). *Performance. The secrets of successful behavior*. Edinburgh: Pearson Education Limited.
- Kreikebaum, H. (1996). *Grundlagen der Unternehmensethik*. Stuttgart: Schäffer-Poechel Verlag.
- Kristof, A. L. (1996). Person-Organization Fit: An integrative Review of its Conceptualizations, Measurement, and Implications. *Personnel Psychology*, 49.
- Kuchinke, K. P. (1999). Leadership and Culture: Work-Related Values and Leadership Styles among one company's U.S. and German telecommunication employees. *Human Resource Development Quarterly*, 10 (2), 135.
- Le Bon, G. (1999). *Psychologie der Massen*. Stuttgart: Alfred Kröner Verlag.
- Lee, L., & Sokoco, B. M. (2010). The effects of cultural intelligence on expatriate performance: the moderating effects of international experience, *The International Journal of Human Resource Management*, 21 (7), 963-981.
- Lenartowicz, T., & Roth, K (2001). Does subculture within a country matter? A cross-cultural study of motivational domains and business performance in Brazil. *Journal of International Business Studies*, 32 (2), 305-325.
- Lencioni, P.M. (2002). *Make your Values mean something*. Harvard Business School Publishing Corporation.
- Leiter, M. P., Jackson, N. J., & Shaughnessy, K. (2009). Contrasting burnout, turnover intention, control, value congruence and knowledge sharing between Baby Boomers and Generation X. *Journal of Nursing Management*, 2009, 17, 100-109.
- Lertxundi, A., & Landeta, J. (2011). The moderating effect of cultural context in the relation between HPWS and performance: an exploratory study in Spanish

- multinational companies, *The International Journal of Human Resource Management*, 22 (18), 3949-3967.
- Li, M., Wang, Z., You, X., & Gao, J. (2015). Value congruence and teachers' work engagement: The mediating role of autonomous and controlled motivation. *Personality and Individual Differences* 80, 113-118.
- Liedtka, J. M. (1989). Value Congruence: The Interplay of Individual and Organizational Value Systems. *Journal of Business Ethics*, 8 (10), 805.
- Liedtka, J. M. (1991). Organizational Value Contention and Managerial Mindsets'. *Journal of Business Ethics* 10 (7), 543-557.
- Liu, Y., & Cohen, A. (2010). Values, commitment, and OCB among Chinese employees. *International Journal of Intercultural Relations*, 34, 493-506.
- Liu, Y., & Cohen, A. (2011). Relationships between in-role performance and individual values, commitment, and organizational citizenship behavior among Israeli teachers. *International Journal of Psychology*, 46 (4), 271-287
- Longenecker, P. D., (2013). The positive impact of individual core values. *Journal of Business Ethics*, 115, 429-434.
- Locke, E. A., & Latham G. P. (1984). *Goal setting; A motivational technique that works*. Englewood Cliffs, New Jersey: Prentice Hall.
- Maag, G. (1991). *Gesellschaftliche Werte. Strukturen, Stabilität und Funktion*. Opladen: Westdeutscher Verlag GmbH.
- Macey, W. H., Schneider, B., Barbera, K. M., & Young, S. A. (2009). *Employee Engagement: Tools for Analysis, Practice, and Competitive Advantage*. Singapore: Ho printing Singapore Pte Ltd.
- McClelland, D.C. (1961). *The Achieving Society*. Pickle Partners Publishing.
- Maccoby, M. (1998). Making Values Work. *Research Technology Management*, 41(5), 55.
- Maslach, C., & Jackson, S. E. (1981). The measurement of experienced burnout. *Journal of Occupational Behavior*, 2, 99-113.
- Maslach, C., & Leiter, M. P. (1997). *The truth about burnout*. San Francisco: Jossey Bass.
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job Burn-out. *Annual Review of Psychology*, 52, 397-422.
- McFarlin, D., & Sweeney, P. D. (2014) *International Management: Strategic Opportunities and Cultural Challenges*, 5th Edition. New York: Routledge

- Meglino, B. M., & Ravlin, E.C. (1998). Individual Values in Organizations: Concepts, Controversies, and Research. *Journal of Management*, 24 (3),351-389.
- Meglino, B. M., Ravlin, E. C., & Adkins, C. L. (1989). A work values approach to corporate culture: A field test of the value congruence process and its relationship to individual outcome. *Journal of Applied Psychology*, 74 (3), 424 -432.
- Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to Organizations and Occupations: Extension and Test of a Three Component Conceptualization. *Journal of Applied Psychology*, 78 (4), 538-551.
- Meyer; J. P., & Allen, N. J. (1997). *Commitment in the workplace. Theory, Research and Application*. Thousand Oaks: Sage Publications, Inc.
- Meyer, J. P., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61, 20-52.
- Michael, P., Nicole, J., & Krystelle, S. (2009) Contrasting burnout, turnover intention, control, value congruence s and knowledge sharing between Baby Boomers and Generation X, *Journal of Nursing Management*, 17 (1), 100-109.
- Michener, A. H., DeLamater, J. D., & Schwartz, S. H. (1990). *Social Psychology*. Orlando: Harcourt Brace Jovanovich, Inc.
- Minkov, M., & Hofstede, G. (2012). Is National Culture a Meaningful. Concept? Cultural Values Delineate Homogeneous National Clusters of In-Country Regions. *Cross-Cultural Research* 46 (2), 133-159.
- Mone, E. Eisinger, C., Guggenheim, K., Bennett, P., & Stine, C. (2011). Performance Management at the Wheel: Driving Employee Engagement in Organizations. *J Bus Psychol*, 26, 205-212.
- Moran, R. T., Harris, P. R., & Moran S.V. (2011). "Managing Cultural Differences: Leadership Skills and Strategies for Working in a Global World" Burlington: Elsevier Inc.
- Moser, K. (1996). *Commitment in Organisationen*. Bern: Verlag Hans Huber.
- Mowday, R. T., Porter L. W., & Steers, R. (1982). *Organizational linkages: The psychology of commitment, absenteeism, and turnover*. San Diego, CA: Academic Press.
- Murray, P., Poole, D. & Jones, G. (2006). *Contemporary Issues in Management and Organizational Behavior*, Cengage Learning.

- Myers, M. D. (2008). *Qualitative Research in Business Management*. UK: Sage Publications Ltd.
- Nickson, D. (2012). *Human Resource Management for the Hospitality and Tourism Industries*, Routledge
- Nisbett, R. E. (2003). *The Geography of Thought. How Asians and Westerners Think Differently and Why*. United States of America: A Division of Simon & Schuster Inc.
- Nwadei, A. C. (2003). *The Relationship between perceived values congruence and organizational commitment in a multinational organization*. Dissertation: University of Phoenix.
- O'Connell, A. (2008). *Values, Values Congruence and Organizational Commitment*. Dissertation: University of Western Australia.
- O'Reilly, C. A., Chatman, J., & Caldwell, D. F. (1991), People and Organizational Culture: A profile comparison approach to assessing person-organization fit. *Academy of Management Journal*, 34 (3), 487-516.
- Parkes, S. E., & Thomas, A. R. (2007). Values in action: observations of effective principals at work. *Journal of Educational Administration*, 45 (2), 204-228.
- Perrewé, P. L., & Ganster, D. C. (2010). *New Developments in Theoretical and Conceptual Approaches to Job Stress*. Bingley, UK: Emerald Group Publishing Limited.
- Phillips, J. M., & Gully, S. M. (2011). *The Organizational Behavior Context*. Mason, Ohio: South-Western, Cengage Learning.
- Pickworth, R. (2005). Employee value congruence with supervisors and coworkers: a cross-cultural study. *San Jose State University*, 4-101.
- Posner, B. Z. (2010). Another Look at the Impact of Personal and Organizational Values Congruency. *Journal of Business Ethics*, 97, 535-541.
- Posner, B. Z., & Schmidt, W. H. (1993). Values Congruence and Differences between the Interplay of Personal and Organizational Value Systems, 12 (5), 341.
- Posner, B. Z., Kouzes, J. M., & Schmidt, W. H. (1985). Shared Values make a Difference: An empirical test of Corporate Culture). *Human Resource Management*, 24 (3), 293.
- Raab-Steiner, E., & Benesch, M. (2008). *Der Fragebogen. Von der Forschungsidee zur SPSS-Auswertung*. Wien: Facultas Verlags- und Buchhandels AG.
- Randlesome, C. (2000). Germany and Europe. IN: *European Business Culture*. Robert Crane (Hrsg.). Harlow: Pearson Education Ltd.

- Rayton, B. A., & Yalabik, Y. (2014). Work engagement, psychological contract breach and job satisfaction. *The international Journal of Human Resources Management*, 25 (17), 2382-2400.
- Rich, B., L., Lepine, J. A., & Crawford, E. R. (2010). Job Engagement: Antecedents and effects on Job performance. *Academy of Management Journal*, 53 (3), 617-635.
- Rokeach, M. (1973). *The Nature of Human Values*. New York: Macmillan publishing Co.,Inc.
- Rosenthal, J., & Masarech, M. A. (2003). High-Performance Culture: How Values can drive business results. *Journal of Organizational Excellence*, 22 (2), 3-9.
- Roth, K. (2004). *Arbeitswelt-Lebenswelt. Facetten einer spannungsreichen Erziehung im östlichen Europa*. Universität Fribourg, Schweiz.
- Rubino, C., Volpone, S. D. , & Avery, D.R. (2013) Burnout on Mars and Venus: Exploring Gender Differences in Emotional Exhaustion, *Gender in Management: An International Journal*, .28 (2), 74-93.
- Ryan, J. J. (2002). Work Values and Organizational Citizenship Behaviors. Values that work for employees and organizations. *Journal of Business and Psychology*, 17 (1), 123-132.
- Saks, A., M., & Gruman, J. A. (2011). Manage Employee Engagement to manage performance. *Industrial and Organizational Psychology*, 4, 204-207.
- Sanchez, P., & McCauley, D. (2006). Measuring and managing engagement in a cross-cultural workforce: new insights for global companies. *Global Business and Organizational Excellence*, 26 (1), 41-50.
- Saunders, M., Lewis, P., & Thornhill A. (2015). *Research Methods for Business Students*. Essex: Pitmann Publishing.
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The Measurement of Work Engagement with a short Questionnaire. A Cross-National Study. *Educational and Psychological measurement*, 66 (4), 701-716.
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resource, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25, 293-315.
- Schaufeli, W. B., Salanova, M., Roma, V. G., & Bakker, A.B. (2002). The Measurement of engagement and burnout: A two sample Confirmatory Factor Analytic Approach. *Journal of Happiness Studies*, 3, 71-92.

