



Personal values And Person- organization fit in Iranian Higher Education

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Abstract

The purpose of this study is to determine the relationship between personal values and person - organization fit for faculty members in the of Qom university. The present study was descriptive, multivariate correlation and statistical population including faculty members. Stratified random sampling method was used. The data gathering instruments included personal values and person- organization fit questionnaires. The questionnaires' face and content validity established and their reliability were calculated ($r_1=0.90$) and ($r_2=0.89$). Personal values dimensions and person- organization fit Mean scores were lower than mean criteria and there was a significant multiple correlations between personal values dimensions and person-organization fit. Beta coefficients among self-fulfillment, sense of accomplishment, sense of belonging, being well-respected, fun and enjoyment in life, good relationships with others and person-organization fit were significant and no autocorrelation existed and regression model was significant. Educational organizations in general and universities in particular should provide a setting for personal values and person-organization fit.

Key Words: Personal values, Person- organization fit, Dimensions, Faculty members, Higher Education.

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Atif / Citation: Bahrami, S., & Harandi, R. J. (2019). Personal values And Person- organization fit in Iranian Higher Education. Kastamonu Education Journal, 27(2), 929-937. doi:10.24106/kefdergi.3162

Extended Summary

Introduction: Personal values are usually revealed as cognitive concepts or beliefs that transcend explicit positions and guide behavior and its evaluation (Maio, 2010; Schwartz, 1992). An individual's values, insights of others and patterns of interface with the environment are inclined by the "cultural meaning systems" where he lives (Triandis, 1989). Personal values therefore reveal the cultural background in which consumers evolve and, along with lifestyles, establish the observable dimensions of consumer culture. Homer and Kahle (1988) said that three dimensions: internal values (self-fulfillment, sense of accomplishment), external values (sense of belonging, being well-respected), and interpersonal values (fun and enjoyment in life, warm relationships with others). As said by Batraet, Homer & Kahle, (2001) internal values are respected by those who believe that they can control and attain a better goal in their lives by focusing on inner self and achievement; instead, external value-oriented individuals tend to value a high sense of affiliation to others (family and reference group), thus they favor social interactions and participate in interpersonal engagement, more influencing their decision making. Several studies have concentrated on the relations among values and dimensions of positive affectivity for example subjective well-being and satisfaction with life. Such as, Haslam, Whelan & Bastian (2009) established that several value types were carefully linked to positive affect, but not with negative affect. Silverthorne (2004) studied that workers with a good person- organization fit are satisfied with their tasks and are essentially encouraged to engage in innovative work performance more often due to a totally held acceptance to accomplish value (DeJong & Den Hartog, 2007). Person-organization fit has as well been suggested to be a significant antecedent of behavioral products (Hoffman & Woehr, 2006). Jansen & Kristof- Brown (2006) said Person- organization fit perception is focused on the match that individuals perceive between their own values and those of the organization. Individuals who notice fit with their organization are more contented with their job are more committed to their organization (Cable & Judge, 1996). Person- organization fit has been distinct as the grade of confluence among individual values and the organizational values (Kristof-Brown, 1996). Kristof-Brown (2000) said that Person- job fit has been defined for example the match between an individual's personality, knowledge, skills, and abilities and the requirements of a specific job. Also, Person- organization fit can be measured by assessing the extent to which an organization supports the needs of its staffs (Turban & Keon, 1993; Cable & Judge, 1996) or how thoroughly the personality of an individual fits the situations of the organization (Bowen, Ledford & Nathan, 1991). As by said Edwards (1996) person- organization fit reports person- environment fit at a macro level however person- job fit which involves matching an individual's skills, knowledge, and abilities to the characteristics of a specific is the micro level of person- environment fit. The micro level examination is critical for organizations to innovate incessantly since organizations continuously desire individuals over products as their most significant talent (West & Anderson, 1996). The importance of person-organization fit is on the match of an employee's personality, requirements and values with the organizational values and context. . The present study was designed to study the relationship between personal values and person-organization fit into higher education. The effects could concrete the method for improving the quality of educational services and effectiveness of higher education performance. It will suggestion managers with knowledge of personal values three dimensions and person-organization fit and productivity while they try to remove possible defects and prepare higher education for performing successful changes and aggregate providing better services. The present study aimed to investigate the relationship between personal values dimensions and person- organization fit in Qom University.

