

BABEȘ-BOLYAI UNIVERSITY CLUJ-NAPOCA
FACULTY OF PSYCHOLOGY AND SCIENCE OF EDUCATION
PSYCHOLOGY DEPARTMENT

CARMEN NICULA

**THE ROLE OF THE FIT BETWEEN INDIVIDUAL VALUES AND
ORGANIZATIONAL VALUES ON THE WORK MOTIVATION MECHANISMS**

DOCTORAL DISSERTATION ABSTRACT

**SCIENTIFIC COORDINATOR:
PROF. UNIV. DR. HORIA PITARIU**

**SCIENTIFIC COORDINATOR:
PROF. UNIV. DR. NICOLAE JURCĂU**

2010

Table of contents

THEORY

Introduction	1
---------------------	---

CHAPTER I

I.1. PERSON-ORGANIZATION FIT

Basic concepts of the person-organization fit theory	2-5
Person-organization fit – Concept and definition	5-9

I.2. Person-organization fit theories

Need satisfaction theory	9-10
Action theory	10-10
ASA theory	10-16

I.3. Means of P-O fit measuring

16-18

I.4. The relationship between P-O fit and attitudinal variables in the organizational environment

18-21

I.5. Moderators of the relationship between P-O fit and criterion variables

21-25

I.6. The mediation exerted by work-related attitudes within the relationship between P-O fit and work performance and leaving rate

26-26

CHAPTER II

II.1. Work motivation

Work motivation, concept and definition	27-29
Employee commitment and motivation	29-32
Work satisfaction and employee motivation	32-38

II.2. Work motivation theories

II.2.1. CONTENT THEORIES OF MOTIVATION

38-40

Hierarchy of needs theory 41-41

ERG theory 41-42

Acquired needs theory 42-43

Two factor theory 43-44

II.2.2 PROCESS THEORIES OF MOTIVATION

Equity theory 45-46

Expectancy theory 46-48

II.3. A possible integration of motivation theories

48-49

II.4. Critics regarding work motivation theories

50-51

II.5. Locke's theoretical model (1997)

51-58

The main conclusions of the hypotheses formulated within the goal setting theory	59-60
--	-------

II.6. Work motivation measuring	64-64
II.7. Work motivation and values	64-68
Definition of values – What are values	68-69
Taxonomy of values	69-69
Study of the values in the organizational environment	69-69
Current research regarding values, motivation and behaviour	69-72
II.8. Motivation and person-environment fit	72-72
CHAPTER III	
III.1. P-O FIT AND ORGANIZATIONAL DEVELOPMENT	
Theoretical and empirical basic elements	73-76
Attainment of value consensus	77-78
Evaluation of values	79-84
III.2. The relationship between P-O fit and organizational development	84-88
III.3. Management of change – the model used for the elaboration of the applied organizational development project	88-93
CHAPTER IV	94-95
APPLIED STUDIES	
STUDY I	
I. Elaboration of a questionnaire to measure work motivation mechanisms	
I.1. Objective of the study	96-96
I.2. Respondents and procedure	96-98
I.3. Conclusions	98-99
STUDY II	
II. Investigation of the moderating role of person-organization fit on work motivation	
II.1. Objective of the research	99-100
II.2. Research methodology	
II.3. Participants	100-100
II.4. Instruments	100-100
II.5. Procedure	100-101
II.6. Results	101-106
II.7. Discussions and implications	106-108
II.8. Conclusions	108-109
STUDY III	
III.1. Investigation of the impact of person-organization fit on work motivation (longitudinal study)	
III.1.1. Objective of research	109-109
III.1.2. Research methodology	

III.1.3. Participants	109-109
III.1.4. Instruments	110-111
III.1.5. Procedure and organizational context	111-113
STUDY III	
III.2. Sections of the applied program	
III.2.1. The phases of the organizational development program	
	113-114
a. Change preparation	114-116
b. Change implementation	116-117
c. Change evaluation	118-118
III.2.2. Change implementation – sections of the action plan	
Presentation of the organization	118-118
Values of the organization WWW	119-120
The mission of the human resources department and human resources practices that apply in the organization WWW	120-121
Analysis of the main human resources processes existing in the organization	121-121
Elaboration of suggestions regarding the human resources procedures	122-122
A. Consistency between the main human resources systems and procedures and the values of the organization WWW	
A.1. Recruitment and selection	122-124
A.2. Performance management	124-126
A.3. Development management	126-130
A.4. Induction process	131-132
A.5. The Leadership profile	132-136
B. Suggestions of additional value implementation mechanisms in WWW	136-139
Application of the suggestions formulated in the human resources procedures	139-141
III.3. Results	141-144
III.4. Discussions and implications	144-145
III.5. Conclusions	146-147
GENERAL CONCLUSIONS	148-150
Bibliography	
Appendix	

CHAPTER I

PERSON-ORGANIZATION FIT

Kristof (1996) defines person-organization fit as being “the match between employees and the organization they belong to, which takes place when: (a) at least one of the parties offers the other party the satisfaction of one personal need; (b) they share similar basic characteristics or (c) both. P-O fit is a **judgement** regarding the fit between a person and an organization and which is consistent with the approach which states that not the real environment, but the perception of the existence of a similarity with that environment is responsible for the attitudes towards work and future behaviours.

As far as the P-O fit construct is concerned, an important distinction is the one between complementary and supplementary fit (Cable & Edwards, 2004; Van Vianen, 2000). Complementary fit exists when a person or an organization offers elements that the other party needs. Supplementary fit exists when the individual and the organization resemble from the point of view of the basic characteristics (Kristof, 1996; Muchinsky & Monahan, 1987). Most studies that focused on supplementary fit referred to the fit of values, since these are basic characteristics both for the individual and for the organization. Another important difference is the one between **actual** and **perceived fit**. Actual fit, often called objective fit, refers to the real similarity between the values of an organization and of an individual, unlike the perceived one which points out the degree that an individual believes to match an organization.

As far as the person-organization theories are concerned, Schneider (1987) puts forward within the framework of the ASA Theory (Attraction - Selection - Attrition), one of the most solid theoretical substantiations in the field, predictions according to which the employees who remain in the organization will also manifest more favourable attitudes towards work, such as work satisfaction, commitment to the organization and the intention to leave the organization. According to Schneider et al. (1997), the preferences of people for certain organizations are based on an implicit estimation of the concordance between personal characteristics and the attributes of the organizations considered potential employers. The author underlines the fact that subjective perceptions related to fit, and not objective fit, are the ones that influence the decision of an employee to continue to work for an organization. **Therefore, subjective fit represents a more accurate description of personal reality than objective fit (Chaplan, 1987). As it was also noticed in empirical research, subjective fit is a more relevant predictor of the applicants and of the results of the recruiting process than objective fit (Cable & Judge, 1997).**

As means of P-O fit measurement, most researchers in the domain agree that **perceived fit** is defined with the help of a direct measurement (Kristof, 1996). Kristof (2005) establishes the following terms, in order to make a difference between different ways of measuring person-organization fit:

- a) **Perceived fit**, when the person makes a direct evaluation of the fit between itself and the organization;
- b) **Subjective fit**, when fit is indirectly measured comparing the measurement of the person and organization variables, made by the *same person*;
- c) **Objective fit**, when fit is indirectly calculated comparing the measurement of the person and organization variables, as observed by *different sources*;

In the meta-analysis made by Arthur, Bell, Villado and Doverspike (2006), the authors used three of the most frequent forms of fit, which overlap with the ones mentioned above, as follows:

- **Indirect - actual fit;** evaluations of the target individual related to his own characteristics are compared to evaluations or descriptions of the organization, having in mind the same dimensions, obtained from a different source.
- **Indirect – perceived fit;** evaluations of the target individual and of the organization using the same criteria or characteristics, obtained from the same source, are compared.
- **Direct – perceived fit;** the target individual or another evaluator is directly requested to evaluate the degree of fit between the target individual and the organization.

At the level of the individual, the influences of the P-O fit on the attitude variables originate from the assumption that a match between an organization and the values of an individual, his interests, his convictions and his needs, is linked to the aimed results. Generally, it is believed that P-O fit leads to positive results because the needs of the individuals are satisfied and/or because the individuals work with other persons who have similar characteristics (Kristof, 1996). Relevant evidence show that there are relationships between perceived P-O fit and the attraction to an organization, socialization, satisfaction and commitment to an organization and the leaving rate, as revealed in recent meta-analysis (Kristof-Brown, Zimmerman, & Johnson, 2005 and Verquer, Beehr, & Wagner, 2003). Moreover, P-O fit is linked to evaluations from superiors, contextual performance and career success (wage level and position) (Bretz & Judge, 1994), but also to civic behaviour (Cable & DeRue, 2002).

The meta-analysis made by Arthur, Bell, Villado and Doverspike (2006) shows that the relationship between P-O fit and attitudes is stronger than the relationship between P-O fit and work satisfaction, and the leaving rate has a relationship with fit similar to the one of attitudes.

CHAPTER II

WORK MOTIVATION

Work motivation, according to Pinder (1998), represents the set of energizing forces which have their origin both inside and outside an individual, in order to initiate behaviours related to work and to determine its shape, intensity and duration. Motivation can be approached in a wider sense, but it is more useful to focus on goals, which are cognitive representations of certain desired states, which are at the same time the most frequently studied motivational construct (Austin & Vancouver, 1996).

This paper reviews the main motivation theories which are divided in two groups – **content** theories which mostly underline the needs of the individual – the physiological or psychological deficiencies that we need to reduce or eliminate (Maslow’s hierarchy of needs theory, C. Alderfer’s ERG theory, McClelland’s acquired needs theory, F. Herzberg’s two-factor theory) and **process** theories which focus on reasoning, on the cognitive process that takes place in the mind of the individuals and which influences afterwards their behaviour (J. S. Adams’s equity theory, V. Vroom’s expectancy theory, etc.)

Goals are fundamental for the human experience (Locke, 1997), conscious or not, they direct action. The goal setting theory is considered to be dominant in the field, and Locke’s model (1997) has a significant contribution to the understanding of the motivational process.

Locke’s goal model focuses on the goal setting. It is presumed that all consciously motivated behaviours are oriented towards a goal, no matter if these behaviours are self-generated or assigned by others. Goals that appear naturally come from the activation of the basic needs, personal values and self-efficiency perceptions (the

latter being shaped by the means of experiences and the socialization process). Moreover, individuals establish or accept goals as a response to external stimuli. The goals that individuals choose can vary regarding difficulty and specificity, and these attributes, combined with the self-efficiency perceptions help determine: the *direction* of behaviour, the amount of *effort*, the degree of *persistence* and the probability that individuals develop *strategies in order to achieve the goals*. The latter represent the mechanisms throughout which the choice of goals and the conviction regarding efficiency influence behaviour (Locke & Latham, 1990, 2002). Further on, according to the goal setting model, the performance that results from these efforts affects the experienced level of satisfaction which, at its turn, together with commitment, may lead to other types of action, such as avoidance of work, of a job position, deviation or adaptation. Within this causal chain which evolves from internal and external determinant factors, to goals and, finally, to performance and satisfaction, Locke identified a set of moderating conditions necessary for the goal achievement: feedback, attachment to the goal, abilities and task complexity.

Goal mechanisms

Goals affect performance by the means of four mechanisms. Firstly, goals have an **indicatory function**; they direct the attention and the effort to activities relevant from the goal point of view and away from activities irrelevant from the point of view of the goal. This effect takes place both cognitively and behaviourally.

Secondly, goals have an **energizing role**. High goals have as a result a greater effort in comparison to low goals. This aspect was illustrated within the tasks which (a) imply direct physique effort, such as the ergometer; (b) imply repeated performance in the case of certain simple cognitive tasks, such as addition; (c) include measurements of the subjective effort; (d) include physiological indicators of effort.