- Schaufeli, W. B., & Bakker, A. B. (2010). Defining and measuring work engagement: Bringing clarity to the concept. In: A.B. Bakker & M. P. Leiter (Eds). *Work engagement: A handbook of essential theory and research*, (pp. 10-24). New York: Psychology Press.
- Schaufeli, W-B. (2014). *What is engagement*. In: *Employee Engagement in theory and Practice*. New York: Routledge.
- Schein, E. H. (1999). *Corporate Culture. Survival Guide*. San Francisco: Jossey-Bass.
- Scholl-Schaaf, M. (1975). *Werthaltung und Wertsystem: Ein Plädoyer für die Verwendung des Wertkonzepts in der Sozialpsychologie*. Bonn: Bouvier Verlag Herbert Grundmann.
- Schreyögg, G., & Sydow, J. (2009). *Verhalten in Organisationen. Managementforschung 19*. Wiesbaden: Gabler Verlag.
- Schreurs, B., van Emmerik, I. J. H., van den Broeck A. & Guenter, H. (2014). Work Values and Work Engagement within Teams: The mediating role of need satisfaction. *Group Dynamics: Theory, Research, and Practice*, 18 (4), 267-281.
- Schwartz, S. H., & Bilsky, W. (1987). Toward a Universal Psychological Structure of Human Values. *Journal of Personality and Social Psychology*, 53 (3), 550-563.
- Schwartz, S. H., & Bilsky, W. (1990). Toward a Theory of the Universal Content and Structure of Values: Extensions and Cross-Cultural Replications. *Journal of Personality and Social Psychology*, 58 (5), 878-891.
- Schwartz, S. H. (1999). A theory of cultural values and some implications for work. *Applied Psychology: An international Review*, 48 (1), 23-47.
- Schwartz, S. H., & Sagiv, L. (2000). Value priorities and subjective well-being: direct relations and congruity effects. *European Journal of Social Psychology*, 30, 177-198
- Schwartz, S. H., Melech, G., Lehmann, A., Burgess, S., Harris, M., & Owens, V. (2001). Extending the cross-cultural validity of the Theory of basis human values with a different Method of Measurement. *Journal of Cross-Cultural Psychology*, 32 (5), 519-542.
- Sendjaya, S., Pekerti, A., Härtel, C., Hirst, G., & Butarbutar (2016). Are Authentic Leaders always mora? The role of Machiavellianism in the relationship between authentic leadership and moral. *Business Ethics*, 133, 125-139.
- Shim, W., & Steers, R. M. (1994). *Mediating influences on the employee commitment-job performance relationship*. Unpublished manuscript.

- Siegall, M., & McDonald, T. (2004). Person-organization value congruence, burnout and diversion of resources. *Personnel Review*, 33 (2), 291-301.
- Smelser, N. J. (1963). *Theorie des kollektiven Verhaltens*. Köln: Verlag Kiepenheuer & Witsch.
- Smith, P. B., & Dugan, S. (1996). National Culture and the values of organizational employees. A dimensional analysis across 43 nations. *Journal of Cross-Cultural Psychology*, 27 (2), 231.
- Suar, D., & Khuntia, R. (2010). Influence of Personal Values and Value Congruence on Unethical Practices and Work Behavior. *Journal of Business Ethics*, 97, 443-460.
- Swiatkowski, P. (2004). Geld ausgeben ist gar nicht so leicht. Strategien des Umgangs mit Geld im sozialistischen und postsozialistischen Polen. *Arbeitswelt-Lebenswelt*. Klaus Roth (Hrsg.). Universität Fribourg, Schweiz.
- Taipale, S., Selander, K., Anttila, T., & Nätti (2011). Work engagement in eight European countries: the role of job demands, autonomy and social support. *International Journal of Sociology and Social Policy*, 31, 486-504.
- Taras, V., Roney, J., & Steel, P. (2009). Half a century of measuring culture: Approaches, challenges, limitations, and suggestions based on the analysis of 112 instruments for quantifying culture. *Journal of International Management*, 15, 357-373.
- Taris, T. W. (2006a). Burnout and objectively recorded performance: A critical review of 16 studies. *Work and Stress*, 20, 316-334.
- Taris, T. W., & Schreurs, P. J. G. (2009). Well-being and organizational performance: An organizational-level test of the happy-productive worker hypothesis. *Work & Stress*, 23 (2), 120-136.
- Tayeb, M. H. (1993). English culture and business organizations, IN: Hicksson, D.J. (ed), *Management in Western Europe: Society, Culture and Organization in Twelve Nations*. Berlin: De Gruyter.
- Tayeb, M.H. (1998). *Organizations and national cultures: A comparative analysis*. London: Sage.
- Taylor, F. W. (2003). *Scientific Management. The Early Sociology of Management and Organizations*. Volume I. New York: Routledge.
- Thanacoody, P. R., Newman, A., & Fuchs, S. (2014). Affective commitment and turnover intentions among healthcare professionals: the role of emotional exhaustion

- and disengagement. *The International Journal of Human Resource Management*, 25 (13), 1841-1857.
- Thommen, J. P., & Gmür, M. (2011). *Human Ressource Management*. Strategien und Instrumente für Führungskräfte und das Personalmanagement in 13. Versus-Verlag; Auflage 3.
- Thor, C. G. (1991). How to Measure Organizational Productivity. *CMA Magazine*, 12075183, 65 (2), 1-4.
- Tomlinson, E. C., Lewicki, R. J., & Steven, R. A. (2014). Disentangling the Moral Integrity Construct: Values Congruence as a Moderator of the Behavioral Integrity-Citizenship Relationship. *Group & Organizational Management* 39 (6), 720-743.
- Tourigny, L., Vishwanath, V. B., Han, J., & Wang, X. (2013). Emotional exhaustion and job performance: the mediating role of organizational commitment. *The International Journal of Human Resource Management*, 24, (3), 514-532.
- Triandis, H.C. (1995). *Individualism & Collectivism*. United States of America: Westview Press.
- Trompenaars, F., & Hampden-Turner, C. (2012). *Riding the Waves of Culture*. Understanding Diversity in Global Business. Nicholas Brealey Publishing: London.
- Truss, C., Delbridge, R., & Alfes, K. (2013). *Employee Engagement in Theory and Practice*. New York: Routledge
- Tsui, A. S., Nifadkar, S. S., & Ou, A.Y. (2007). Cross-National, Cross-Cultural Organizational Behavior Research: Advances, Gaps and Recommendations. *Journal of Management*, 33 (3), 426-478.
- Ul-Haq, R. (2000). United Kingdom: A pebble in the maelstrom? IN: *European Business Cultures*. Robert Crane (ed.). Harlow: Pearson Education Ltd.
- Vecernik, J. (2006). Work Values and Job Attitudes in the Czech Republic between 1997 and 2005. Institute of Sociology, *Academy of Sciences of the Czech Republic*, Prague.
- Waal, de, A. (2007). *Strategic Performance Management. A managerial and behavioral approach*. New York: Palgrave Macmillan
- Walumbwa, F. O., Mayer, D. M., Wang, P., Wang, H., Workman, K., & Christensen, A. L. (2011) Linking ethical leadership to employee performance: The roles of leader-member exchange, self-efficacy, and organizational identification. *Organizational Behavior and Human Decision Processes*, 115 (2), 204-213.

-
- Warner, M., & Campbell, A. (1993). *Management in Western Europe. Society, Culture and Organization in Twelve Nations*. Hickson, D.J. (Ed.). Walter de Gruyter & Co.: Berlin.
- Warr, P. (1990). The measurement of well-being and other aspects of mental health. *Journal of Occupational Psychology*, 63, 193-210.
- Webster, C. & White, A. (2010) Exploring the national and organizational culture mix in service firms, *Journal of the Academy of Marketing Science*, 38 (6), 691-703.
- Werner, S., Schuler, R. S. & Jackson, S. E. (2012) *Managing Human Resources*, Cengage Learning.
- Wieland, J. (2007). *Die Ethik der Governance*. Marburg: Metropolis Verlag
- Wherry, F. F. (2012) "The Culture of Markets" Polity.
- Wieland, J. (2001). *Human Capital und Werte: Die Renaissance des menschlichen Faktors*. Marburg: Metropolis Verlag.
- Wieland, J. (2007). *Die Ethik der Governance*. Marburg: Metropolis Verlag.
- Williams, T. A., Sweeney, D. J., & Anderson, D. R. (2009). *Contemporary Business Statistics*. Canada: Cengage Learning.
- Wollack, S., Goodale, J. G., Wijting, J. P., & Smith, P. C. (1971). Development of the Survey of Work Values. *Journal of Applied Psychology*, 55 (4), 331-338.
- Wright, T. A., & Bonett, D. G. (1997). The contribution of burnout to work performance. *Journal of Organizational Behavior*, 18, 491 – 499.
- Xiaojun, W., Zhiquan, Z., & Hongyv, W. (2013). Mediating Effects of Value Congruence on Relationships between Motivation and Organizational Commitment in Nonprofit Sport Organizations. *International Conference on Advanced Information and communication Technology for Education*, 169-172.