Methods: The present study was descriptive, multivariate correlation and statistical population including faculty members. This was a cross-sectional study on faculty members in Qom University, Of 263 individuals, 156 were chosen as the sample using Cochran's *formula*. Stratified random sampling method was used. The data gathering instruments included personal values (Kahle, 1983) and person- organization fit (Edward, 1991; Valentine, Godkin & Lucero, 2002), questionnaires. The questionnaires' face and content validity established and their reliability were calculated ($r_1=0.90$) and ($r_2=0.89$). The results analyzed descriptive statistics and inferential statistics ((Pearson correlation 2-tailed, one way ANOVA, T-tests, regression model and path way model) were used to distinguish the relationship of the two key elements and differences among them with demographic variables. In the study, we used SPSS, version 21, and the level of significance was measured 0.05.

Results: Research results showed that self-fulfillment, sense of accomplishment, sense of belonging, being well-respected, fun and enjoyment in life and warm relationships with others of the faculty members had a statistically significant relationship with the five aspects of the person- organization fit. ($P<0.005$). Table 3 presents the results of multiple regression analysis of the effects of personal values dimensions on person- organization fit ($p=0.000$). Multiple correlation coefficients are 0.86 and modified determination coefficient is 0.740. Thus 74.0 percent of response variable can be explained by a combination of personal values dimensions. According to the finding, the Beta coefficient of self-fulfillment and person- organization fit was 0.023, sense of accomplishment and

person- organization fit was 0.021, sense of belonging and person- organization fit was 0.125, being well-respected and person- organization fit was 0.130, fun and enjoyment in life and person- organization fit was 0.186, warm relationships with others and person- organization fit was 0.137 which are all statistically significant ($p= 0.000$). Variance inflation factor for predictor variables was between at least 1.02 and 1.13, which shows that there is no autocorrelation among them. So the regression model is a significant and predictive model can be shown as follow:
 $Y= 1.965+ 0.117x_1 +0.119x_2 +0.098x_3 + 0.079x_4+ 0.053x_5 +0.082x_6$

Figure 1 presents the results of correlation between personal values dimensions and person- organization fit, path way model can be showed as follow:

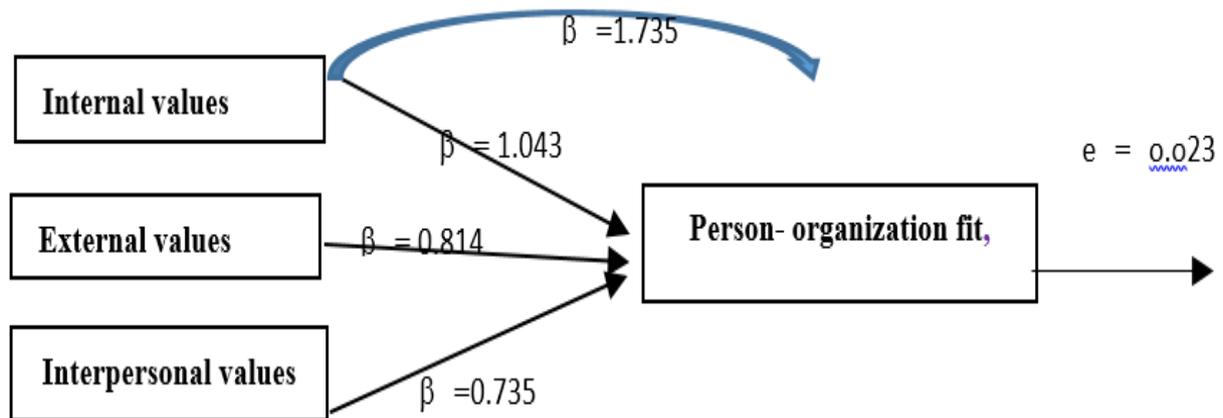


Figure 1. Path way model personal values dimensions and person- organization fit

Conclusions and Recommendations : Personal values dimensions and person- organization fit Mean scores were lower than mean criteria and there was a significant multiple correlations between personal values dimensions and person-organization fit. Beta coefficients among self-fulfillment, sense of accomplishment, sense of belonging, being well-respected, fun and enjoyment in life, good relationships with others and person-organization fit were significant and no autocorrelation existed and regression model was significant. Educational organizations in general and universities in particular should provide a setting for personal values and person-organization fit. Our findings have two important implications: A higher level of personal values dimensions and person- organization fit are often associated with greater productivity and higher effectiveness. Human resource managers want to provide a socially inviting atmosphere for employees in addition to human interactions that encourage superficially oriented consumers to use them. So as to improve person- organization fit, knowledge of how the concept is related to and affected by other organizational variables is required.

1. Introduction

Personal values are usually revealed as cognitive concepts or beliefs that transcend explicit positions and guide behavior and its evaluation (Maio, 2010; Schwartz, 1992). An individual's values, insights of others and patterns of interface with the environment are inclined by the "cultural meaning systems" where he lives (Triandis, 1989). Personal values therefore reveal the cultural background in which consumers evolve and, along with lifestyles, establish the observable dimensions of consumer culture. Dickson (2000) said that Personal values are vital to an individual's self-concept are frequently a part of our personality system (De Pelsmacker, Janssens, Sterckx & Mielants, 2005b), are strictly related to needs, are significant interpreters of consumers' attitudes, and impact intentions of acting in a convinced way (Kamakura & Novak, 1992; Rokeach, 1973). Homer and Kahle (1988) said that three dimensions: internal values (self-fulfillment, sense of accomplishment), external values (sense of belonging, being well-respected), and interpersonal values (fun and enjoyment in life, warm relationships with others). In another research, the nine The List of Values (LOV) items are separated into internal, external, and fun / excitement or hedonic values (Batraet, Homer & Kahle, 2001; Claxton, McIntyre, Clow & Zemanek, 1996; Orth & Kahle, 2008). These different results propose that the underlying value structure can be established differently depending on context (Kahle, Beatty & Homer, 1986). As said by Batraet, Homer & Kahle, (2001) internal values are respected by those who believe that they can control and attain a better goal in their lives by focusing on inner self and achievement; instead, external value-oriented individuals tend to value a high sense of affiliation to others (family and reference group), thus they favor social interactions and participate in interpersonal engagement, more influencing their decision making. Several studies have concentrated on the relations among values and dimensions of positive affectivity for example subjective well-being and satisfaction with life. Such as, Haslam, Whelan & Bastian (2009) established that several value types were carefully linked to positive affect, but not with negative affect. Silverthorne (2004) studied that workers with a good person- organization fit are satisfied with their tasks and are essentially encouraged to engage in innovative work performance more often due to a totally held acceptance to accomplish value (DeJong & Den Hartog, 2007). Person-organization fit has as well been suggested to be a significant antecedent of behavioral products (Hoffman & Woehr, 2006). Jansen & Kristof- Brown (2006) said Person- organization fit perception is focused on the match that individuals perceive between their own values and those of the organization. Individuals who notice fit with their organization are more contented with their job are more committed to their organization (Cable & Judge, 1996). Person- organization fit has been distinct as the grade of confluence among individual values and the organizational values (Kristof-Brown, 1996). Kristof-Brown (2000) said that Person- job fit has been defined for example the match between an individual's personality, knowledge, skills, and abilities and the requirements of a specific job. Also, Person- organization fit can be measured by assessing the extent to which an organization supports the needs of its staffs (Turban & Keon, 1993; Cable & Judge, 1996) or how thoroughly the personality of an individual fits the situations of the organization (Bowen, Ledford & Nathan, 1991). As by said Edwards (1996) person- organization fit reports person- environment fit at a macro level however person- job fit which involves matching an individual's skills, knowledge, and abilities to the characteristics of a specific is the micro level of person- environment fit. The micro level examination is critical for organizations to innovate incessantly since organizations continuously desire individuals over products as their most significant talent (West & Anderson, 1996). The importance of person-organization fit is on the match of an employee's personality, requirements and values with the organizational values and context.