Thirdly, objectives affect **resistance**. When participants are allowed to control the time they spend to solve a task, difficult objectives prolong the effort. Nevertheless, there often exists a work exchange regarding the duration and the intensity of the effort. Being confronted with a difficult goal, it is possible to work faster and more intensely for a short period of time or to work slower and less intensely for a longer period of time. Locke and Latham (1990) defined persistence as the effort maintained in time, typically measured as the time spent to perform an activity or other equivalent measurements such as the number of attempts to solve a problem.

Fourthly, goals indirectly affect the **reaction** because they lead to the awakening, discovery and/or usage of certain knowledge and strategies relevant for the task in question.

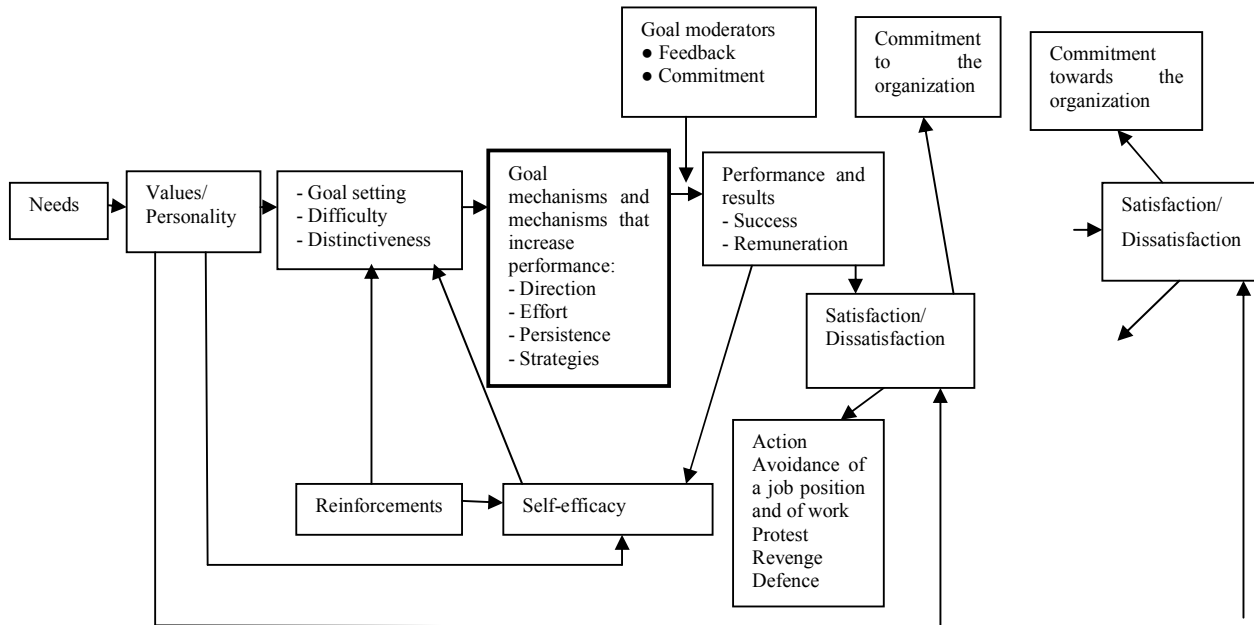


Figure 4. Motivation process (Locke, 1997)

Work motivation measurement

In the case of motivation measurement it is also necessary to infer the characteristics of the construct on the basis of certain obvious associated indicators. We can speak about latent motivation (intention), but we can draw inferences on the basis of certain obvious indicators, such as attention, effort and persistence. Therefore, the problem of identifying the most adequate indicators for the motivation construct is raised, in this case, which implies the settling of the construct validity of the respective measurements.

Table 1 comprises the six most common key dimensions for the measurement and evaluation of motivation.

Table 1. The six most common dimensions which represent the starting point of most motivation theories and key implications for the measurement and evaluation of motivation (source: Kanfer, Chen & Pritchard, 2003).

Dimension	Key implications on measurement	Implications analysis
Attention	Construct validity	The classic and modern theory of tests; the confirmatory factor analysis, the answer theory
Effort	Construct validity and relevance	The classic and modern theory of tests; the confirmatory factor analysis, the answer theory
Persistence	Invariation and time variability	Confirmatory factor analysis, repeated measurement models, development/ longitudinal models
Contextual	Specification of the correct measuring level	Random coefficients models
Several levels	Specification of the correct measuring level, aggregation	Random coefficients models; agreement or dispersion to sustain aggregation (intraclass correlations)
Process-oriented	Development of measurements which are not distorted by the method itself	Mediated models (structural modelling of equations, general linear model, modelling of random coefficients).

Classic motivation measurements

There are four major systems used to measure motivation and these are projective, objective, subjective and implicit/explicit measurements.

Projective

Projective measurements are frequently used in the clinical domain and are constructed to measure needs, reasons or personality, but rarely in order to point out states or processes.

Objective measurements

The definition of this type of measurements is that they don't need human judgement in the data collection process, the focus being on the settlement of the construct validity and determination of the adequacy of this measurement in a given context. Some of these measurements include the number of attempts to build a bridge (in the case of a creativity task), the heart and breathing frequency, the number of errors or successes, measurements of the reaction time and of the processing speed. Regarding the advantages, these methods are preferred by researchers due to the fact that distortions are less frequent, they offer numerical indicators which are more valued by the managers in the business world, data is easier to collect and, usually, they are accurate. Despite the fact that they can be easily measured and that they are accurate, the main disadvantage is that the validity of these measurements remains questionable, as well as the consideration of certain factors which can even influence their accuracy, such as: low response rates in the case of automatic behaviours, the influence of certain environment factors, such as the usage of dollars as a sales criterion, deficiency, in the case of the announcement of a low rate of accidents in order to prevent negative effects.

Subjective measurements

The target construct represents the basis of these measurements, which is defined in accordance to theory, and the researcher puts forward several items which are meant to cover the domain of the construct. As an item can be interpreted in different ways, multiple items are used in order to represent the content of the construct domain, which also helps increase the accuracy.

The disadvantage of the usage of these measurements is that either the correct questions haven't been asked or that questions that are correct enough haven't been formulated. The proposed strategy is to put labels and to define the construct as well as possible. The distortion given by the method can be reduced if different types of methods are used (Ployhart, 2003).

Implicit measurements

The most common examples of such measurements include the reaction time, evaluations of the processing speed, errors, and eyeball movements. The main characteristic of these implicit measurements is that they are supposed to surprise mental operations that are produced outside consciousness. In the case of explicit measurements, the answer is predominantly under the conscious control of the participant. Implicit measurements are not preferred by organizational psychology researchers, and one of the justifications has a practical nature and it refers to the fact that the usage of the computer in this measurement system is necessary.

As far as work motivation and values are concerned, personal values are considered to be more closely linked to motivation (Parks & Guay, 2009). The authors define personal values as learned convictions which play the role of guiding principles in relation to the way individuals should behave.

Therefore, values are evaluative and guide the judgements of individuals regarding the adequate behaviour, both concerning their own behaviour and the behaviour of others.

Values are also general and more stable, being different from attitudes which generally are specifically connected to a given event, person, behaviour or situation. Moreover, values are classified according to their importance, so a person will behave in accordance to the most important value when two values are in conflict.

Although empirical research which links values to motivation is few, there are many theorists who sustain that such a link should exist (Parks & Guay, 2009). Rokeach considered that values have an inherent motivational component and has even described them as super-goals. Schwartz (1992) similarly describes the

values as being basically motivational. Both theorists state that values represent the link between more general motivational constructs, such as needs and more specific ones, such as goals.

CHAPTER III

P-O FIT AND ORGANIZATIONAL DEVELOPMENT

With respect to organizational interventions which focus on values, the same authors state that one can depart from the premise that you can't force people to change their value system, but *you can help them see the benefits of the change of their behaviour*. Therefore, if the behavioural effects that result from the organizational development practices help to obtain the balance between personal and organizational values, these will consolidate the human values, even if we are not aware of this. With one eye on the mission of the organizational development, the following questions must be taken into consideration by the organizational development specialists:

- What impact do the organizational development practices have on people? What are the effects of these practices?
- What impact will the organizational development practices have on the organization on a long term?
- How can the balance between individual needs and organizational needs be better established and maintained?

Studying the relationship between organizational values and individual values, Posner & Schmidt (1985) pointed out that the efforts to clarify and create a whole between personal values of the employees and those of the organization have as effect significant advantages both for the employees and for their organizations.

Therefore: *1. Shared values are linked to feelings of personal success; 2. Shared values are linked to ethical behaviour; 3. Shared values are linked to stress; 4. Shared values are linked to the objectives of the organization.*

O'Reilly & Caldwell (1985) studied the importance of the shared values on the objectives of the organizations, investigating the effect of strong cultures versus weak cultures. The authors defined strong cultures as being the ones where consensus and intensity of the key organizational norms exist (operative values). In an organization with a strong culture, positive effects are found, such as: a high level of cohesion, management credibility, pride, satisfaction, identification and motivation to work constantly, as well as a lower level of intention to leave the organization. Regardless of the method of measurement, **clarity, consensus and intensity** regarding the vision and the values of an organization produce significant effects for that particular organization (Posner & Schmidt, 1985).

APPLIED STUDIES

According to Locke's conceptual model (1997), the choice of the goal (its difficulty and specificity) is influenced by the personality and the values of the individual, and the assumption which represents the starting point of this paper regarding the analysis of the role that the person-organization fit has on work motivation is that both the choice of the objectives and the optimization mechanisms (guidance, effort, persistence, accomplishment strategies) are influenced by the fit between personal values and organizational values.

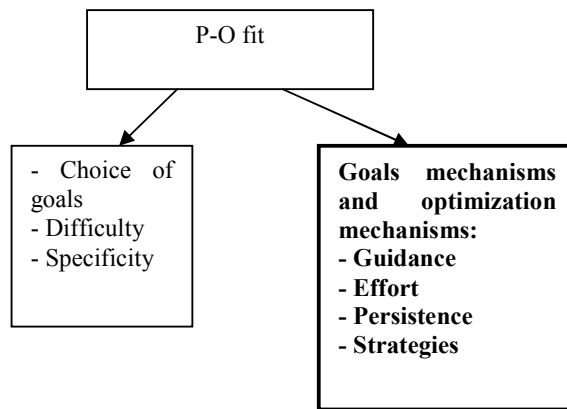


Figure 6. The integration of P-O fit in the motivation process

STUDY I

The construction of a questionnaire to measure work motivation mechanisms

Objective of the study

Due to the fact that we did not find in the literature a questionnaire which measures work motivation mechanisms and which is in accordance with the purpose of our research, we decided to create such an instrument, based on the subjective evaluation of the participants. The person-organization fit represents, under the form of direct measurement, stronger relationships with other studied variables, fact that indicates the importance of the self appreciation of the respondents regarding this concept. The evaluation questionnaire of the work motivation mechanisms had as a starting point the definition of the variables within Locke's model (1997), using the experts method. The final form of the questionnaire is presented in Appendix 1, with the specification that the in the version given to the participants the items were mixed up.

Respondents and procedure

A group of 4 human resources experts, on the basis of individual study, elaborated a list of behavioural items that they discussed and agreed upon during a group discussion, having as a result 20 items.

The items refer to each one of the three motivation mechanisms (guidance, effort and persistence), as they were defined in the goal setting theory. Before the proper elaboration of the items, the experts established the basic elements that characterize the three mechanisms, as follows:

Guidance – orientation of the attention and effort to relevant activities from the point of view of the objective.

Effort – allocation of energy resources to attain the objective, mainly evaluated by the means of the intensity of the energy.