Glossary of Terms

Individual Outcome	Emotional exhaustion (frequency/intensity), work engagement (frequency/intensity), affective commitment
Individual Value	Individual/personal beliefs about the importance of normatively desirable behaviors or end states
National culture	The location where a participant is based.
Organizational outcome	Productivity
Outcome variables	Emotional exhaustion (frequency/intensity), work engagement (frequency/intensity), affective commitment, and productivity
Value Congruence	Similarity between values held by individuals and the organization

Waardecongruentie in een Multinationale Onderneming: Is het op één lijn brengen van waarden tussen individuen en organisaties een universele stelregel voor human resource management?

Een studie naar het modererend effect van individuele waarden op de relatie tussen waardecongruentie en overspannenheid, werkbetrokkenheid, affectieve inzet en productiviteit

Samenvatting

Het onderhavige onderzoek is opgezet om het gebruik te bestuderen van het concept van waardecongruentie ter verbetering van het gedrag en de houding van werknemers in een multinationalaal bedrijf. Hoewel het verband tussen waardecongruentie en betere prestaties ruimschoots is aangetoond, moet de exacte aard van deze relatie en het bestaan ervan in verschillende nationale culturen nog systematisch worden onderzocht.

De studie verschaft opheldering over drie lacunes in de werking van waardecongruentie in organisaties. Ten eerste is dit een van de eerste onderzoeken waarin de relatie tussen waardecongruentie en gedrag en houding in een multinationale bedrijfscontext is bestudeerd: de effecten van waardecongruentie zijn op meerdere locaties, en in drie continenten beoordeeld. In de tweede plaats worden in het onderzoek de effecten van waardecongruentie op gedrag en houding van werknemers afgezet tegen de effecten van individuele waarden. Dit is belangrijk, omdat hieruit zou kunnen blijken dat persoonlijke gehechtheid aan bepaalde waarden van grotere betekenis is dan waardecongruentie voor positief gedrag en een positieve houding. Ten derde worden in het onderzoek verschillende waardedimensies vastgesteld op basis van factoranalyse, en wordt de generieke waardecongruentie vergeleken met congruentie binnen specifieke waardedimensies als het gaat om het verband ervan met individuele en organisatorische resultaten.

Van een multinationalaal bedrijf met vestigingen in Duitsland, China, Brazilië, Polen, Tsjechië, Italië en het Verenigd Koninkrijk werden 452 medewerkers van technische afdelingen ondervraagd. Er werd een enquête verzonden om inzicht te krijgen in de individuele en organisatorische waardeoriëntaties van de werknemer, alsook in een aantal individuele en organisatorische effecten, waaronder overspannenheid, werkbetrokkenheid, affectieve inzet en productiviteit. De resultaten

geven aan dat waardecongruentie in het algemeen, als een aggregaat construct, in verband wordt gebracht met overspannenheid, affectieve inzet en productiviteit. Er is echter geen significant verband gevonden tussen waardecongruentie en werkbetrokkenheid. Soortgelijke relaties werden waargenomen tussen individuele waarden en de uitkomstvariabelen, waarbij er ook een verband bleek te zijn tussen individuele waarden en werkbetrokkenheid. Bovendien bleken individuele waarden de relatie tussen waardecongruentie en het gedrag en de houding van werknemers af te zwakken, vooral wanneer medewerkers veel belang hechtten aan waarden op individueel niveau, wat erop zou wijzen dat waardecongruentie vooral het gedrag en de houding van werknemers stimuleert wanneer er belangrijke persoonlijke waarden in het geding zijn.

Voorts geven de resultaten aan dat verschillende dimensies van waarden op individueel niveau en verschillende dimensies van waardecongruentie duidelijke verbanden vertoonden met individuele en organisatorische uitkomsten. Met andere woorden: de mate waarin het gedrag, de houding en de organisatorische prestaties van een medewerker worden geassocieerd met waardecongruentie of individuele waarden, hangt af van de specifieke waardedimensie aan de hand waarvan congruentie en individuele waarden worden beoordeeld. Ook bleken specifieke individuele waardedimensies de relatie tussen waardecongruentiedimensies en resultaten af te zwakken, vooral bij gemiddelde of hoogwaardige individuele waardedimensieniveaus. Er waren bovendien aanwijzingen dat het verband tussen specifieke waardedimensies (zowel wat betreft individuele waarden als waardecongruentie) en individuele en organisatorische resultaten verschilde in de onderzochte landen.

Alles bij elkaar genomen blijkt uit de bevindingen de complexiteit van het concept van waardecongruentie indien toegepast op een multinationale organisatie. Meerdere locaties en verschillende nationaliteiten binnen een organisatie kunnen impliceren dat het op bepaalde locaties de voorkeur verdient om specifieke individuele waarden te stimuleren om het gedrag, de houding en de organisatorische prestaties van medewerkers te verbeteren, terwijl op andere locaties versterking van de waardecongruentie de resultaten ten goede zal komen. De systematische bestudering van nationale en interculturele effecten biedt daarom uitgelezen kansen voor onderzoek, met name om te bepalen of waardecongruentie dan wel individuele waarden moeten worden gestimuleerd voor een optimaal personeelsbeleid in een multinationale (interculturele) bedrijfscontext.

Curriculum Vitae

Doris Dull is working as a Director of Human Resources at Global Body Control Systems based in Radolfzell, Germany. Global Body Control Systems is a subdivision of ZF TRW Automotive, Friedrichshafen, Deutschland. She graduated as a Human Resources Professional from the Chamber of Commerce and Industry, Germany. Studying part-time she subsequently completed a diploma in Economics, a Bachelor of Science in Business Administration, and an MBA at the Graduate School of Business at Zürich/Switzerland. Participating in the MBA program, she spent four weeks at the State University of New York at Albany (SUNY), USA. She wrote her first thesis assignment about the Legal constraints to consider in moving employees to a different job, different organization or different salary level. This part was supervised by Prof. Rehbindler, University ETH Zurich in 1990. A second assignment focused on the implementation of a gain-sharing program for operators considering volume peaks. This part was supervised by Prof. Walter Fumagalli, GSBA Zurich in 1990. A third assignment investigated the link between business processes and organizational learning, which was supervised by Prof. Salvatore Belardo, State University of Albany NY/USA in 2003.

In 2007 she decided to extend her academic knowledge by joining a part-time Dual PhD Program in which the Lorange Institute of Business Zurich (former GSBA) and the Leiden University collaborated. As a part-time PhD student, she published two book chapters: (1) *The Social System in China*, published in 2007 in *Internationale Wettbewerbsstrategien*, Springer Berlin Heidelberg 978-3-540-74585-3 (Print) 978-3-540-74586-0, and (2) *Wie kollektive Werte dem Unternehmen zu einer nachhaltigen performance culture verhelfen können*, published in 2009 in *Weltwirtschaft* 2010, Springer Berlin Heidelberg 978-3-642-02082-7 (Print) 978-3-642-02083-4.

Being an HR professional since 1990 and working for more than 25 years in a global business that is intrinsically shareholder-driven, where consequently the business success is highly dependent on employee behavior and attitude, it was her interest as Human Resources Director to carry out a multinational-cross-cultural study to explore the predictors of employee behavior and attitude. In her role as Human Resources Director for a global business, she gained significant exposure to countries like Germany, United Kingdom, Spain, Italy, Brazil, China, Poland, Malaysia, Czech Republic, North America and Mexico.

Appendices

Appendix A: Letter to Participants to inform about Survey

Dear Employees,

Some of you will be contacted shortly by your local HR to participate in a research project privately sponsored and conducted by the undersigned, Doris Dull, in collaboration with the University of Leiden (NL). The survey has been kindly authorized by the VP & General Manager of Body Control Systems, Ralf Jeskulke, and the VP of Human Resource TRW, Neil Marchuk.

The focus of this study is to investigate the extent to which individual values parallel organizational values and the potential impact that this fit (or lack thereof) may have on employee performance. Employee performance has been defined as Employee Engagement, Well-Being at work, Commitment and Productivity. The investigation is intended to further explore the role of culture in individual organizational value fit. It has been argued that “values” is not a singular construct; rather, values can be perceived in clusters. Thus, the study also intends to identify whether the individual organizational value fit in a particular cluster is more predictive of performance than the fit in other clusters, and whether culture influences which cluster of individual value fit predicts performance.

Participation in this survey is purely voluntary and discretionary. There is no negative implication for you or for your job should you decide not to participate. To ensure the highest level of confidentiality, please return the completed questionnaire anonymously to your local HR Department.

I would appreciate return of the questionnaires by March 16, 2012 at the latest.

Yours sincerely,

Doris Dull

Director of Human Resources

Appendix B: Questionnaire English

Instruction: Please cross the relevant data and complete the information for Department and Joining Date.

Part I: Demographic Data:

Code: M F 99 (no input)

Gender: male ☐ female ☐

Code: 1 2 3 4 99 (no input)

Age: 20-30 30-40 40-50 50-60
☐ ☐ ☐ ☐

Code: S R DIA T

Location: Suzhou Radolfzell Diadema Torino
☐ ☐ ☐ ☐

BU BE PR
 Burnley Benesov Pruzskow
☐ ☐ ☐

Code: Region: WE (Western-Europe), EE (Eastern-Europe), CN (China), SA (South America)

Department:

Code: R&D (Research & Development), Q (Quality), PM (Program Management), ME (Manufacturing Engineering), PR (Production), LO (Logistic), PU (Purchasing), O (Others)

Joining Date:

Position: Level 1 Level 2 Level 3 Level 4 Level 5

☐ ☐ ☐ ☐ ☐

Code

Level 1: Plant Manager/Functional Director (Direct report to VP)

Level 2: Manager (Direct report to Plant Manager or Functional Director)

Level 3: Supervisor/Team leader (Direct report to Level 2)

Level 4: Senior Professional (Direct report to Level 3)

Level 5: Specialist

99: no input

Part II: Questionnaire: Organizational and Personal Values**Instruction:**

Below you will find 31 guiding principles that organizations usually announce in their value statements or in other internal documents like Legal and Ethical Standards of Conduct. These guiding principles aimed to give employees an orientation about the desired behavior when making decisions and actions.

To assess the listed organizational values please read each statement carefully and rate each item on a scale 1-5 as follow:

- a) In the first column please rate the importance of this value to you when making decisions or taking actions
- b) In the second column, rate the importance of this value for your organization as perceived today
- c) Please rate in the third column the importance of this value for supervisors when making decisions and taking actions based on your observation

Key to scale:

5 – Highly Important
 4 - Moderately Important
 3 - Neither Important nor Unimportant
 2 - Moderately unimportant
 1 - Highly Unimportant

	Guiding Principles for Decision and Actions	Importance of this element to me when I am making business decisions and/or taking actions	My perception of the Importance of this element to my organization (TRW) as perceived today	My perception of how important this element to my organization (TRW) should be when top management making business decisions and/or taking actions
1	Integrity Maintaining an uncompromising adherence to moral values that guarantee unblemished or impeccable character (e.g. Doing the right things, leading by example, being dependable, and delivering as promised).	Integrity 1.1	Integrity1. 2	
2	Honesty Being truthful and straightforward in action and words. Acting in good faith. Complying with rules and regulations	Honesty 2.1	Honesty 2.2	
3	Trust Being Trustworthy and trusting of others. Can be counted on to not to cheat or misrepresent facts or issues. Maintaining confidentiality as necessary.	Trust 3.1	Trust 3.2	
4	Truth Seeking and defending truth always irrespective of who is involved or the consequences	Truth 4.1	Truth 4.2	
5	Respect Exhibiting high regard for people regardless of their status, color, and gender	Respect 5.1	Respect 5.2	
6	Fairness Seeking equality, impartiality, and adhering to due process always. No bias, prejudice, or favoritism due to gender, age, status, color, race, and tribe. Proportionate treatment for all.	Fairness 6.1	Fairness 6.2	
7	Accountability Accepting responsibility for results of one's actions and inactions. Promoting freedom with responsibility	Accountability 7.1	Accountability 7.2	
8	Empowerment Matching responsibility with commensurate authority. Encouraging people to act.	Empowerment 8.1	Empowerment 8.2	

9	Loyalty Being faithful and able to be counted on at all times	Loyalty 9.1	Loyalty 9.2	
10	Service Promoting selfless attitude (e.g. community involvement) and propagating the attitude of selfless service as the essence of leadership	Service 10.1	Service 10.2	
11	Teamwork Promoting and encouraging the spirit of oneness, togetherness, and co-operation.	Teamwork 11.1	Teamwork 11.2	
12	Concern and care Promoting concern and care for people, the workers (e.g. staff welfare, career development and planning, concern for family, etc.) the community, and other stakeholders	Concern & Care 12.1	Concern & Care 12.2	
13	Openness Being open to new, diverse, and contrary ideas and opinions. Readiness to challenge own and others' ideas.	Openness 13.1	Openness 13.2	
14	Innovation Promoting and encouraging new, different and changing solutions and ways of doing things, (e.g. not waiting for problems before making effort to discover new ways and methods).	Innovation 14.1	Innovation 14.2	
15	Creativity Encouraging creative problem solving techniques, freeing the imaginative abilities of staff to create. Creating non-routine methods and out-of-the-box solutions.	Creativity 15.1	Creativity 15.2	
16	Continuous Improvement Making things better on a continuous basis. Not sitting back satisfied with the status quo. Seeking and encouraging change	Cont Improv 16.1	Cont Improv 16.2	
17	Growth Driving to increase market share, production, and expansion of the business	Growth 17.1	Growth 17.2	
18	Flexibility Being adaptable and amendable to issues and changing conditions. Not being rigid on issues and ideas	Flexibility 18.1	Flexibility 18.2	
19	Profitability Being driven by consideration to make gains and profit from situations.	Profitability 19.1	Profitability 19.2	
20	Effectiveness Encouraging approaches that are right and fitting for the occasion, and capable of causing the expected effect optimally.	Effectiveness 20.1	Effectiveness 20.2	

21	Diligence Being ready, informed, and prepared at any time, and willing to exert the requisite energy and effort	Diligence 21.1	Diligence 21.2	
22	Results Being focused on outcome, the bottom line, or final effect of effort, hard work, and diligence (e.g. measured in terms of production, service, cost saving, profit, and return on investment).	Results 22.1	Results 22.2	
23	Quality Seeking to maximize excellence, quality, and value for money for customers and all stakeholders.	Quality 23.1	Quality 23.2	
24	Health, Safety, and Environment Seeking to preserve the health and safety of personnel and third parties and keeping the environment intact for the good of the whole	HS&E 24.1	HS&E 24.2	
25	Skill variety Carrying out the work which includes a variety of different activities. Applying different skills and talents.	Skill Variety 25.1	Skill Variety 25.2	
26	Task Identity Being forced to complete a job from the beginning to the end as whole with a visible outcome.	Task Identity 24.1	Task Identity 26.2	
27	Task significance Doing a job which is substantial for the lives or work of other people. Significant for the immediate organization or the external environment.	Task Significance 27.1	Task Significance 27.2	
28	Autonomy Having substantial freedom, independence and discretion in scheduling the work and in determining procedures to be applied	Autonomy 28.1	Autonomy 28.2	
29	Feedback from the job itself Obtaining direct and clear information about the effectiveness of the job when carried out.	Feedback from job 29.1	Feedback from job 29.2	
30	Feedback from agents Being informed by supervisors or co-workers about performance being seen.	Feedback from Agents 30.1	Feedback from Agents 30.2	
31	Dealing with others Collaborating closely with other people across the organization or external “clients”.	Dealing with others 31.1	Dealing with others 31.2	

Part III:
performance

Questionnaire: Employee behavior, attitude and organizational

Instruction:

1. In this part of the questionnaire are some statements about personal work attitudes. Please rate each statement and decide if you ever recognized this in your job. If yes, please indicate how often and how strong by using the scale 1-4. If you never recognized this insert Zero in both columns (items 32-57).
2. In the last section of the questionnaire you will find some statements about commitment and productivity. Please rate each items on a scale 1-5 (Strongly disagree, Disagree, Neutral, Agree, Strongly agree).

	Emotional Exhaustion (EX) Engagement (EN) Affective Commitment (AC) Productivity (PR)	<i>How often</i> 0 Never 1 A few times a year 2 A few times a month 3 A few times a week 4 Every day	<i>How strong</i> 0 Never 1 Very mild 2 Noticeable 3 Major 4 Very Strong
32	I feel emotionally drained from my work	EX 32.1	EX 32.2.
33	I feel used up the end of the workday	EX 33.1	EX 33.2.
34	I feel fatigued when I get up in the morning and have to face another day on the job	EX 34.1	EX 34.2
35	Working with people all day is really a strain for me	EX 35.1	EX 35.2
36	I feel burned out from my work	EX 36.1	EX 36.2
37	I feel frustrated by my job.	EX 37.1	EX 37.2
38	I feel I'm working too hard on my job.	EX 38.1	EX 38.2
39	Working with people directly puts too much stress on me.	EX 39.1	EX 39.2
40	I feel like I'm at the end of my rope.	EX 40.1	EX 40.2
41	At my work, I feel bursting with energy	EN 41.1	EN 41.2
42	At my job, I feel strong and vigorous.	EN 42.1	EN 42.2
43	When I get up in the morning, I feel like going to work.	EN 43.1	EN 43.2
44	I can continue working for very long periods at a time.	EN 44.1	EN 44.2
45	At my job, I am very resilient, mentally	EN 45.1	EN 45.2
46	At my work, I always persevere, even when things do not go well.	EN 46.1	EN 46.2

47	I find the work that I do full of meaning and purpose	EN 47.1	EN 47.2
48	I am enthusiastic about my job.	EN 48.1	EN 48.2
49	My job inspires me.	EN 49.1	EN 49.2
50	I am proud of the work that I do.	EN 50.1	EN 50.2
51	To me, my job is challenging	EN 51.1	EN 51.2
52	Time flies when I am working.	EN 52.1	EN 52.2
53	When I am working, I forget everything else around me.	EN 53.1	EN 53.2
54	I feel happy when I am working intensely.	EN 54.1	EN 54.2
55	I am immersed in my work	EN 55.1	EN 55.2
56	I get carried away when I am working	EN 56.1	EN 56.2
57	It is difficult to detach myself from my job	EN 57.1	EN 57.2
		1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree	
58	I would be very happy to spend the rest of my career in this organization.	AC 58	
59	I enjoy discussing my organization with people outside it.	AC 59	
60	I really feel as if this organization's problems are my own.	AC 60	
61	I think I could easily become as attached to another organization as I am to this one.	AC 61	
62	I do not feel like "part of the family" at my organization.	AC 62	
63	I do not feel "emotionally attached to this organization	AC 63	
64	This organization has a great deal of personal meaning for me.	AC 64	
65	I do not feel a strong sense of belonging to my organization.	AC 65	
66	My output is highly appreciated by my supervisor.	PR 66	
67	My output is of a high standard of quality.	PR 67	
68	The number of hours I invest to get my workload done is less than anticipated by the organization.	PR 68	
69	All the time I maintain a high standard of performance	PR 69	
70	I want to learn to improve my output	PR 70	