Persistence – duration of the effort allotted for the completion of a task.

Having in mind the fact that the choice of the objective, the difficulty and the specificity are moderators of the effects of the objectives, according to Locke's model, we introduced these variables in the research in order to be able to control their effects. Therefore, the participants were given the following indication: "Think about an objective you recently reached at work and having this experience in mind, answer the following questionnaire." Also, after completing the questionnaire, the subjects had to check off these characteristics of the objective they had in mind, appreciating whether the objective was:

- Chosen (they wanted to reach it, even if they didn't have to/the objective was not imposed) or imposed (they wouldn't have done it if it hadn't been imposed);
- Simple or difficult (if the reaching of the objective requires time resources, effort, collaboration with third parties and authority limits at a level specified in the job description, then the objective is simple. If not, the objective is difficult);
- Global or specific (if at least four of the elements of a SMART objective can be identified, then the objective is specific. If not, the objective is global).

Likert scale was chosen as means of answering, of evaluation of the degree of agreement with those affirmations, with values from 1 to 7, where 1 means disagreement and 7 means strong agreement. A high score obtained in the case of each scale indicates a high level of guidance, effort and persistence.

Further on, the initial form of the questionnaire (20 items) was applied to a group of 50 persons, employees occupying managing and execution positions in several companies, who answered each question according to their own opinion. The questionnaires were filled in by the participants in the paper-pencil version, during the working hours, after they were explained the purpose, the correct method of filling in and only if respondents agreed beforehand.

The following statistical processing was applied to the obtained data: the linear correlation coefficients between the scores of the items and the total score obtained after the summing up of the scores of all items were calculated and those items were chosen in the case of which the correlation coefficient was significant at the value of 0.05.

14 items resulted, and in order to test the increase of efficiency of the three dimensions, we applied the factor analysis exploring method on the items comprised by the final version of the questionnaire, and the matrix obtained after the third rotation is presented in table 5. As it can be noticed from the observation of table 5, the questionnaire items which measure work motivation mechanisms load on 3 factors, corresponding to the three mechanisms.

Table 5. The structure of the matrix for the scales of the motivation mechanisms

	1	2	3
G1		.655	
G2		.824	
G3		.698	
G4		.601	.471
G5		.699	.440
E1	.737		.413
E2	.690	.336	
E3	.789		
E4	.733		.337
E5	.773		
P1			.776
P2			.746
P3			.656
P4			.651

G – guidance, E – effort, P – persistence

The Alpha Cronbach internal consistency coefficient obtained for the guidance scale was 0.70, the one obtained for the effort scale was 0.72 and the one for persistence was 0.67, which indicates a high accuracy of the used scales. Except for the persistence scale ($\alpha=.67$), coefficients with values that surpass the general accepted limit of value of .70 were obtained in the case of the other scales.

We decided that both accuracy coefficients and the structure of the factor matrix indicate a high accuracy of the questionnaire. The final version of the questionnaire comprises 14 items reflecting the 3 scales, as follows: guidance (5 items), effort (5 items) and persistence (4 items).

Conclusions

Although there exist recommendations for the utilization of several types of measurements in order to detect a latent construct, as it is in the case of work motivation, within this paper the focus is on the three motivation mechanisms (guidance, persistence and effort), which can be considered observable indicators, and that is an argument in favour of the decision to use the questionnaire method. It can be considered that the touch of subjectivity that the usage of this method implies, as we are talking about opinions of respondents, does not produce significant distortions of the results, especially as it enters in the wider framework of research, and the elaboration methodology is one that respects the basic principles of questionnaire elaboration.

The compiled questionnaire that we will use in the case of this paper for the measurement of work motivation had as a starting point the usage of the definition of the three motivation mechanisms, as they are also expressed within Locke's goal setting theory (1997).

Taking into account that we couldn't determine the construct validity, using convergent validity (we did not find these motivation dimensions to be used in a similar context), we used the exploratory factor analysis to determine the presence of the three factors. The analysis of the Alpha Cronbach internal consistency coefficients also indicated high accuracy of the scales used.

A possible problem that was identified and counteracted by the means of the questionnaire filling in indications refers to the fact that participants must answer the questionnaire items bearing in mind an “objective recently accomplished at work”, which they have to choose. In this way, if they don’t respect the rule of randomly choosing an objective (as specified in the instructions) a series of distortions may be introduced. We consider that by the means of the data aggregation and the focus on the respecting of the filling in instructions, the effects of these are not significant.

STUDY II

Investigation of the moderating role of the person-organization fit on work motivation

Objective of research

This study has as a starting point Locke’s motivation model (1997) and integrates the P-O fit concept presented in Figure 61. According to the model, the choice of the goal (its difficulty and specificity) is influenced by the personality and the values of the individual. Further on, we believe that the optimization mechanisms (guidance, effort, persistence) are influenced by the fit between personal values and organizational values and we expect this influence to be stronger when work objectives are chosen by the person.

Therefore, the aim of the study is to examine the moderating effect of person-organization fit on motivation mechanisms, in two circumstances: chosen work goals and assigned goals.

On the basis of this objective, we formulated the following hypotheses:

H1: The level of the work motivation will be higher in the case when the employee perceives a higher level of fit between personal values and organizational values, compared to the situation when the employee perceives a low level of fit, under the conditions of the chosen goals.

H2: The intensity of the relationship between P-O fit and work motivation is higher in the case of direct fit, in comparison to the indirect and actual perceived fit.

Research methodology

Participants

The study was carried out on a population sample of 265 employees within a private company, out of which 148 males (56%) and 117 females (44%). The age of the participants varies between 24 and 61 years, 15% having between 24 and 30 years, 40% between 31 and 40, 22% between 41 and 50 years and 23% between 51 and 61. The group is made up of managers and specialists (113 managers and 152 specialists), which come from all the departments of the company: 106 persons work within the operations department, 53 work in sales, 56 in logistics, 10 in marketing, 25 in financial, 6 in IT and 9 in human resources.

Further on, a brief description of the company where the study was carried out is presented. We are talking about a multinational company, with tradition regarding the importance granted to organizational values, set up in Romania immediately after the year 1989. The values of the company are those of the international group and, even since the selection period, the individuals who applied for the jobs within the company were questioned regarding individual values, from the perspective of the fit with the values of the organization.

Instruments

For the measuring of the *person-organization fit* two measurements were used, according to the types of fit.

Direct fit was measured by the means of one item “Appreciate to what extent you consider that your values and the values of the organization you work in are compatible.”

As a final measurement of direct fit, the difference between the group average and the individual reported average was used. The usage of this measurement is in accordance with previous studies regarding fit, as also shown in the meta-analyses we referred to in this paper. *Indirect fit* was measured by the means of a questionnaire developed within this study, which investigates to what extent a series of behavioural affirmations, regarding the values of the organization, “are important” for the organization and “are important” for the participants; in the case of actual indirect fit, the answers of the employee regarding importance for himself are compared with evaluations of the importance for the organization, obtained from the direct supervisor, and in the case of perceived indirect fit, the answers of the employee regarding importance for himself are compared with evaluations of the importance for the organization, obtained from the employee himself. These instruments were chosen on the basis of their frequent usage, these being the most used in the case of fit measurement (Arthur, Bell, Villando & Doverspike, 2006).

The questionnaire of P-O fit measurement comprised a list of 22 behavioural affirmations regarding the basic values of the organization where the study was carried out (Appendix 2). For the elaboration of the questionnaire, four group meetings took place and the principles of the SEAC method were used. A scale from 1 to 4 was used for the evaluation of the importance of the values for the employee, where 1 means “not important” and 4 means “very important”.

The work motivation mechanisms were measured with the help of a questionnaire elaborated within this research, using the experts’ method. The elaboration methodology of the questionnaire is presented in study 1.

Procedure

The participants to the study filled in the two questionnaires in the pencil-paper version, during the working hours.

Results

The descriptive statistics (averages, standard deviations) and correlations between investigated variables are presented in Table 6.

The analysis of the averages on the motivation mechanisms indicate a value over the average, with the highest scores registered in the case of guidance (5.32) and the lowest in the case of effort (4.51). The averages obtained in the case of compatibilities reflect values between .57 (direct fit) and .69 (indirect perceived fit). Compared to the scale average (in four points) and to the calculation method (of the difference), these values indicate a high fit between individual values and the organizational ones, in the case of the studied population sample.

The study of the correlation coefficients indicates a high association between variables, both in the case of motivation mechanisms and in the case of fit. The analysis of the correlations between the three types of fit and the elements of work motivation reveal a similar pattern. Therefore, the highest values of the correlation coefficients, significant at the limit value of .01 were registered for the direct perceived P-O fit: .25 in the case of effort, .22 in the case of guidance and .21 in the case of persistence. In the case of indirect perceived fit, lower and more varied values of the correlation coefficients were registered. The highest value, .20, significant at the limit value of .01 was recorded in the case of persistence, while in the case of guidance the obtained correlation coefficient is insignificant.

Table 6. Descriptive indicators and intercorrelations between the variables comprised in the study

	1	2	3	4	5	6
1.Direct P-O fit						
2.Perceived indirect P-O fit	.87					
3.Actual indirect P-O fit	.88	.90				
4.Guidance	-.32	-.32	-.29			
5.Effort	-.33	-.30	-.26	.72		
6.Persistence	-.39	-.38	-.32	.72	.68	
Average	.57	.69	.63	5.32	4.51	5.04
Standard deviation	.28	.31	.30	1.30	1.29	1.28

Testing of the moderating effect of person-organization fit on motivation mechanisms

The moderating effect was tested by the means of hierarchical regression in the case of three dependent variables: guidance, effort and persistence. During the first stage of the regression we introduced the result obtained in the case of the characteristics of the work goal, according to Locke's model (1997) (chosen versus assigned, difficult versus simple, specific versus global), in the second stage, besides these, fit was added, and in the third stage, besides the first two independent variables we also introduced interaction between the characteristic chosen versus assigned and fit.

The results obtained after the regression analyses are presented in Table 6.1, 6.2, 6.3, for the three types of fit.

Table 6.1. Hierarchical regression – direct fit analysis

Dependent variable	Stage	Predictors	ΔR2		F			
			R2		df1	df2	sch.	ρ
Guidance	1	Chosen, difficult, specific	.20	.20	3	219	18.74	.00
	2	Direct fit	.30	.10	1	218	32.18	.00
	3	Chosen/assigned X Direct fit	.33	.02	1	217	8.48	.004
Effort	1	Chosen, difficult, specific	.15	.15	3	220	13.52	.00
	2	Direct fit	.26	.10	1	219	32.40	.00
	3	Chosen/assigned X Direct fit	.27	.00	1	218	2.24	.135
Persistence	1	Chosen, difficult, specific	.21	.21	3	220	20.48	.00
	2	Direct fit	.37	.15	1	219	54.41	.00
	3	Chosen/assigned X Direct fit	.40	.03	1	218	12.38	.001

In the case of direct fit, the results of the regression analysis show that in the case of guidance, both the characteristics of the goals, direct fit and interaction have significant individual contributions to the explanation of the level of the motivation mechanisms. The characteristics of the objective explain 20% of the guidance variance ($F(3,219) = 18.74$, $p < .001$), direct fit adds an explicative plus of 10% ($F(1,218) = 32.18$, $p < .001$), and the interaction of the two variables explains 33% of the guidance variance ($F(1,217) = 8.48$, $p < .01$). In the case of effort, the characteristics of the goal explain 15% of the effort variance ($F(3,220) = 13.52$, $p < .001$), direct fit adds an explicative plus of 11% ($F(1,219) = 32.40$, $p < .001$), and the interaction between the two variables explains 27% of the effort variance ($F(1,218) = 2.24$, $p > .05$). In the case of persistence, the characteristics of the goal explain 21% of the persistence variance ($F(3,220) = 20.48$, $p < .001$), direct fit adds an explicative plus of 17%

($F(1,219) = 54.41, p < .001$), and the interaction between the two variables explains 40% of the persistence variance ($F(1,218) = 12,38, p < .001$).