Appendix C: Reliability Statistic Emotional Exhaustion Frequency

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.85	.86	9.00

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
EX32.1	8.86	30.978	.676	.505	.827
EX33.1	8.58	30.317	.686	.520	.826
EX34.1	9.19	30.687	.622	.454	.833
EX35.1	9.83	33.412	.549	.622	.841
EX36.1	9.52	30.847	.693	.519	.826
EX37.1	9.50	32.297	.594	.406	.836
EX38.1	8.63	32.352	.403	.233	.860
EX39.1	9.88	33.975	.498	.600	.845
EX40.1	9.91	33.157	.506	.349	.844

Appendix D: Reliability Statistic Emotional Exhaustion Intensity

Reliability Statistics					
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items		N of Items		
.854	.861		9		

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
EX32.2	9.46	38.97	.64	.48	.83
EX33.2	9.28	36.21	.50	.32	.86
EX34.2	10.01	38.55	.63	.48	.83
EX35.2	10.58	40.67	.56	.59	.84
EX36.2	10.14	36.47	.73	.58	.82
EX37.2	10.08	38.32	.62	.44	.83
EX38.2	9.49	39.44	.53	.30	.84
EX39.2	10.60	40.95	.54	.56	.84
EX40.2	10.61	39.66	.53	.31	.84

Appendix E: Reliability Statistic Engagement Frequency

Reliability Statistics					
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items		N of Items		
.93	.93		17.00		

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
EN41.1	45.71	163.80	.65	.59	.93
EN42.1	45.64	164.86	.64	.58	.93
EN43.1	46.00	159.12	.67	.59	.93
EN44.1	45.90	165.04	.60	.53	.93
EN45.1	45.38	165.36	.65	.54	.93
EN46.1	45.17	167.80	.59	.47	.93
EN47.1	45.36	163.69	.71	.68	.93
EN48.1	45.51	162.21	.75	.70	.93
EN49.1	45.76	162.15	.74	.63	.93
EN50.1	45.55	159.48	.75	.72	.93
EN51.1	45.54	163.99	.64	.52	.93
EN52.1	45.04	167.80	.66	.56	.93
EN53.1	45.42	172.95	.34	.43	.93
EN54.1	45.82	160.96	.70	.58	.93
EN55.1	45.28	164.94	.66	.65	.93
EN56.1	45.62	164.30	.61	.65	.93
EN57.1	46.16	161.72	.64	.54	.93

Appendix F: Reliability Statistic Engagement Intensity

Reliability Statistics					
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items		N of Items		
.918	.929		17		

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
EN41.2	41.21	149.389	.638	.576	.913
EN42.2	41.16	149.219	.639	.613	.913
EN43.2	41.51	144.733	.671	.601	.912
EN44.2	41.26	148.157	.621	.572	.913
EN45.2	41.03	148.992	.673	.599	.912
EN46.2	40.75	150.121	.643	.552	.913
EN47.2	40.69	145.723	.341	.184	.931
EN48.2	40.93	145.981	.772	.676	.910
EN49.2	41.11	147.409	.695	.593	.912
EN50.2	40.99	144.514	.741	.646	.910
EN51.2	40.99	148.886	.649	.523	.913
EN52.2	40.63	148.193	.670	.593	.912
EN53.2	40.96	153.753	.407	.396	.919
EN54.2	41.19	145.894	.672	.546	.912
EN55.2	40.76	148.623	.660	.639	.912
EN56.2	41.03	148.116	.613	.597	.913
EN57.2	41.42	146.783	.618	.499	.913

Appendix G: Reliability Statistic Affective Commitment

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.788	.790	8

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
AC58	23.69	18.99	.63	.51	.74
AC59	23.91	20.23	.46	.32	.77
AC60	23.86	20.17	.49	.33	.77
AC61_rec	24.29	24.23	.02	.07	.84
AC62_rec	23.74	19.53	.53	.37	.76
AC63_rec	23.79	18.87	.62	.46	.74
AC64	23.69	19.21	.66	.53	.74
AC65_rec	23.73	18.99	.61	.43	.75

Appendix H: Reliability Statistic Productivity

Reliability Statistics Productivity		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.322	.424	5

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
PR66	14.58	3.334	.208	.135	.224
PR67	14.19	3.398	.337	.257	.131
PR68	15.44	4.168	-.118	.019	.574
PR69	14.12	3.623	.352	.234	.150
PR70	13.77	3.700	.199	.064	.242

Appendix I: Reliability Statistic Value items

Reliability Statistics Self rated value Items

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.944	.946	31

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Int1.1	138.40	122.69	.53		.94
Hon2.1	138.40	122.52	.54		.94
Trust3.1	138.39	123.30	.45		.94
Truth4.1	138.59	120.70	.51		.94
Resp5.1	138.41	122.26	.54		.94
Fair6.1	138.45	122.22	.53		.94
Account7.1	138.48	121.42	.54		.94
Emp8.1	138.63	119.55	.59		.94
Loy9.1	138.52	120.50	.55		.94
Serv10.1	138.90	117.88	.57		.94
Teamw11.1	138.56	119.63	.62		.94
Conc12.1	138.62	120.39	.53		.94
Ope13.1	138.72	118.48	.65		.94
Inno14.1	138.67	118.46	.67		.94
Creat15.1	138.76	118.44	.62		.94
Contlm16.1	138.60	119.47	.65		.94
Growth17.1	138.67	117.54	.65		.94
Flex18.1	138.63	119.36	.64		.94
Profit19.1	138.92	117.98	.51		.94
Effec20.1	138.65	118.58	.68		.94
Dilig21.1	138.59	119.44	.66		.94
Result22.1	138.62	119.58	.63		.94
Qual23.1	138.49	120.77	.63		.94
HSE24.1	138.46	122.15	.50		.94
Skill25.1	138.73	119.49	.56		.94
Taskld26.1	138.74	117.43	.63		.94
TaskSig27.1	138.80	116.79	.65		.94
Auton28.1	138.81	119.77	.50		.94
Feed29.1	138.71	118.17	.62		.94
Feed30.1	138.74	119.87	.52		.94
Deal31.1	138.63	118.87	.58		.94

Appendix I-2: Confirmatory Factor Analysis:

Comparing nested models: χ^2 difference approach

Model	CMIN	df	AIC	CFI	RSMEA	χ^2 diff	P
6 factors	8978.199	2000	9398.199	0.538	0.107		
5 factors	9017.566	2005	9427.566	0.536	0.107	39.367	***
4 factors	9255.437	2009	9657.437	0.521	0.109	277.238	***
1 factor	11614.455	2015	12004.455	0.365	0.125	2359.018	***

			Unstandardized Estimate	S.E.	C.R.	Standardized Estimate	P
EX40.1	<---	EX1	1,000			,592	
EX39.1	<---	EX1	,729	,099	7,355	,483	***
EX38.1	<---	EX1	1,002	,143	6,984	,455	***
EX37.1	<---	EX1	1,154	,120	9,649	,686	***
EX36.1	<---	EX1	1,403	,133	10,583	,788	***
EX35.1	<---	EX1	,850	,103	8,239	,556	***
EX34.1	<---	EX1	1,336	,139	9,582	,680	***
EX33.1	<---	EX1	1,351	,137	9,891	,712	***
EX32.1	<---	EX1	1,302	,129	10,055	,729	***
EX32.2	<---	EX2	1,000			,685	
EX33.2	<---	EX2	1,154	,137	8,413	,517	***
EX34.2	<---	EX2	1,113	,096	11,539	,723	***
EX35.2	<---	EX2	,777	,082	9,454	,584	***
EX36.2	<---	EX2	1,334	,105	12,738	,806	***
EX37.2	<---	EX2	1,092	,099	10,978	,684	***
EX38.2	<---	EX2	,884	,098	8,974	,553	***
EX39.2	<---	EX2	,730	,081	9,046	,558	***
EX40.2	<---	EX2	,974	,097	10,029	,621	***
EN41.1	<---	EN1	1,000			,665	
EN42.1	<---	EN1	,947	,089	10,662	,664	***
EN43.1	<---	EN1	1,219	,111	11,017	,690	***
EN44.1	<---	EN1	,925	,093	9,937	,616	***
EN45.1	<---	EN1	,887	,085	10,447	,649	***
EN46.1	<---	EN1	,782	,080	9,816	,606	***
EN47.1	<---	EN1	1,092	,089	12,209	,775	***
EN48.1	<---	EN1	1,129	,090	12,542	,800	***
EN49.1	<---	EN1	1,153	,093	12,446	,793	***
EN50.1	<---	EN1	1,295	,101	12,807	,820	***
EN51.1	<---	EN1	1,032	,094	11,008	,688	***
EN52.1	<---	EN1	,818	,075	10,883	,679	***
EN53.1	<---	EN1	,533	,090	5,947	,356	***