By virtue of these results we can observe a stronger contribution of the interaction between direct fit and the choice of goals to the explanation of the motivation mechanisms variance. The obtained results support H1 hypothesis, in the case of direct fit.

Table 6.2. The hierarchical regression – indirect perceived fit analysis

Dependent Variable	Stage	Predictors	ΔR				F	
			R2	2	df1	df2	sch.	ρ
Guidance	1	Chosen, difficult, specific	.20	.20	3	218	18.73	.00
	2	Indirect perceived fit	.30	.09	1	217	29.40	.00
	3	Chosen/assigned X indirect perceived fit	.31	.01	1	216	4.05	.045
Effort	1	Chosen, difficult, specific	.15	.15	3	219	13.51	.00
	2	Indirect perceived fit	.23	.07	1	218	21.92	.00
	3	Chosen/assigned X Indirect perceived fit	.23	.00	1	217	.92	.338
Persistence	1	Chosen, difficult, specific	.21	.21	3	219	20.22	.00
	2	Indirect perceived fit	.33	.12	1	218	39.79	.00
	3	Chosen/assigned X Indirect perceived fit	.36	.02	1	217	9.01	.003

In the case of indirect perceived fit, the results of the regression analysis show that in the case of guidance, both the characteristics of the objectives and the indirect perceived fit and interaction have significant individual contributions to the explanation of the motivation mechanisms level. The characteristics of the goal explain 20% of the guidance variance ($F(3,218) = 18.73, p < .001$), indirect perceived fit adds an explicative plus of 10% ($F(1,217) = 29.40, p < .001$), and the interaction between the two variables explains 31% of the guidance variance ($F(1,216) = 4.05, p < .05$). In the case of effort, the characteristics of the goal explain 15% of the effort variance ($F(3,219) = 13,51, p < .001$), indirect perceived fit adds an explicative plus of 8% ($F(1,218) = 21.92, p < .001$), and the interaction between the two variables also explains 23% of the effort variance ($F(1,217) = .92, p > .05$). In the case of persistence, the characteristics of the goal explain 21% of the persistence variance ($F(3,219) = 20.22, p < .001$), indirect perceived fit adds an explicative plus of 12% ($F(1,218) = 33.79, p < .001$), and the interaction between the two variables explains 36% of the persistence variance ($F(1,217) = 9.01, p < .01$).

By virtue of these results we can observe a stronger contribution of the interaction between indirect perceived fit and the choice of goals to the explanation of the motivation mechanisms variance. The obtained results support H1 hypothesis, in the case of indirect perceived fit. In the case of effort, the interaction between fit and the choice of the goal does not bring an explicative plus in comparison to fit, which supports the direct effect of fit on motivation mechanisms. We can say that, in this case, hypothesis H1 is not confirmed.

Table 6.3. The hierarchical regression – indirect actual fit analysis

Dependent Variable	Stag e	Predictors	ΔR2				F	
			R2		df	df2	sch.	ρ
Guidance	1	Chosen, difficult, specific	.20	.20	3	218	18.73	.00
	2	Indirect actual fit	.31	.11	1	217	35.25	.00
	3	Chosen/assigned X Indirect actual fit	.32	.01	1	216	4.25	.04
Effort	1	Chosen, difficult, specific	.15	.15	3	219	13.15	.00
	2	Indirect actual fit	.25	.09	1	218	27.75	.00
	3	Chosen/assigned X Indirect actual fit	.25	.003	1	217	.87	.34
Persistence	1	Chosen, difficult, specific	.21	.21	3	219	20.22	.00
	2	Indirect actual fit	.36	.15	1	218	51.84	.00
	3	Chosen/assigned X Indirect actual fit	.39	.02	1	217	8.88	.03

In the case of indirect actual fit, the results of the regression analysis show that in the case of guidance, both the characteristics of the objectives and the indirect actual fit and interaction have significant individual contributions to the explanation of the motivation mechanisms level. The characteristics of the goal explain 20% of the guidance variance ($F(3,218) = 18.73$, $p < .001$), indirect actual fit adds an explicative plus of 11% ($F(1,217) = 35.25$, $p < .001$), and the interaction between the two variables explains 32% of the guidance variance ($F(1,216) = 4.25$, $p < .05$). In the case of effort, the characteristics of the goal explain 15% of the effort variance ($F(3,219) = 13.15$, $p < .001$), indirect actual fit adds an explicative plus of 10% ($F(1,218) = 27.75$, $p < .001$), and the interaction between the two variables explains 25% of the effort variance ($F(1,217) = .87$, $p > .05$). In the case of persistence, the characteristics of the goal explain 21% of the persistence variance ($F(3,219) = 20.22$, $p < .001$), indirect actual fit adds an explicative plus of 15% ($F(1,218) = 51.84$, $p < .001$), and the interaction between the two variables explains 39% of the persistence variance ($F(1,217) = 8.88$, $p < .05$).

By virtue of these results we can observe a stronger contribution of the interaction between direct fit and the choice of goals to the explanation of the motivation mechanisms variance. The obtained results support H1 hypothesis, in the case of indirect actual fit. In the case of effort, a pattern of results similar to the one recorded in the case of indirect perceived fit was obtained. We can say that in the case of this mechanism hypothesis H1 is not confirmed.

The analysis of the results also reveals that the highest values of R2 were recorded in the case of indirect fit, fact which confirms hypothesis H2.

Discussions and implications

The idea of the influence that P-O fit has on attitudinal variables has as a starting point the assumption according to which a fit between an organization and the values of an individual, interests, convictions and needs is linked to the aimed results. The persons who remain within the organization assert a high level of fit with the organization and they are expected to also assert more favourable attitudes towards work. Attitudinal variables, such as work satisfaction, commitment to the organization and the intention to leave the organization were among the most frequently used criterion variables in the studies regarding P-O fit (Verquer et al., 2003). Moreover, P-O fit is also connected to behavioural variables such as work performance, evaluations made by

superiors, contextual performance and career success, but also to civic behaviour. We did not find studies which tackle the effects on work motivation (Kristof et. al., 2005).

The obtained results show the moderating effect of P-O fit on work motivation, the set hypothesis being confirmed, except for the case of indirect fit (actual and perceived) in the case of effort. A possible explanation is the fact that employees tend to have a low preference for goals and tasks which suppose a greater effort.

The hypothesis according to which higher scores of the effect were registered in the case of direct fit was demonstrated.

As we didn't find data in the literature to compare the results we obtained, we will refer to the criterion variables comprised in a series of meta-analysis, which sustain the conclusion that the size of the effect was larger when the direct-perceived measure of fit was used.

Reviewing the results obtained in the case of other criterion variables, the meta-analysis of Arthur et al. (2006) shows that validities relative to the criterion of the P-O fit were .15, .24 and .31 in the case of work performance, leaving rate and work attitudes. The size of the effect has the highest value in the case of work attitudes and the lowest value in the case of work performance. The size of the effect also had a higher value in the case of the leaving rate and when the direct-perceived measure of fit was used (.21, in the case of direct fit, .16 in the case of indirect-perceived and .12 in the case of indirect-actual). A similar pattern of results is also shown in this meta-analytic study regarding the relationship between P-O fit and attitudinal criteria, respectively .62 in the case of direct-perceived fit, .45 in the case of indirect-perceived fit and .26 in the case of indirect-actual fit.

In another meta-analysis, Verquer et al. (2003) refer to the same types of fit, naming them objective, perceived and subjective fit, and the results show that the relationship between P-O fit and work attitudes is stronger when measures specific to the direct-perceived fit are used. A possible explanation is the reflecting of a common source of distortion, as long as both types of data related to P-O fit and attitudes are obtained from the same source, situation which differs from the one where the criterion variables are behaviours (such as, for example, work performance), which are usually obtained from another source.

Conclusions

This study intended to investigate the moderating role of P-O fit on work motivation. The assumption which represented our starting point is that the persons whose work-related values are compatible with the ones of their work environment are more motivated than the ones in the case of who the fit is more reduced, partially due to the fact that the environment offers rewards valorised by the person (Bretz & Judge, 1994).

In the demarche to demonstrate the formulated hypotheses, the results obtained support the moderation effect in the case of the three types of fit and of the three work motivation mechanisms, two exceptions were encountered, in the case of indirect fit (perceived and actual) regarding effort.

Taking into account the fact that there are no previous studies to allow us to compare these results with, it can be concluded that the results can be registered next to the ones obtained in other studies that investigated the effects of P-O fit on attitudinal and behavioural variables and that further research is needed. Furthermore, in the context where companies are more and more interested to attract and retain the most appropriate employees, who sustain performance, P-O fit is in the attention of researchers and practitioners, as individuals who want to enter an organization will chose those organizations in the case of which they perceive a high fit at the level of values, and the employees who remain in an organization will assert a high degree of fit with it, will have more

favourable attitudes towards work (work satisfaction, commitment to the organization) and will be more motivated.

In respect of the processes which help facilitate fit, which furnish managerial intervention techniques, most of the authors continue to rely on ASA theory to explain how fit is generated in organizations. A series of studies which tackle fit as a result are those which examine the way socialization practices influence further levels of fit (Cable & Parsons, 2001). However, a theory which explains how individual actions and organizational practices, from during and immediately after the entrance in an organization, influence the levels of perceived and actual fit is not available. Without such a theory to explain the process, it is difficult to make predictions regarding the moment when individuals will start to resemble more to their colleagues and their organization, regarding the moment when the job positions will change to reflect the characteristics of individuals, when cognitive distortion will be used to change perceived fit, but not actual fit, or when the departure from the organization will be the main mean to reach a higher level of fit (Kristof et al., 2005).

STUDY III

III.1. Investigation of the impact of person-organization fit on work motivation (longitudinal study)

Objective of research

The observation of the relationship between the variables: P-O fit (indirect perceived, indirect actual and direct perceived) and motivation mechanisms in two situations – before and after the introduction of an organizational values implementation program.

By virtue of the objective of the study we formulated the following hypothesis:

H1: The level of work motivation will be higher in the case of the perception of a higher level of fit between individual values and organizational values, compared to the situation of the perception of a lower level of fit, under the circumstances where a program of organizational development was implemented in the organization, regarding the transposition of the organizational values in the human resources procedure.

Research methodology

Participants

Study 3 was carried out on a population sample of 222 employees from a private company, out of which 121 males (55%) and 101 females (45%). The age of the participants varies between 24 and 58 years, 10% having between 24 and 30 years, 47% between 31 and 40, 22% between 41 and 50 years and 21% between 51 and 68. The group is made up of managers and specialists (78 managers and 150 specialists), which come from all the departments of the company: 97 persons work within the production department, 47 work in sales, 42 in logistics, 10 in marketing, 17 in financial, 3 in IT and 6 in human resources.

Instruments

For the investigation of *fit* (direct, indirect-actual and indirect perceived) the same measurements were used as in study 2.

Therefore, for the measuring of the *person-organization fit* two measurements were used, according to the fit types. *Direct fit* was measured by the means of one single item “Appreciate to what extent you consider that your values and the values of the organization you work in are compatible.” As a final measuring of direct fit, the difference between the average of the group and the reported individual average was used. *Indirect fit*

was measured by the means of a questionnaire developed within this study, which investigates the extent to which a series of behavioural affirmations related to the values of the organization, “are important” for the organization and “are important” for the participants themselves; in the case of indirect actual fit, the answers of the employee regarding the importance for himself are compared with evaluations of the importance for the organization, obtained from the direct superior, and in the case of indirect perceived fit, the answers of the employee regarding the importance for himself are compared with evaluations of the importance for the organization, obtained from the employee himself. These instruments were chosen according to their frequent utilisation, as they are the most frequently used in the case of fit measurement (Arthur, Bell, Villando & Doverspike, 2006).