EN54.1	<---	EN1	1,162	,100	11,609	,732	***
EN55.1	<---	EN1	,942	,087	10,772	,673	***
EN56.1	<---	EN1	,933	,095	9,783	,605	***
EN57.1	<---	EN1	1,078	,104	10,382	,646	***
EN41.2	<---	EN2	1,000			,682	
EN42.2	<---	EN2	1,016	,092	11,084	,680	***
EN43.2	<---	EN2	1,275	,110	11,576	,715	***
EN44.2	<---	EN2	1,028	,098	10,530	,646	***
EN45.2	<---	EN2	,985	,088	11,223	,690	***
EN46.2	<---	EN2	,950	,086	11,022	,676	***
EN47.2	<---	EN2	1,077	,170	6,324	,379	***
EN48.2	<---	EN2	1,200	,093	12,954	,807	***
EN49.2	<---	EN2	1,111	,094	11,848	,732	***
EN50.2	<---	EN2	1,299	,103	12,628	,785	***
EN51.2	<---	EN2	1,022	,091	11,227	,690	***
EN52.2	<---	EN2	1,057	,093	11,403	,701	***
EN53.2	<---	EN2	,652	,099	6,595	,396	***
EN54.2	<---	EN2	1,194	,104	11,483	,707	***
EN55.2	<---	EN2	1,008	,093	10,889	,669	***
EN56.2	<---	EN2	1,030	,100	10,257	,628	***
EN57.2	<---	EN2	1,130	,107	10,589	,649	***
AC58	<---	AC	1,000			,744	
AC59	<---	AC	,735	,082	8,925	,542	***
AC60	<---	AC	,749	,080	9,398	,570	***
AC61_rec	<---	AC	,059	,084	,703	,043	,482
AC62_rec	<---	AC	,750	,085	8,869	,539	***
AC63_rec	<---	AC	,913	,084	10,883	,659	***
AC64	<---	AC	,977	,075	12,998	,785	***
AC65_rec	<---	AC	,949	,083	11,456	,692	***
PR66	<---	PR	1,000			,498	
PR67	<---	PR	,915	,147	6,219	,564	***
PR68	<---	PR	-,580	,174	-3,325	-,239	***
PR69	<---	PR	,837	,130	6,436	,604	***
PR70	<---	PR	,722	,136	5,308	,432	***

Appendix J: Hierarchical linear regression of emotional exhaustion frequency onto value congruence, individual value and their interaction by nations

country		Coefficients ^a			t	Sig.	95,0% Confidence Interval	
		Unstandardized Coefficients		Standardized Coefficients			for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
Czech	1 (Constant)	1.111	.087		12.779	.000	.935	1.287
	Value Congruence (centred)	-.149	.146	-.166	-1.021	.314	-.444	.146
	Individual Value (centred)	-.166	.170	-.159	-.976	.335	-.509	.178
	2 (Constant)	1.116	.088		12.701	.000	.938	1.294
	Value Congruence (centred)	-.180	.154	-.201	-1.168	.250	-.492	.132
	Individual Value (centred)	-.110	.190	-.106	-.580	.566	-.494	.274
UK	Individual Value (centred) x Value Congruence (centred)	-.251	.371	-.129	-.676	.503	-1.002	.501
	1 (Constant)	1.010	.191		5.292	.000	.612	1.408
	Value Congruence(centred)	-.489	.526	-.201	-.931	.363	-1.586	.607
	Individual Value (centred)	-.450	.456	-.214	-.988	.335	-1.401	.501
	2 (Constant)	1.023	.202		5.072	.000	.601	1.446
	Value Congruence(centred)	-.509	.543	-.209	-.937	.361	-1.646	.628
Brazil	Individual Value (centred)	-.332	.638	-.157	-.520	.609	-1.668	1.004
	Individual Value (centred) * Value Congruence (centred)	-.460	1.690	-.081	-.272	.789	-3.997	3.078
	1 (Constant)	1.266	.132		9.575	.000	.995	1.537
	Value Congruence(centred)	-.148	.204	-.121	-.725	.475	-.567	.271
	Individual Value (centred)	-1.159	.403	-.480	-2.878	.008	-1.986	-.333
	2 (Constant)	1.298	.132		9.859	.000	1.027	1.568
Poland	Value Congruence(centred)	.033	.237	.027	.139	.890	-.455	.521
	Individual Value (centred)	-1.256	.401	-.520	-3.131	.004	-2.080	-.431
	Individual Value (centred) * Value Congruence (centred)	-1.068	.748	-.277	-1.427	.165	-2.607	.470
	1 (Constant)	1.119	.225		4.969	.001	.600	1.639
	Value Congruence(centred)	.376	.723	.185	.519	.618	-1.292	2.044
	Individual Value (centred)	-.464	.743	-.223	-.625	.549	-2.177	1.248
Germany	2 (Constant)	1.121	.248		4.525	.003	.535	1.706
	Value Congruence(centred)	.385	.886	.190	.434	.677	-1.711	2.480
	Individual Value (centred)	-.453	.959	-.218	-.472	.651	-2.721	1.815
	Individual Value (centred) * Value Congruence (centred)	-.087	4.168	-.011	-.021	.984	-9.942	9.769
	1 (Constant)	.896	.132		6.774	.000	.628	1.164
	Value Congruence(centred)	-.106	.157	-.101	-.675	.504	-.424	.212
China	Individual Value (centred)	-.693	.270	-.383	-2.564	.014	-1.240	-.146
	2 (Constant)	.892	.134		6.642	.000	.620	1.164
	Value Congruence(centred)	-.104	.159	-.099	-.653	.518	-.426	.218
	Individual Value (centred)	-.767	.345	-.424	-2.224	.032	-1.466	-.068
	Individual Value (centred) * Value Congruence (centred)	-.136	.385	-.067	-.352	.727	-.917	.645
	1 (Constant)	1.257	.100		12.579	.000	1.059	1.456
Italy	Value Congruence(centred)	-.094	.226	-.042	-.414	.680	-.542	.355
	Individual Value (centred)	-.598	.197	-.305	-3.044	.003	-.988	-.208
	2 (Constant)	1.228	.103		11.881	.000	1.023	1.433
	Value Congruence(centred)	.056	.263	.025	.213	.832	-.466	.579
	Individual Value (centred)	-.262	.363	-.133	-.721	.473	-.982	.459
	Individual Value (centred) * Value Congruence (centred)	-1.039	.942	-.225	-1.103	.273	-2.908	.831
Italy	1 (Constant)	1.035	.108		9.596	.000	.818	1.251
	Value Congruence(centred)	-.508	.143	-.453	-3.556	.001	-.796	-.221
	Individual Value (centred)	-.034	.343	-.012	-.098	.922	-.724	.656
	2 (Constant)	1.039	.118		8.840	.000	.803	1.275
	Value Congruence(centred)	-.498	.181	-.444	-2.748	.008	-.862	-.134
	Individual Value (centred)	-.066	.487	-.024	-.136	.893	-1.045	.913
	Individual Value (centred) * Value Congruence (centred)	-.061	.642	-.020	-.095	.925	-1.351	1.229

Appendix K: Hierarchical linear regression of emotional exhaustion intensity onto value congruence, individual value and their interaction by nations

country		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
Czech	1 (Constant)	1.233	.100		12.314	.000	1.031	1.436
	Value Congruence(centred)	-.207	.168	-.199	-1.232	.225	-.547	.133
	Individual Value (centred)							
		-.227	.195	-.188	-1.163	.252	-.623	.168
	2 (Constant)	1.232	.102		12.102	.000	1.026	1.438
	Value Congruence(centred)	-.200	.178	-.192	-1.120	.270	-.561	.162
	Individual Value (centred)							
		-.241	.220	-.199	-1.095	.281	-.686	.205
	Individual Value (centred) * Value Congruence (centred)	.060	.430	.027	.141	.889	-.810	.931
UK	1 (Constant)	1.109	.211		5.257	.000	.669	1.550
	Value Congruence(centred)	-.734	.611	-.265	-1.201	.244	-2.010	.541
	Individual Value (centred)	-.209	.524	-.088	-.400	.693	-1.302	.883
	2 (Constant)	1.077	.221		4.875	.000	.615	1.540
	Value Congruence(centred)	-.713	.622	-.258	-1.146	.266	-2.016	.589
	Individual Value (centred)	-.490	.706	-.207	-.694	.496	-1.969	.988
	Individual Value (centred) * Value Congruence (centred)	1.172	1.938	.176	.605	.552	-2.884	5.228
	1 (Constant)	1.256	.170		7.396	.000	.907	1.604
	Value Congruence(centred)	-.185	.262	-.129	-.707	.485	-.723	.352
Brazil	Individual Value (centred)	-.857	.517	-.301	-1.657	.109	-1.918	.204
	2 (Constant)	1.278	.173		7.371	.000	.922	1.635
	Value Congruence(centred)	-.054	.313	-.038	-.174	.863	-.697	.588
	Individual Value (centred)	-.927	.528	-.326	-1.754	.091	-2.013	.159
	Individual Value (centred) * Value Congruence (centred)	-.774	.986	-.170	-.785	.440	-2.801	1.253
	1 (Constant)	1.317	.253		5.213	.001	.734	1.899
	Value Congruence(centred)	-.028	.811	-.013	-.034	.973	-1.898	1.842
	Individual Value (centred)	-.300	.832	-.131	-.361	.728	-2.220	1.619
	2 (Constant)	1.295	.275		4.702	.002	.644	1.946
Poland	Value Congruence(centred)	-.191	.985	-.086	-.194	.852	-2.521	2.139
	Individual Value (centred)	-.504	1.067	-.221	-.472	.651	-3.026	2.018
	Individual Value (centred) * Value Congruence (centred)	1.575	4.635	.181	.340	.744	-9.385	12.535
	1 (Constant)	.931	.162		5.735	.000	.602	1.260
	Value Congruence(centred)	-.451	.196	-.311	-2.294	.028	-.848	-.053
	Individual Value (centred)	-1.199	.332	-.490	-3.616	.001	-1.871	-.527
	2 (Constant)	.947	.162		5.833	.000	.618	1.276
	Value Congruence(centred)	-.463	.196	-.319	-2.363	.024	-.860	-.066
	Individual Value (centred)	-.910	.418	-.372	-2.179	.036	-1.757	-.063
Germany	Individual Value (centred) * Value Congruence (centred)	.530	.468	.193	1.132	.265	-.419	1.478
	1 (Constant)	1.279	.121		10.567	.000	1.039	1.519
	Value Congruence(centred)	.083	.270	.031	.305	.761	-.454	.619
	Individual Value (centred)	-.536	.222	-.242	-2.412	.018	-.977	-.095
	2 (Constant)	1.251	.125		9.994	.000	1.002	1.499
	Value Congruence(centred)	.213	.307	.079	.695	.489	-.396	.822
	Individual Value (centred)	-.194	.438	-.088	-.443	.658	-1.063	.675
	Individual Value (centred) * Value Congruence (centred)	-.973	1.074	-.192	-.905	.368	-3.105	1.159
China	1 (Constant)	1.120	.123		9.070	.000	.872	1.368
	Value Congruence(centred)	-.430	.164	-.351	-2.627	.011	-.759	-.101
	Individual Value (centred)	.117	.393	.040	.298	.767	-.673	.907
	2 (Constant)	1.107	.134		8.234	.000	.837	1.378
	Value Congruence(centred)	-.461	.207	-.376	-2.223	.031	-.878	-.044
	Individual Value (centred)	.214	.557	.073	.384	.702	-.906	1.335
	Individual Value (centred) * Value Congruence (centred)	.182	.734	.054	.248	.805	-1.294	1.658
	1 (Constant)	1.120	.123		9.070	.000	.872	1.368
	Value Congruence(centred)	-.430	.164	-.351	-2.627	.011	-.759	-.101
Italy	Individual Value (centred)	.117	.393	.040	.298	.767	-.673	.907
	2 (Constant)	1.107	.134		8.234	.000	.837	1.378
	Value Congruence(centred)	-.461	.207	-.376	-2.223	.031	-.878	-.044
	Individual Value (centred)	.214	.557	.073	.384	.702	-.906	1.335
	Individual Value (centred) * Value Congruence (centred)	.182	.734	.054	.248	.805	-1.294	1.658
	1 (Constant)	1.120	.123		9.070	.000	.872	1.368
	Value Congruence(centred)	-.430	.164	-.351	-2.627	.011	-.759	-.101
	Individual Value (centred)	.117	.393	.040	.298	.767	-.673	.907
	2 (Constant)	1.107	.134		8.234	.000	.837	1.378