The P-O fit measurement questionnaire comprised a list of 22 behavioural affirmations related to the basic values of the organization where the study was carried out (Appendix 2). For the elaboration of the questionnaire four group meetings took place and the principles of the SEAC method were used. A scale from 1 to 4 was used for the evaluation of the importance of the values for the employee, where 1 means “not important” and 4 means “very important”.

For the investigation of the *work motivation mechanisms*, as well as of the characteristics of the objective (chosen vs. assigned, difficult vs. simple, global vs. specific), the questionnaire elaborated within study 1 was used.

The evaluation questionnaire of work motivation mechanisms was elaborated starting from the definition of the variables within Locke’s model (1997), using the experts’ method. The final version of the questionnaire is presented in Appendix 1, with the specification that in the version given to the participants, the items were mixed up.

The items refer to each one of the three motivation mechanisms (guidance, effort and persistence), as they were defined in the goal setting theory. Considering that the choice of the goal, difficulty and specificity are moderators of the effects of the objectives, according to Locke’s model, the participants were given the following instruction: “Think about an objective you recently reached at work and having this experience in mind, answer the following questionnaire.”, and after completing the questionnaire, the subjects had to check off these three characteristics of the objective they had in mind, appreciating whether the objective was:

- Chosen (they wanted to reach it, even if they didn’t have to/the objective was not imposed) or imposed (they wouldn’t have done it if it hadn’t been imposed);
- Simple or difficult (if the reaching of the objective requires time resources, effort, collaboration with third parties and authority limits at a level specified in the job description, then the objective is simple. If not, the objective is difficult);
- Global or specific (if at least four of the elements of a SMART objective can be identified, then the objective is specific. If not, the objective is global).

Likert scale was chosen as means of answering, of evaluation of the degree of agreement with those affirmations, with values from 1 to 7, where 1 means disagreement and 7 means strong agreement. A high score obtained in the case of each scale indicates a high level of guidance, effort and persistence.

Procedure and organizational context

The study was carried out in a private company that recently introduced values and is preoccupied by their implementation. The participants answered the two questionnaires (fit and motivation) in two different

moments: moment t0 and moment t1, the period of time between these two moments being of one year and six months, period when a program of organizational development was implemented in the company, program which had as an objective the awareness of the organizational values. Sections of this program are presented at the end of the study.

We chose a private sector company which is part of a multinational group and which focuses on organizational values; the company recently implemented its values in the division within our country in order to point out a good practice regarding the characteristics of such a process, in all its stages. The company was assisted during this process by the parent company and by a consultancy company regarding human resources management. Therefore, values were settled at the level of the entire group, the target company being part of this group, and the organizational development process aiming at the transposition of the company values in the human resources practices and procedures was organised in three phases: **planning, implementation and consolidation**.

More details about the target company, its activity and human resources practices, as well as a detailed presentation of the implementation stages are comprised in study 3, applied project subchapter.

STUDY III.2 – Sections of the applied program

The aim of this applied program is to prepare and implement a project that is aimed to introduce organizational values at the level of the main human resources processes within an organization. Moreover, we want to point out the differences recorded at the level of the pattern of the relationship between P-O fit and work motivation, before the implementation and one year and six months after the introduction of this program.

III.2.1. The phases of the organizational development program

The applied study we will refer to as being a project of “organizational development” was approached as an “organizational change”, so we will point out the phases of this project, then we will present the detailed actions within the change implementation phase, focusing on the modification suggestions regarding the human resources procedures, in the sense of the promotion of the company values. The content of this subchapter is summarized in table no. 7, in order to facilitate its reading.

Table no. 7. The phases of the organizational development project

Organizational development program stage	Interventions/Detailed actions
Change preparation	- Measuring of the perception of employees regarding the existence of a fit between individual values and organizational values (study III, research section)
Change implementation	- An analysis of the human resources procedure (recruitment and selection, performance management and development management, induction process), structured according to the key declared values of the organization: devotion, honesty and responsibility, dynamism. - Formulation of suggestions regarding the addition of these procedures in the sense of the transposing of the organizational values in practices and behaviours - Application of these suggestions in the human resources procedures and afterwards in practice
Change evaluation	- Measuring of the pattern of the relationships between P-O fit and work motivation, after one year and six months from the implementation of the action plan (study III, research section)

a. Change preparation

The problems which indicated the necessity of the change derive from the necessity to align the human resources policies and practices within the company to the values declared and recently communicated by the means of different communication channels within the company.

For the definition of the coverage of the organizational development project we used Leavitt's concept (Leavitt's diamond), which offers us a useful form of analytical approach of this problem. This concept (Leavitt, 1964), suggests that there are mutual connections between the structures, systems, work tasks and the individuals within an organization.

The manager of the company decided that the change was necessary and appropriate, but the moment of the application and the change possibilities depend on the way we will approach the forces that oppose the change.

To underline both the forces that impose the change and the forces that oppose the change, we used the force field analysis method (Levin, 1951).

We used a force field analysis diagram to identify the means of promotion of change, the modalities that can modify the balance of forces in favour of change. A way of modifying the balance of forces is to reduce the forces that oppose the change by motivating the personnel, by maintaining communication transparent, by organising certain formal or informal events to permit socialization between employees, by organising some training sessions with managers where they are explained the necessity of the objective to align the human resources practices and procedures to the values of the company, including the importance of maintaining consistence between the values of the company and the behaviour of managers.

In this phase we measured the perception of employees regarding the existence of fit between individual and organizational values, as well as the pattern of relationships between P-O fit and work motivation, applying

the two questionnaires in moment t0, respectively before the implementation of the organizational development program.

b. Change implementation

The goal of this project is to ensure the transposition of the company values in the human resources practices and procedures. A planning was created regarding the commitment degree of the main persons and groups affected by change, from the point of view of four levels of assumed commitment: non-committed (opponents); neutrality; help; action.

c. Change evaluation

The following activities were used to monitor and evaluate the change process:

- Meetings with the human resources director, middle and line management, human resources specialists within the company, where the stage of the project implementation, the problems encountered and the means to overrun these problems were discussed.
- Employees were asked their opinion regarding the evaluation of change – of the visible effects and of the degree of satisfaction after the changes that took place;

In this phase we measured the pattern of relationships between P-O fit and work motivation, one year and six months after the implementation of the action plan, by reapplying the two questionnaires (of fit and motivation mechanisms measuring) in the moment t1.

III.2.2. CHANGE IMPLEMENTATION – sections of the action plan which aim at the transposing of the WWW key organizational values in the main human resources processes

The actions undertaken in the change implementation phase aimed to:

- analyse the human resources procedures (recruitment and selection, performance management and development management, induction process), structured according to the key declared values of the organization: devotion, honesty and responsibility, dynamism.
- formulate suggestions regarding the addition of these procedures in the sense of the transposing of the organizational values in practices and behaviours;
- apply these suggestions in procedures and afterwards in practice.

Results

Descriptive statistics (averages, standard deviations) and correlations between the investigated variables are presented in Table 8 – the ones recorded **before** and **after** the implementation of the organizational development program

Table 8. Descriptive indicators and inter correlations between the variables included in the study, **before** and **after** the introduction of the organizational development program

	1	2	3	4	5	6
1.Direct P-O fit						
2.Perceived indirect P-O fit	.88	.86				
3.Actual indirect P-O fit	.75	.87	.77	.89		
4.Guidance	-.23	-.32	-.24	-.34	-.22	-.30
5.Effort	-.21	-.33	-.23	-.31	-.16	-.27
6.Persistence	-.27	-.40	-.30	-.41	-.23	-.34
Average	.59	.56	.70	.66	.67	.61
Standard deviation	5.25	5.44	4.56	4.62	5.02	5.10
	.29	.30	.30	.31	.29	.27
	1.18	1.15	1.22	1.21	1.20	1.23

The analysis of the motivation mechanisms averages indicates a value above par, the highest recorded scores obtained in the case of guidance, 5.25 in t0, respectively 5.44 in t1, and the lowest scores in case of effort, 4.56 in t0 and 4.62 in t1.

In t0, the averages obtained in the case of compatibilities reflect values between .59 (direct fit) and .70 (indirect perceived fit), while in t1 the values recorded are slightly lower, indicating a higher fit, as follows: 0.56 (direct fit), 0.61 (indirect perceived fit) and 0.66 (indirect actual fit).

Compared to the scale average (in four points) and to the calculation method (of the difference), these values, recorded both in t0 and in t1, indicate a good fit between individual values and organizational values, in the case of the observed sample population.

The study of the correlation coefficients indicates a high association between variables, both in the case of fit and in the case of the motivation mechanisms.

In the case of fit, in t0, the highest values of the correlation coefficients were obtained in the case of direct and indirect perceived fit ($r=.88$), slightly lower values were obtained in the case of direct and indirect actual fit ($r=.75$) and in the case of indirect actual and indirect perceived ($r=.77$). In t1, the correlation coefficients obtained in case of all types of fit had higher values, between .86 and .89.

In the case of motivation mechanisms, in t0, the correlation coefficients obtained are significant at the limit value of .01 and registered values between .53 and .68, the lowest value being obtained in the case of guidance and effort and the highest between guidance and persistence. In t1, the values of the correlation coefficients registered values between .69 and .78, the highest value being the one between guidance and persistence, significant at the limit value of .01.

With respect to the study of the inter-variable correlation coefficients, in t0, the highest values of the correlation coefficients, significant at the limit value of .01, were obtained in the case of direct perceived P-O fit: .27 in the case of persistence, .23 in the case of guidance and .21 in the case of effort. In t1, the values obtained in the case of inter-variable correlation coefficient are significant at the limit value of .01 and have higher values, as follows: .40 in the case of persistence, .33 in the case of effort and .32 in the case of guidance. Taking into account the fact that the differences between the correlation coefficients obtained in the case of guidance and effort are very low, we may say that the pattern of the registered values is also maintained, the highest ones being obtained in the case of persistence.

By observing the figures in table 8 (on the basis of present descriptive values) you can notice the lack of differences before and after implementing the program, regarding the P-O compatibility grade and motivation level for work and you can also see modifications in the intensity of the correlation between the P-O compatibility and motivation in work, in the expected direction, existing a more intense correlation between the two variables, no matter the way of the conceptualization of P-O compatibility, after implementing the program.

For the testing of the hypothesis formulated within study 3, we applied test t in the case of pair samples, for compatibility and motivation and also the determination coefficient r^2 for the determination of the size of the difference between the averages obtained in t1 and the ones obtained in t0 (Sava 2004).

The results obtained after applying test t in the case of pair samples for compatibility are presented in table 9.

Table 9. The results for test t in case of pair samples, compatibility, t0 and t1.

Direct compatibility					
		Difference between averages	t	Df	Sig.(2-tailed)
Pair 1	Direct compatibility T0- compatibility T1	.03	2,8	222	,002

Indirect perceived compatibility					
		Difference between averages	t	Df	Sig.(2-tailed)
Pair 1	Indirect perceived compatibility T0- Indirect perceived compatibility T1	.04	3,4	222	,00

Actual indirect compatibility					
		Difference between averages	t	Df	Sig.(2-tailed)
Pair 1	Actual indirect compatibility T0- Actual indirect compatibility T1	.06	2,1	222	,015

$t(222) = 2,8, p < 0,01$ for direct compatibility, $t(222) = 3,4, p < 0,01$ for indirect perceived compatibility and $t(222) = 2,1, p < 0,05$ for actual indirect compatibility

According to Sava (Sava, 2004), we divided the obtained significant limit value to two, so test t is statistically significant ($p < 0,05$) for all three compatibility categories. This way we can confirm that the compatibility value is bigger at t1 comparative to t0 for direct compatibility, indirect perceived and actual indirect compatibility.