Appendix L: Hierarchical linear regression of engagement frequency onto value congruence, individual value and their interaction by nations

country		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
Czech	1 (Constant)	2.903	.079		36.765	.000	2.743	3.063
	Value Congruence(centred)	-.003	.132	-.003	-.023	.982	-.271	.265
	Individual Value (centred)	.669	.154	.586	4.344	.000	.357	.981
	2 (Constant)	2.913	.078		37.505	.000	2.756	3.070
	Value Congruence(centred)	-.067	.136	-.069	-.495	.623	-.343	.208
	Individual Value (centred)	.785	.168	.687	4.683	.000	.445	1.125
UK	Individual Value (centred) *							
	Value Congruence (centred)	-.522	.328	-.244	-1.592	.120	-1.186	.142
	1 (Constant)	3.122	.145		21.592	.000	2.821	3.424
	Value Congruence(centred)	.257	.398	.135	.645	.526	-.574	1.088
	Individual Value (centred)	.569	.345	.345	1.646	.115	-.152	1.289
	2 (Constant)	3.108	.153		20.365	.000	2.788	3.427
Brazil	Value Congruence(centred)	.277	.411	.146	.676	.507	-.582	1.137
	Individual Value (centred)	.444	.483	.269	.919	.370	-.567	1.454
	Individual Value (centred) *							
	Value Congruence (centred)	.486	1.278	.109	.380	.708	-2.190	3.161
	1 (Constant)	3.313	.078		42.549	.000	3.153	3.472
	Value Congruence(centred)	-.087	.120	-.122	-.726	.474	-.334	.159
Poland	Individual Value (centred)	.678	.237	.482	2.860	.008	.192	1.165
	2 (Constant)	3.307	.080		41.250	.000	3.142	3.471
	Value Congruence(centred)	-.122	.144	-.172	-.847	.405	-.419	.175
	Individual Value (centred)	.697	.244	.495	2.854	.008	.195	1.199
	Individual Value (centred) *							
	Value Congruence (centred)	.207	.456	.092	.455	.653	-.730	1.144
Germany	1 (Constant)	3.233	.058		55.396	.000	3.099	3.368
	Value Congruence(centred)	.419	.187	.528	2.236	.056	-.013	.851
	Individual Value (centred)	.349	.192	.428	1.814	.107	-.095	.793
	2 (Constant)	3.235	.064		50.454	.000	3.083	3.386
	Value Congruence(centred)	.431	.229	.543	1.877	.103	-.112	.973
	Individual Value (centred)	.363	.248	.446	1.463	.187	-.224	.950
China	Individual Value (centred) *							
	Value Congruence (centred)	-.111	1.079	-.036	-.102	.921	-2.662	2.441
	1 (Constant)	3.160	.149		21.147	.000	2.857	3.462
	Value Congruence(centred)	-.007	.177	-.005	-.038	.970	-.366	.352
	Individual Value (centred)	1.140	.305	.518	3.734	.001	.522	1.758
	2 (Constant)	3.146	.149		21.045	.000	2.843	3.448
Italy	Value Congruence(centred)	.001	.177	.001	.004	.997	-.358	.359
	Individual Value (centred)	.879	.384	.400	2.289	.028	.101	1.657
	Individual Value (centred) *							
	Value Congruence (centred)	-.478	.429	-.195	-1.114	.273	-1.347	.391
	1 (Constant)	2.229	.127		17.559	.000	1.977	2.481
	Value Congruence(centred)	.305	.283	.110	1.076	.285	-.257	.867
Italy	Individual Value (centred)	.345	.233	.151	1.481	.142	-.117	.807
	2 (Constant)	2.233	.132		16.951	.000	1.972	2.495
	Value Congruence(centred)	.284	.323	.102	.881	.381	-.356	.925
	Individual Value (centred)	.291	.461	.128	.632	.529	-.623	1.206
	Individual Value (centred) *							
	Value Congruence (centred)	.152	1.129	.029	.135	.893	-2.090	2.394
Italy	1 (Constant)	3.387	.087		38.923	.000	3.212	3.562
	Value Congruence(centred)	.425	.118	.412	3.592	.001	.187	.664
	Individual Value (centred)	1.080	.281	.441	3.848	.000	.516	1.645
	2 (Constant)	3.400	.095		35.862	.000	3.209	3.591
	Value Congruence(centred)	.456	.147	.442	3.114	.003	.162	.751
	Individual Value (centred)	.981	.393	.400	2.500	.016	.192	1.771
Italy	Individual Value (centred) *							
	Value Congruence (centred)	-.191	.524	-.065	-.364	.717	-1.246	.864

Appendix M: Hierarchical linear regression of engagement intensity onto value congruence, individual value and their interaction by nations

country		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
Czech	1 (Constant)	2.582	.093		27.905	.000	2.395	2.770
	Value Congruence(centred)	-.101	.155	-.094	-.651	.519	-.415	.213
	Individual Value (centred)	.579	.181	.464	3.209	.003	.214	.945
	2 (Constant)	2.595	.091		28.662	.000	2.412	2.779
	Value Congruence(centred)	-.182	.159	-.170	-1.148	.258	-.503	.139
	Individual Value (centred)	.726	.195	.581	3.712	.001	.330	1.122
UK	Individual Value (centred) * Value Congruence (centred)	-.658	.382	-.282	-1.722	.093	-1.432	.116
	1 (Constant)	2.683	.175		15.373	.000	2.318	3.048
	Value Congruence(centred)	.477	.501	.197	.953	.352	-.571	1.526
	Individual Value (centred)	.851	.430	.408	1.980	.062	-.049	1.751
	2 (Constant)	2.640	.180		14.650	.000	2.261	3.019
	Value Congruence(centred)	.505	.502	.208	1.005	.328	-.550	1.559
Brazil	Individual Value (centred)	.485	.570	.233	.851	.406	-.712	1.683
	Individual Value (centred) * Value Congruence (centred)	1.533	1.565	.261	.980	.340	-1.755	4.821
	1 (Constant)	2.974	.111		26.693	.000	2.746	3.203
	Value Congruence(centred)	-.053	.172	-.055	-.308	.760	-.406	.300
	Individual Value (centred)	.724	.339	.381	2.133	.042	.028	1.421
	2 (Constant)	2.987	.114		26.137	.000	2.752	3.222
Poland	Value Congruence(centred)	.018	.206	.019	.087	.931	-.405	.441
	Individual Value (centred)	.686	.348	.361	1.972	.059	-.029	1.402
	Individual Value (centred) * Value Congruence (centred)	-.419	.650	-.138	-.645	.525	-1.755	.917
	1 (Constant)	2.864	.129		22.276	.000	2.568	3.161
	Value Congruence(centred)	.323	.413	.199	.783	.456	-.629	1.276
	Individual Value (centred)	1.069	.424	.642	2.523	.036	.092	2.047
Germany	2 (Constant)	2.868	.141		20.308	.000	2.534	3.202
	Value Congruence(centred)	.351	.505	.216	.695	.509	-.844	1.546
	Individual Value (centred)	1.104	.547	.663	2.018	.083	-.189	2.398
	Individual Value (centred) * Value Congruence (centred)	-.268	2.377	-.042	-.113	.913	-5.889	5.352
	1 (Constant)	2.980	.131		22.738	.000	2.714	3.246
	Value Congruence(centred)	.158	.159	.133	.998	.325	-.163	.480
China	Individual Value (centred)	1.160	.268	.577	4.334	.000	.618	1.703
	2 (Constant)	2.966	.131		22.680	.000	2.701	3.232
	Value Congruence(centred)	.169	.158	.142	1.069	.292	-.151	.489
	Individual Value (centred)	.914	.336	.455	2.715	.010	.231	1.596
	Individual Value (centred) * Value Congruence (centred)	-.452	.377	-.201	-1.198	.239	-1.216	.313
	1 (Constant)	2.012	.116		17.288	.000	1.781	2.243
Italy	Value Congruence(centred)	.447	.260	.171	1.723	.088	-.068	.963
	Individual Value (centred)	.460	.213	.214	2.153	.034	.036	.883
	2 (Constant)	2.022	.121		16.749	.000	1.783	2.262
	Value Congruence(centred)	.401	.296	.153	1.355	.179	-.186	.988
	Individual Value (centred)	.337	.422	.157	.799	.427	-.501	1.176
	Individual Value (centred) * Value Congruence (centred)	.348	1.035	.071	.336	.738	-1.707	2.403
Italy	1 (Constant)	2.889	.093		31.006	.000	2.701	3.076
	Value Congruence(centred)	.288	.127	.274	2.268	.028	.033	.543
	Individual Value (centred)	1.168	.301	.469	3.886	.000	.564	1.773
	2 (Constant)	2.881	.102		28.352	.000	2.676	3.085
	Value Congruence(centred)	.269	.157	.256	1.710	.094	-.047	.585
	Individual Value (centred)	1.229	.421	.494	2.922	.005	.383	2.075
tvsXcong		.117	.562	.039	.209	.835	-1.013	1.248