The results obtained after applying test t for pair samples for motivation are given in table 10.

Table 10. The results of the test t in the case of pair samples, motivation, t0 and t1.

Guidance					
		Difference between averages	t	Df	Sig.(2-tailed)
Pair 1	Guidance T0- Direction T1	-.18	-3,8	222	,00

Effort					
	Difference between averages	t	Df	Sig.(2-tailed)	
Pair 1	Effort T0- Effort T1	-06	-1,04	223	,15

Persistence					
	Difference between averages	t	Df	Sig.(2-tailed)	
Pair 1	Persistence T0- Persistence T1	-08	-1,09	222	,027

The results obtained after applying test t for pair samples,

$t(222) = -3,8$, $p < 0,01$ for guidance, $t(223) = -1,04$, $p > 0,05$ for effort and $t(222) = -1,9$, $p < 0,05$ for persistence, indicates the fact that the test is statistically significant ($p < 0,05$) for two of the three mechanism, which sustain the affirmation that the mechanism of motivation, guidance and persistence register a higher level of intensity at t1 comparative to t0.

In order to answer the question *how big is the difference between the two averages*, applying the formulas suggested by Sava (2004), we obtained for compatibility: a r^2 of 3,4% for direct compatibility, a r^2 of 4,9% for indirect perceived compatibility and also a r^2 of 1,9% for actual indirect compatibility. For the three compatibilities, the obtained values indicate a small intensity effect, existing small differences between the values of the effect of the obtained interaction before and after implementing the organizational development program. For motivation were obtained low values of the determination coefficient r^2 (direction 6%, effort 00 and persistency 1,6%)

As a consequence after applying the statistical testing techniques of these hypotheses respectively of test t for pair samples, we can notice that there are significant differences at t1 compared to t0 for all three types of compatibility and for two of the motivation mechanism, guidance and persistence. We can say that the figures presented in table 8 are coming to support these assumptions, in the way of higher levels of the value of the variables studied in test t1 comparative to t0. Following, we can affirm that the necessary support to show that this kind of intervention program leads directly to the growth of the compatibility level (because lower scores would indicate lower differences) and that of work motivation.

We didn't compare the two correlation coefficients obtained between compatibility and motivation variables, obtained at t0 and t1 there are differences, as the present paper didn't propose this through the implemented program. Although the descriptive figures presented in table 8 suggest this kind of tendency of intensifying the relation between P-O compatibility, at value level) and work motivation. Further more, the real context in which the research took place didn't allow the creation of a control group, not being able to separate a group of employees from the organisation on which the human resources procedures and politics, included in the organizational values, (the program of organizational intervention) not to be applied.

Arguments and implications

This study aimed to investigate the impact of an organizational development program, of transposition of the organizational values in the human resources practices and procedures within a company, on work motivation, by the means of the moderating effect of the fit between organizational and individual values.

The results of the study reflect that the effect of the interaction between fit and the type of objective (chosen versus assigned) is higher in t1 in comparison with t0 in the case of direct, indirect perceived and indirect actual fit, so we may say that the effect of interaction is higher in t1 in comparison with t0 in the case of direct, indirect perceived and indirect actual fit and that this difference can be explained by the means of the favourable effects of the introduced applied program. As the employees perceive a strong relationship between individual values and those of an organization, they become more and more aware of the organizational values and they understand these values (Posner & Schmidt, 1985).

The aim of the organizational development program was to make visible organizational values, to clarify them in relation to human resources practices and procedures, as well as to make sure that employees become aware of the organizational values and of the degree of fit between personal values and the values of the company. These objectives and the expected results are in accordance with previous studies which pointed out the necessity to clarify the values and to transpose them in the organization. We remind Posner & Schmidt's study, 1985, which showed that *the efforts to clarify organizational values and to ensure a high level of fit* between individual and organizational values have as effect significant advantages, both for the manager and for the organization. Therefore, the authors showed that *shared values are related to feelings of personal success, commitment to the organization, ethical behaviour, stress, attainment of organizational objectives*.

Moreover, the aim was to also attain a high level of consistency between the declared values of the organization and the application of these values in the day-to-day life of the organization, in policies, rules and procedures, in the behaviour of managers and colleagues, etc., aiming even at the attitude and behaviour in the relationships with external clients and supporting the employer brand (including declared values that define it) and outside the company, but the effect of this variable wasn't measured within this research.

Conclusions

We may say that the results obtained are consonant and can also be explained from the point of view of the assumptions and implications of *the social identification of motivated behaviour in work situations*. One assumption formulated by Ellemers, de Gilder & Haslam (2004) is that when people think about their own person as being part of a collectivity, they are energised by events or experiences differently from the situation when they identify themselves as being separate individuals. Therefore, the authors argue that when people identify themselves as being part of a particular group, this implies the fact that they will be stimulated to act in certain situations in a way that questions their inclusion in that group. The guidance of the resulting effort is expected to be different if the situation implies a definition of the person as part of a collectivity or as a separate individual. Consequently, while some researchers argue that the identification with the group foresees the loyalty of the members towards the group and induces adherence to the norms of the group, Ellemers, de Gilder & Haslam (2004) argue that the situations when persons see themselves as separate parts of a group should determine them in a way that shows that they are different from the other group members. As an example, we have the case of the women who aim at a career promotion and who tend to adopt a masculine behaviour, while they continue to underline feminine particularities of other women within the organization. If circumstances

determine the persons to identify with the group, it is more likely that they sustain their efforts in the name of the group, during several different situations. On the other hand, the characteristics of the situation which encourages an individual self conception should determine the persons to adapt their efforts related to the group if these seem to be rewarded in an individual manner. For example, the persons who aren't emotionally involved in the group are determined to direct their efforts towards the achievement of the collective goals if there is a possibility to individually sanction them if they don't, while the persons who are more integrated in the group will work consistently in order to attain the group objectives, regardless if that behaviour is deprived from the validation of the others.

Departing from the affirmation according to which a self identification in collective terms can help people internalize the objectives of the group, these objectives functioning as intrinsic motivators, and a definition of the self as an individual separate from the collective implies the fact that the display of a behaviour oriented towards the group depends on the presence or the absence of an external pressure in this direction, we can consider that a high fit between individual and organizational values facilitates the internalization of the group/organization objectives, this being one of the mechanisms which determines people to be more motivated.

Another mechanism proposed by other researchers which represents a starting point of the explanation of the obtained results is the fact that the organization offers in exchange of the performance of the activity rewards valorised both by the individual and by the organization (Bretz & Judge, 1994).

GENERAL CONCLUSIONS

This study, by the means of the objectives it proposes, represents a development of the research within the person-organization fit domain, at the level of values, in the context where research regarding the relationship between fit and motivation is not available. Moreover, the presentation of an organizational development program which has as a goal the transposition of the values of a company in the human resources procedures within that company represents a contribution to the practices of the human resources management.

The research carried out within this paper departed from the goal setting theory, one of the dominant theories within the work motivation domain and from Locke's model and has integrated the concept of person-organization fit referring to values. The main results obtained pointed out the moderating role of the person-organization fit on the work motivation mechanisms, supporting the affirmation according to which individuals who perceive high fit between individual values and organizational values will experience a high level of guidance, persistence and effort, compared to the ones who perceive lower fit.

Study 1 comprised the elaboration of a questionnaire to measure work motivation mechanisms, in the case of the organizational environment, in concordance with Locke's goal setting model. We considered that the touch of subjectivity that the usage of the questionnaire method may imply, as we are talking about opinions of respondents, does not produce significant distortions of the results, especially as it enters in the wider framework of research, and the elaboration methodology is one that respects the basic principles of questionnaire elaboration.

In study 2 the moderating role of the person-organization fit on work motivation was studied. The influences of the P-O fit on the attitudinal variables originate from the assumption that a match between an organization and the values of an individual, his interests, his convictions and his needs, is linked to the aimed results, and attitudinal variables, such as work satisfaction, commitment to the organization and the intention to

leave the organization were among the most frequently used criterion variables in the studies regarding P-O fit. There are few studies regarding fit at the level of values and of the relationship with work motivation, although there are studies regarding P-O fit at the level of goals. Therefore, the idea of this study is the integration of the person-organization fit, at the level of values, in the goal setting model, the idea being sustained by Edwin Locke and Amy Kristof in the preparation phase of this paper. The integration of the P-O fit in Locke's goal setting model suggests that it influences the choice of goals (this effect can be studied in a more detailed further research as it isn't investigated in this study) and the guidance mechanisms, effort and persistence within an activity.

The impact of an organizational development program, of transposition of organizational values in the human resources practices and procedures within a company, on work motivation, by the means of the moderating effect of the fit between organizational and individual values was researched in study 3, which is a longitudinal study. The aim of the organizational development program was to make organizational values visible, to clarify them in relation to human resources practices and procedures, as well as to make employees aware regarding the values of the organization and, consequently, regarding the fit between personal values and the values of the company. These goals and the expected results are in accordance with previous studies which pointed out the necessity to clarify the values and to transpose them in the organization; the efforts to clarify organizational values and to ensure a high level of fit between individual and organizational values have as effect significant advantages, both for the manager and for the organization.

Taking into account the fact that there are no previous studies to allow us to compare these results with, it can be concluded that the results can be registered next to the ones obtained in other studies that investigated the effects of P-O fit on attitudinal and behavioural variables and that further research is needed in order to permit their replication.

The contribution of this paper at an applied level refers to the implications at the level of the *practices within human resources management*. In the context where companies are more and more interested to create a brand of good employer, to attract and maintain the most appropriate employees to sustain performance, we consider that P-O fit is in the attention of researchers and practitioners. It is proved that individuals who want to enter an organization will choose those organizations that they perceive fit at the level of values, and in the case of employees who remain within an organization, they will manifest a higher degree of fit with it and will have more favourable attitudes towards work, such as work satisfaction, commitment to the organization, according to previous studies in the field, and will be more motivated, as it results from this study.

P-O fit is important both for the persons who apply for a job and for the persons who make personnel selections, but also for employees, as it influences their attitudes, decisions and behaviours in the work environment. This is how we can explain the attempts to introduce the person-organization fit criterion in selection grids and the validation of the predicting role of P-O fit in relation to work performance; researchers tried to suggest that companies should try to select individuals who match the requirements of the job and the values of the organization. We note that in this case many studies were carried out. Moreover, the decision making process regarding engagement after the trial period can be improved, but in this case we also need instruments that evaluate fit and that are valid from the point of view of the criteria variety. Whereas during a selection process the candidate can find it difficult to evaluate or can not evaluate the real fit between individual values and the values of that particular company, as organizational characteristics are difficult to identify in this stage, managers must pay attention to the clear communication of the values of the work group and of the

organization, from the beginning and throughout the recruiting process. Predictive validation of the person-organization fit at the level of values will be achieved afterwards, after a period of a few months from the hiring, regarding criteria such as satisfaction and work performance, intention to leave the organization and even work motivation. According to the studies in the field, these could support attraction, selection and maintenance of employees who share the same values and who are inspired by an organization that rewards them.

Furthermore, as presented in this paper, motivation techniques used by the managers of a company can be developed if fit between individual and organizational values is provided, with further implications on professional performance of the employees.

The risk mentioned in the literature that a high level of person-organization fit leads to effects such as the groupthink must be differentiated, as a series of authors in the field have argued, authors who stated that good fit can initially produce positive results for a short term in the case of individuals; it is more probably that individuals are integrated, satisfied and attached to the organization. Nevertheless, studies indicate the fact that, for a long term, good fit can have as a result a thinking uniformity in the case of the decision making process and the proceedings of employees. Regarding practice, these authors argue that uniformity can be useful in the first phases of the life-cycle of an organization for the promotion of growth by means of harmony, good fellowship and for the focusing on organizational goals, but in time, a passage to heterogeneousness (at least from the point of view of perspectives, knowledge and personalities of the persons who have the role to make decisions within the organization) will increase the probability of a correct evaluation of the strategic environment of an organization.

This paper studied an issue with a strong applied character from the domain of the practices within human resources management. The proposed and tested model regarding the moderating relationship that exists between person-organization fit regarding values and work motivation mechanisms (guidance, persistence and effort) can support, besides other techniques and methods, the efforts of practitioners and researchers to use efficient techniques to motivate employees.

Bibliography

- Ambrose, M.L., & Kulik, C.T. (1999). Old friends, new faces: motivation research in 1990s. *Journal of Management*, 25 (3), 231-292.
- Arthur, W.JR., Bell, S.T., Villado, A.J., & Doverspike, D. (2006). The Use of Person – Organization Fit in Employment Decision Making: An Assessment of Its Criterion-Related Validity. *Journal of Applied Psychology*, Vol. 91, No. 4, 786–801.
- Austin, J.T., & Vancouver, J.B. (1996). Goal constructs in psychology: Structure, process, and content. *Psychological Bulletin*, 120 (3), 338-375.
- Autry, C.W., & Wheeler, A.R. (2005). Post-hire human resource management practices and person-organization fit: a study of blue-collar employees. *Journal of Managerial Issues*, 17 (1), 58-75.
- Bandura, A. (2001). Social cognitive theory: an agentic perspective. *Annual Review of Psychology*, 52, 1-26.
- Bandura, A., & Cervone, D. (1986). Differential engagement of self-reactive influences in cognitive motivation. *Organizational Behavior and Human Decision Processes*, 38, 92-113.
- Bardi, A., & Locke, E.A. (2003). Negative self –efficacy and goals effects revisited. *Journal of Applied Psychology*, 88, 87-99.
- Bogathy, Z. (2002). Valori în lumea muncii și în mediile organizaționale. *Revista de psihologie organizațională*, Vol II, 1, 26-38 Bucuresti : Editura Polirom.
- Boxx, W.R., Odom, R.Y., & Dunn, M.G.(1991). Organizațional Values and Value Congruency and Their Impact on Satisfaction, Commitment, and Cohesion: An empirical Examination within the Public Sector. *Public Personnel Management*, Vol.20, No.1, 195-205.
- Bowen, D.E., Ledford, G.E. Jr, Nathan, B.R. (1991). Hiring for the organization, not the job. *Academy of Management Executive*, 5(4), 35-52.
- Bretz, R.D., & Judge, T.A., (1994). Person-organization fit and the theory of work adjustment: Implications for satisfaction, tenure, and career success. *Journal of Vocational Behaviour*, 44 (1), 32-54.
- Brown, T.C. & Latham, G.P. (2000). The effects of behavioral outcome goals, learning goals, and urging people to do their best on an individual's teamwork behavior in a group problem-solving task. *Canadian Journal of Behavioral Science*, 34, 276-285.
- Cable, D.M., & Parsons C.K. (2001). Socialization tactics and person-organization fit. *Personnel Psychology*, 54, 1-23.
- Cable, D.M., & DeRue, D.S. (2002). The convergent and discriminant validity of subjective fit perceptions. *Journal of Applied Psychology*, 87 (5), 875-884.
- Cable, D.M., & Edwards, J.R. (2004). Complementary and supplementary fit: A theoretical and empirical integration. *Journal of Applied Psychology*, 89, 822-834.
- Cable, D.M., & Judge, T.A. (1996). Person –organization fit, job choice decision, and organizational entry. *Organizational Behavior and Human Decision Process*, 67 (3), 294-311.
- Cable, D.M., & Judge, T.A. (1997). Interviewer's perceptions of person-organization fit and organizational selection decisions. *Journal of Applied Psychology*, 82 (4), 546-561.

- Cable, D.M., & Parsons, C.K. (2001). Socialization tactics and person-organization fit. *Personnel Psychology*, 54, 1-23.
- Caplan, R.D. (1987). Person-environment theory: Commensurate dimensions, time perspectives, and mechanisms. *Journal of Vocational Behavior*, 31, 248-267.
- Chao, G.T., O'Leary-Kelly, A.M., Wolf, S., Kklein, H.J., & Gardner, P.D. (1994). Organizational socialization: Its content and consequences. *Journal of Applied Psychology*, 79, 730-743.
- Chatman, J.A. (1989). Improving interactional organizational research: A model of person-organization fit. *Academy of Management Review*, 14 (3), 333-349.
- Chatman, J.A. (1991). Matching people and organization. Selection and socialization in public accounting firms. *Administrative Science Quarterly*, 36 (3), 459-484.
- Chirică, S., Andrei, D.M., Ciuce, C. (2008). Aplicațiile psihologiei organizaționale, Cluj-Napoca: Editura ASCR.
- Chirică, S. (2003). Inteligența organizațiilor : Rutinele și managementul gândirii colective. Cluj-Napoca: Presa Universitară Clujeana.
- Christiansen, N., Villanova, P., & Mikulay, S. (1997). Political influence of fit: Fitting the person to the climate. *Journal of Organizational Behaviour*, 18, 709-730.
- Cooper-Thomas, H.D., Van Vianen, & A., Anderson, N. (2004). Changes in person-organization fit: The impact of socialization tactics on perceived and actual P-O fit. *European Journal of Work and Organizational Psychology*, 13, 52-78.
- Davis, Lofquist (1984). *A psychological theory of work adjustment*. Minneapolis: University of Minnesota Press.
- Denison, D.R. (1990). *Corporate culture and organizational effectiveness*. New York: Wiley.
- Dineen, B.R., Ash, S.R., & Noe, R.A. (2002). A web for applicant attraction: Person-organization fit in the context of web – based recruitment. *Journal of Applied Psychology*, 87 (4), 723-734.
- Dorner, D. (1991). The investigation of action regulation in uncertain and complex situations. In J. Rasmussen and B. Brehmer (Eds.) *Distributed Decision Making: Cognitive Models for Cooperative Work*. Wiley, Chichester, England.
- Dubinsky, A.J., Kotabe, M., Lim, C.U., & Wagner, W. (1997). The impact of values on salespeople's job response: A cross-national investigation. *Journal of Business Research*, 39,195-208.
- Earley, C.P. (2002). Redifing interactions across culture and organizations: moving forward with cultural intelligence. In *Research in Organizational Behavior: An Annual Series of Analytical Essays and Critical Reviews*. Staw, B.M., & Kramer, R.M. (Eds). Kidlington, UK: Elsevier.
- Edwards, J.R. (1991). Person-job fit: A conceptual integration, literature review, and methodological critique. *International Review of Industrial Psychology*, 6, 283-357.

- Edwards, J.R. (1994). The study of congruence in organizational behavior research: critique and proposal alternative. *Organizational Behavior and Human Decision Process*, 58, 51-100.
- Feather, N.T. (1995). Values, valences, and choice: The influence of values on the perceived attractiveness and choice of alternatives. *Journal of Personality and Social Psychology*, 68, 1135-1151.
- French, J.R.P. Jr., Rogers, W., & Cobb, S. (1974). *Adjustment as person-environment*. In Coelho DAHGV., Adams, J.E. (Ed.), *Coping and adaptation*. New York: Basics Books.
- Frese, M., & Zapf, D. (1994). Action as the core of work psychology: a German approach. In *Handbook of Industrial and Organizational Psychology*, Triandis, H.C., & Dunnette, M.D. (Eds). Palo Alto, CA: Consult. Psychology.
- Garling, T. (1999). Value priorities, social value orientations and cooperations in social dilemmas. *British Journal of Social Psychology*, 38, 397-408.
- Griffith, R.W., Hom, P.W., & Gaertner, S (2001). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implication for the next millennium. *Journal of Management*, 26,463-488.
- Hackman, J.R., & Lawler, E.E. (1971). Employee Reactions to Job Characteristics. *Journal of Applied Psychology*, 55, 259-286.
- Huffcutt, A.I., Conway, J.M., Roth, P.L., & Stone, N.J. (2001). Identification and meta-analytic assesment of psychological constructs measured in employment interviews. *Journal of Applied Psychology*, 86, 897-913.
- Hultman, K. & Gellermann, B. (2002). *Balancing individual and organizational values*. Jossey-Bass/Pfeiffer.
- Illies, J.J., Reiter-Palmon, R., Nies, J.A., & Merriam, J.M. (2005). Personal values and task-oriented versus relationship-oriented leader emergence. Paper presented at the 20th annual conference of the society for industrial and organizational psychology, Los Angeles, C.A.
- Jordan, M., Herriot, P., & Chalmers, C. (1991). Testing Schneider's ASA theory. *Applied Psychology: An international Review*, 40, 47-54.
- Judge, T.A., & Cable, D.M. (1997). Applicant Personality, organizational culture, and organization attraction. *Personnel Psychology*, 50, 359-394.
- Judge, T.A. (1992). The dispositional perspective in human resources research. In G.R. Ferris & K.M. Rowland (Eds), *Research in personnel and human resources management*. Greenwich: JAI Press.
- Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction–job performance relationship: A qualitative and quantitative review. *Psychological Bulletin*, 127, 376–407.
- Kanfer, R., Chen, G., & Pritchard, R.D. (2003). *Work Motivation, Past, Present, Future*. Routledge: Taylor & Francis Group.
- Komacki, J.L., Coombs, T. & Schepman, S. (1996). Motivational Implications of Reinforcement Theory. In Steers, R.M., Porter, L.W, & Bigley, G.A. (Eds.). *Motivation and Learership at Work*. New York: McGraw-Hill.
- Kristof, A.L.(1996). Person environment fit: an integrative review of its conceptualizations, measurement and implications. *Personnel Psychology*, 49, 1-49.