a. Dependent Variable: eng.i

Appendix N: Hierarchical linear regression of affective commitment onto value congruence, individual value and their interaction by nations

country			Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B	
			B	Std. Error	Beta			Lower Bound	Upper Bound
Czech	1	(Constant)	3.594	.084		42.656	.000	3.423	3.765
		Value Congruence(centred)	.210	.142	.219	1.478	.148	-.078	.497
		Individual Value (centred)	.532	.186	.423	2.854	.007	.154	.909
	2	(Constant)	3.590	.085		42.406	.000	3.418	3.762
		Value Congruence(centred)	.246	.148	.257	1.659	.106	-.055	.546
		Individual Value (centred)	.491	.193	.391	2.551	.015	.101	.881
UK	1	(Constant)	3.985	.152		26.171	.000	3.667	4.302
		Value Congruence(centred)	-.509	.419	-.250	-1.214	.239	-1.384	.366
		Individual Value (centred)	.726	.364	.411	1.997	.060	-.032	1.485
	2	(Constant)	3.958	.159		24.835	.000	3.624	4.291
		Value Congruence(centred)	-.470	.429	-.231	-1.096	.287	-1.368	.428
		Individual Value (centred)	.492	.504	.278	.976	.341	-.563	1.547
Brazil	1	(Constant)	3.669	.101		36.324	.000	3.461	3.876
		Value Congruence(centred)	-.212	.156	-.241	-1.362	.184	-.532	.108
		Individual Value (centred)	.593	.308	.341	1.928	.064	-.038	1.224
	2	(Constant)	3.676	.104		35.340	.000	3.462	3.890
		Value Congruence(centred)	-.169	.187	-.192	-.901	.376	-.554	.216
		Individual Value (centred)	.570	.317	.328	1.799	.084	-.081	1.221
Poland	1	(Constant)	3.289	.159		20.724	.000	2.923	3.655
		Value Congruence(centred)	1.691	.510	.759	3.318	.011	.516	2.866
		Individual Value (centred)	.175	.523	.077	.335	.747	-1.031	1.381
	2	(Constant)	3.304	.173		19.115	.000	2.895	3.713
		Value Congruence(centred)	1.801	.619	.808	2.912	.023	.339	3.264
		Individual Value (centred)	.312	.670	.136	.466	.655	-1.271	1.895
Germany	1	(Constant)	3.739	.137		27.307	.000	3.462	4.017
		Value Congruence(centred)	.433	.163	.342	2.665	.011	.104	.762
		Individual Value (centred)	1.148	.280	.526	4.104	.000	.582	1.715
	2	(Constant)	3.746	.139		27.008	.000	3.465	4.027
		Value Congruence(centred)	.430	.164	.339	2.618	.013	.097	.762
		Individual Value (centred)	1.269	.356	.581	3.562	.001	.547	1.991
China	1	(Constant)	3.086	.094		32.714	.000	2.899	3.274
		Value Congruence(centred)	.711	.211	.320	3.375	.001	.293	1.129
		Individual Value (centred)	.354	.173	.194	2.046	.043	.011	.698
	2	(Constant)	3.132	.096		32.589	.000	2.941	3.323
		Value Congruence(centred)	.499	.236	.224	2.116	.037	.031	.966
		Individual Value (centred)	-.199	.336	-.109	-.592	.555	-.866	.468
Italy	1	(Constant)	3.601	.117		30.813	.000	3.366	3.836
		Value Congruence(centred)	.611	.155	.477	3.943	.000	.300	.922
		Individual Value (centred)	.766	.372	.249	2.058	.045	.018	1.514
	2	(Constant)	3.615	.127		28.404	.000	3.359	3.871
		Value Congruence(centred)	.645	.196	.504	3.289	.002	.251	1.040
		Individual Value (centred)	.658	.528	.214	1.248	.218	-.402	1.719
		Individual Value (centred) * Value Congruence (centred)	-.202	.695	-.057	-.291	.773	-1.599	1.195

a. Dependent Variable: af.co

Appendix O: Hierarchical linear regression of productivity onto value congruence, individual value and their interaction by nations

country		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
Czech	1 (Constant)	4.029	.067		60.464	.000	3.894	4.164
	Value Congruence(centred)	-.015	.112	-.020	-.133	.895	-.241	.211
	Individual Value (centred)	.335	.130	.393	2.579	.014	.072	.598
	2 (Constant)	4.026	.067		59.690	.000	3.889	4.162
	Value Congruence(centred)	.006	.118	.008	.047	.963	-.234	.245
	Individual Value (centred)	.298	.146	.350	2.049	.048	-.003	.593
UK	Individual Value (centred) * Value Congruence (centred)	.166	.285	.104	.585	.562	-.410	.743
	1 (Constant)	3.896	.121		32.294	.000	3.644	4.149
	Value Congruence(centred)	.592	.340	.371	1.739	.098	-.121	1.304
	Individual Value (centred)	.174	.289	.128	.602	.554	-.430	.778
	2 (Constant)	3.839	.116		33.001	.000	3.595	4.084
	Value Congruence(centred)	.663	.320	.416	2.075	.053	-.008	1.335
Brazil	Individual Value (centred)	-.314	.368	-.232	-.855	.404	-1.087	.458
	Individual Value (centred) * Value Congruence (centred)	1.904	.976	.519	1.951	.067	-.147	3.956
	1 (Constant)	3.965	.084		47.015	.000	3.792	4.138
	Value Congruence(centred)	.087	.130	.110	.672	.508	-.180	.355
	Individual Value (centred)	.809	.257	.514	3.151	.004	.282	1.336
	2 (Constant)	3.946	.084		46.864	.000	3.772	4.119
Poland	Value Congruence(centred)	-.024	.152	-.030	-.156	.878	-.335	.288
	Individual Value (centred)	.868	.256	.552	3.386	.002	.341	1.395
	Individual Value (centred) * Value Congruence (centred)	.655	.479	.261	1.369	.183	-.329	1.639
	1 (Constant)	4.254	.102		41.866	.000	4.020	4.488
	Value Congruence(centred)	.072	.326	.076	.221	.831	-.680	.824
	Individual Value (centred)	.314	.335	.323	.939	.375	-.458	1.087
German y	2 (Constant)	4.272	.108		39.640	.000	4.017	4.527
	Value Congruence(centred)	.208	.386	.219	.538	.607	-.704	1.120
	Individual Value (centred)	.483	.417	.497	1.158	.285	-.504	1.470
	Individual Value (centred) * Value Congruence (centred)	-1.307	1.814	-.353	-.721	.495	-5.597	2.982
	1 (Constant)	4.078	.100		40.747	.000	3.875	4.280
	Value Congruence(centred)	.164	.119	.188	1.383	.175	-.076	.405
China	Individual Value (centred)	.792	.204	.525	3.873	.000	.378	1.206
	2 (Constant)	4.085	.101		40.540	.000	3.881	4.289
	Value Congruence(centred)	.160	.119	.183	1.345	.187	-.081	.402
	Individual Value (centred)	.928	.259	.616	3.586	.001	.404	1.453
	Individual Value (centred) * Value Congruence (centred)	.250	.289	.148	.864	.393	-.336	.836
	1 (Constant)	3.690	.073		50.433	.000	3.544	3.835
Italy	Value Congruence(centred)	.194	.163	.121	1.185	.239	-.131	.518
	Individual Value (centred)	.115	.134	.087	.856	.394	-.152	.381
	2 (Constant)	3.719	.075		49.617	.000	3.570	3.868
	Value Congruence(centred)	.056	.184	.035	.307	.760	-.309	.421
	Individual Value (centred)	-.243	.262	-.185	-.926	.357	-.763	.278
	Individual Value (centred) * Value Congruence (centred)	1.019	.644	.340	1.583	.117	-.258	2.297
Italy	1 (Constant)	3.828	.085		45.241	.000	3.658	3.998
	Value Congruence(centred)	.345	.112	.411	3.092	.003	.121	.569
	Individual Value (centred)	.264	.283	.124	.933	.356	-.305	.833
	2 (Constant)	3.758	.087		43.318	.000	3.583	3.932
	Value Congruence(centred)	.127	.143	.151	.883	.382	-.162	.416
	Individual Value (centred)	.779	.353	.366	2.208	.032	.069	1.489
	Individual Value (centred) * Value Congruence (centred)	1.164	.510	.469	2.281	.027	.137	2.191

a. Dependent Variable: pro