- Kristof-Brown, A.L., Jansen, K.J., Colbert, A.E. (2002). A policy capturing study of simultaneous effects of fit with jobs, groups and organizations. *Journal of Applied Psychology*, 87, 985-993.
- Kristof-Brown, A.L., Stevens, C.K. (2001). Goal congruence in project teams: Does the fit between members' personal mastery and performance goals matter? *Journal of Applied Psychology*, 86, 1083-1095.
- Kristof-Brown, A.L., Zimmerman, R.D., Johnson, E.C. (2005) Consequences of individual's fit at work: a meta-analysis of person-job, person-organization, person-group, and person-supervisor fit. *Personnel Psychology*, 58, 281-342.
- Kotter, J.P., & Schlesinger, L.A. (1979). Choosing strategies for change. *Harvard Business Review*, March/April, 106-114.
- Latham, G.P., Winters, D.C., & Locke, E.A. (1994). Cognitive and motivational effects of participation: a mediator study. *Journal of Organizational Psychology*, 15, 49-63.
- Latham, G.P., Pinder, C.G. (2005). Work Motivation Theory and Research at the Dawn of the Twenty-First Century. *Annual Review of Psychology*, 56, 485-516.
- Latham, G. P., & Seijts, G. H. (1999). The effects of proximal and distal goals on performance. on a moderately complex task. *Journal of Organizational Behavior*, 20, 421-429
- Lauver, K.J., & Kristof-Brown, A. (2001). Distinguish between employees' perceptions of person-job fit and person-organization fit. *Journal of Vocational Behavior*, 59, 454-470.
- Lawler, E.E., & Porter, L.W. (1969). The effect of performance on job satisfaction. *Industrial Relations*, 8, 20-8.
- Locke, E.A. (1997). The motivation to work: What we know. In M.L. Maehr & P.R. Pintrick (Eds.) *Advances in motivation and achievement*. JAI Press Inc.
- Locke, E.A. (2001). Self-set goals and self-efficacy as mediators of incentives and personality. In M. Erez, U. Kleinbeck, & H. Thierry (Eds.), *Work motivation in the context of a globalizing economy*. New York: Lawrence Erlbaum Associates.
- Locke, E., & Latham, G. 1990. *A theory of goal setting and task performance*. Englewood Cliffs, New York: Prentice-Hall.
- Locke, E.A. & Latham, G.P. (2004). What should we do about motivation theory? Six recommendations for the twenty-first century. *Academy of Management Review*, 29 (3), 388-403.
- Locke, E.A., & Henne, D. (1986). Work motivation theories. In Robertson Cooper (Ed.), *International Review of industrial and organizational psychology*. Chichester, New York: Jon Wiley and Sons Ltd.
- Locke, E., Alavi, M., & Wagner, J. (1997). Participation in decision-making: An information exchange perspective. In G. Ferris (Ed.), *Research in personal and human resources management*. Greenwich, CT: JAI Press.
- Locke, E.A. Latham, G.P. (2002). Building a practically useful Theory of goal setting and task motivation: a 35-year Odyssey. *American Psychologist*, 57, 705-717.
- McCulloch, M.C. & Turban, D.B. (2007). Using person-organization fit to select employees for high-turnover jobs. *International Journal of Selection and Assessment*, 15, 63-71.
- Meyer, J.P., & Allen, N.J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1, 61-89.

- Meyer, J.P., & Allen, N.J. (1997). *Commitment in workplace: Theory, research, and application*. Thousand Oaks, CA: Sage.
- Meyer, J.P., Stanley, D.J., Herscovitch, L., Topolnysky, L. (2001). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61, 20-52.
- Meyer, J.P., Stanley, D.J., Herscovitch, L., Topolnysky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behaviour*, 61, 20-52.
- Meyer, J.P., Becker, T.E., Vandenberghe, C. (2004). Employee Commitment and Motivation: A Conceptual Analysis and Integrative Model. *Journal of Applied Psychology*, 2004, Vol.89, No.6, 991-1007.
- Miller, D. (1990). *The Icarus paradox: How exceptional companies bring about their downfall*. New York: Harper/Collin.
- Minner, J.B. (2003). The Rated Importance, Scientific Validity, and Practical Usefulness of Organizational Behavior Theories: A Quantitative Review. *Academy of Management Learning and Education*, 2, 250-268.
- Minner, J.B. (2005). *Organizational Behavior I- Essentials theories of motivation and leadership*. M.E. –Sharpe, Inc.
- Mitchel, T.R. (1997). Matching motivational strategies with organizational contexts. In B.M. Staw & L.L. Cummings (Eds.). *Research in organizational behavior*. Greenwich, CT: JAI Press.
- Muchinsky, P.M., & Monahan, C.J. (1987). What is person-environment congruence? Supplementary versus complementary models of fit. *Journal of Vocational Behavior*, 31(3), 268-277.
- Oldham, G.R. (1976). Job Characteristics and Internal Motivation: The Moderating Effect of Interpersonal and Individual Variables, *Human Relations*, 29, 559-569.
- O' Reilly, C. & Caldwell, D. (1985). The Impact of Information on Job Choices and Turnover. *Academy of Management Review*, Vol. 28 (4), 934-943.
- O' Reilly, C., Chatman, J.A. & Caldwell, D. (1991). People and Organizational Culture: A Q-Sort Approach to Assessing Person-Organization Fit. *Academy of Management Journal*, 34, 487-516.
- Ostroff, C., Rothansen, T.J. (1997). The moderating effect of tenure in person-environment fit: A field study in educational organizations. *Journal of Occupational and Organizational Psychology*, 70, 173-188.
- Ostroff, C., Shin, Yuhung, & Kincki, A.J. (2005). Multiple perspectives or congruence: relationships between value congruence and employee attitudes. *Journal of Organizational Behavior*, 26, 591-623.
- Peters, T. J., & R. H. Waterman, Jr., *In Search of Excellence: Lessons from America's Best-Run Companies*, New York, NY: Harper & Row, 1982.
- Parkington, J.P., & Schneider, B. (1979). Some correlates of experienced job stress: A boundary role study. *Academy of Management Journal*, 22, 270-281.
- Parks, L., & Guay, R.P. (2009). Personality, values, and motivation. *Personality and Individual Differences*, 47, 675-684.
- Pinder, C.C. (1998). *Work motivation in organizational behavior*. New York: Prentice Hall.
- Pinfield, L.T. (1995). *The operation of internal labour markets: Staffing practices and vacancy chains*. New York: Plenum.

- Ployhart, R.E. (2003). The Measurement and Analysis of Motivation. In Kanfer, R., Chen, G., & Pritchard, R.D. (2003). *Work Motivation, Past, Present, Future*. Routledge: Taylor & Francis Group.
- Posner, B.Z., Kouzes, J.M., & Schmidt, W.H. (1985). Shared Values Make a Difference: An Empirical Test of Corporate Culture. *Human Resources Management*, 24 (3), 293-309.
- Ravlin, E.C., & Meglino, B.M. (1987). Effect of values on perception and decision making: A study of alternative work values measures. *Journal of Applied Psychology*, 72, 666-673.
- Rice, R.W., McFarlin, D.B., Hunt, R.G., & Near, J.P. (1985). Organizational Work and the perceived quality of life: Toward a conceptual model. *Academy of Management Review*, 10, 296-310.
- Rokeach, M. (1973), *The nature of human values and value system*. New York: The Free Press.
- Ros, M., Schwartz, S.H., & Surkis, S. (1999). Basic Individual Values, Work Values, and the Meaning of Work. *Applied Psychology: An International Review*, 48 (1), 49-71.
- Rothkopf, E.Z., & Billington, M. J. (1979). Goal-guided learning from text: Inferring a descriptive processes model from inspection times and eye movements. *Journal of Educational Psychology*, 71, 310-327
- Ryan, A.M., & Kristof-Brown, A.L. (2003). *Personality's role in person-organization fit: Unresolved issues*. In Barrick, M., & Ryan, A.M. (Eds.). *Personality and work*, San Francisco, CA: Jossey-Bass.
- Salancik, G.R., & Pfeffer, J. (1977). "An examination of need satisfaction models of job attitudes." *Administrative Science Quarterly*, 22 (1977): 427-456
- Sava, F.A.(2004). *Data analysis in psychological studies. Complementary statistical methods*. Cluj-Napoca, ASCR Press
- Schwartz, S.H. (1992). Universals in the content and the structure of values: Theoretical advances and empirical tests in 20 countries. In Zanna (Ed.). *Advances in experimental social psychology*. San Diego, C.A.: Academic Press.
- Schein, E.H. (1985). *Organizational Culture and Leadership*, San Francisco: Jossey-Bass.
- Schermerhorn, J.R., Hunt, J.G., & Oborn, R.N. (2002). *Organizational Behavior*. New York: Jon Wiley and Sons Inc.
- Schneider, B. (1987). The people make the place. *Personnel Psychology*, 40, 437-453.
- Schneider, B. (2001), Fits about fit. *Applied Psychology: An international review*, 50(1), 141-152.
- Schneider, B., Goldstein, H.W., & Smith, D.B. (1995). The ASA framework: An update. *Personnel Psychology*, 48, 747-774.
- Schneider, B., Kristof, A.L., Goldstein, H.W., & Smith, D.B.(1997). What is this thing call fit? In N.R. Anderson & P. Herriot (Eds). *Handbook of selection and appraisal*. London: Wiley.
- Schneider, B., Smith, D.B. & Paul, M.C. (2001). P-E fit and Attraction-Selection- Attrition Model of Organizational Functioning: Introduction and Overview. In Erez, M., Kleinbeck, U., & Thierry, H. (Eds.). *Work Motivation in the Context of Globalizing Economy*. Lawrence Erlbaum Associates.
- Schneider, B., Smith, D. B., & Sipe, W. (2000). Personnel selection psychology: Multi-level views. In K. J. Klein & S.W.J. Kozlowski (Eds.), *Multi-level theory, research, and methods in organizations*. San Francisco: Jossey-Bass.

- Sheldon, K.M., & Elliot, A.J. (1997). Goal striving, need satisfaction, and longitudinal well being: The self-concordance model. *Journal of Personality and Social Psychology*, 76, 482-497.
- Seijts, G.H., & Latham, G.P. (2002b). The effects of goal setting and group size on performance in social dilemma. *Canadian Journal of Behavioral Science*, 32, 104-116.
- Seijts, G., Meertens, R., & Kok, G. (1997). The effects of task importance and publicness on the relation between goal difficulty and performance. *Canadian Journal of Behavioural Science*, 29(1), 54-62.
- Simmering, M.J., Colquitt, J.A., Noe, R.A., & Porter, C.O.L.H. (2003). Conscientiousness, autonomy, fit, and development: a longitudinal study. *Journal of Applied Psychology*, 88, 954-963.
- Staw, B.M. (1991). Dressing up like an organization: When psychological theories can explain organizational action. *Journal of Management*, 17, 805-819.
- Steers, R.M., Shapiro, D.L. (2004). The Future of Work Motivation Theory. *Academy of Management Review*, Vol.29, No3, 379-387.
- Tett, R.P., & Meyer, J.P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analysis based on meta-analytic findings. *Personnel Psychology*, 46, 259-293.
- Tom, V.R., (1971). The role of personality and organizational images in the recruiting process. *Organizational Behavior and Human Performance*, 6, 573-592.
- Tubre, T.C., & Collins, J.M. (2000). Jackson and Schuller (1985) revised: A meta-analysis of the relationship between role ambiguity, role conflict, and job performance. *Journal of Management*, 26, 259-293.
- Van Vianen, A.E.M., (2000). Person-organization fit: The match between newcomers' and recruiters' preferences for organizational cultures. *Personnel Psychology*, 53, 113-149.
- Vandenberghe, C. (1999). Organizational culture, person fit, and turnover: a replication in the health care industry. *Journal of Organizational Behavior*, 20, 175-184.
- Verquer, M.L., Beehr, T.A., & Wagner, S.H. (2003). A metaanalysis of the relationship between person-organization fit and work attitudes. *Journal of Vocational Behavior*, 63, 473-489.
- Verplanken, B., & Holland, R.W. (2002). Motivated decision-making: Effects of activation and self-centrality of values on choice and behavior. *Journal of Personality and Social Psychology*, 82, 434-447.
- Weiss, H.M. (1978). Social learning of work values in organizations. *Journal of Applied Psychology*, 63, 711-718.
- Wegge, J. & Haslam, A. (2003). Group goal setting, social identity and self-categorization: Engaging the collective self to enhance group performance and organizational outcomes. In A. Haslam, D. van Knippenberg, M. Platow & N. Ellemers (Eds.), *Social identity at work: Developing theory for organizational practice* (pp 74-99). London: Taylor and Francis.
- Wood, R. E., Mento, A. J., & Locke, E. A. (1987). "Task complexity as a moderator of goal effects: A meta-analysis". *Journal of Applied Psychology*, 72, 416-425.
- Wood, R. E., Atkins, P. W. B., & Bright, J. E. H. (1999). Bonuses, Goals and Instrumentality Effects. *Journal of Applied Psychology*, 84(5), 703-720.
- Zetik, D.C., & Stuhlmacher, A. (2002). Goal setting and negotiation performance: a metanalysis. *Group Process. Intergroup Rel*