Review of Literature

As said by Meyer, Hecht, Gill & Toplonysky (2010) that the relevant literature shows that the match between individual values and organizational values growths effects of attitudinal and behavioral outcomes of the personnel. A study showed that positive relationship between value congruence and job satisfaction, with mainly significant effects developing from the human relations value domain, which contains values such as trust and openness, and the empowerment of employees to contribute originally to the work day (Verplanken, 2004). Tepeci & Bartlett (2002) establish that the more values stability employees distinguish with their organization, the more satisfaction employee's involvement from their jobs. The present study was designed to study the relationship between personal values and person-organization fit into higher education. The effects could concrete the method for improving the quality of educational services and effectiveness of higher education performance. It will suggestion managers with knowledge of personal values three dimensions and person-organization fit and productivity while they try to remove possible defects and prepare higher education for performing successful changes and aggregate providing better services. The present study aimed to investigate the relationship between personal values dimensions and person- organization fit in Qom University. Thus, according to the above points, the conceptual model can be formulated as follows in Figure1:

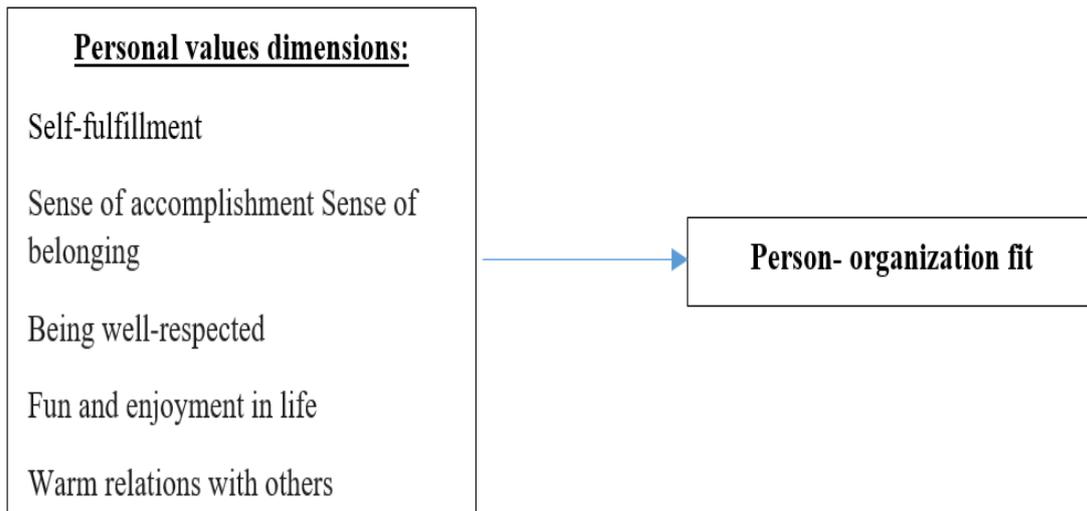


Figure 1: The conceptual model used in the study

Hypotheses

- The personal values dimensions and person- organization fit on faculty staff in Qom university there is significant multiple correlations.
- The personal values and person- organization fit on faculty staff's opinions about on the basis of demographic variables is significant different.

2. Methods

This was a cross-sectional study on faculty members in Qom University, Of 263 individuals, 156 were chosen as the sample using Cochran's formula.

$$n = \frac{\frac{z^2 pq}{d^2}}{1 + \frac{1}{N} \left(\frac{z^2 pq}{d^2} - 1 \right)}$$

To collect the data, the samples were chosen through accidental sampling method. Of the 156 returned questionnaires, 2 are incomplete. The remaining 154 valid and complete questionnaires are for quantitative analysis. The required data were collected using two questionnaires: personal values and person- organization fit. Data were composed by two questionnaires: Following the distinction of previous researches (Kahle, 1983), the present study adopts three personal values dimensions including internal values (self-fulfillment, sense of accomplishment), external values, and interpersonal values (fun and enjoyment in life, warm relationships with others). Drawing upon prior researches (Edward, 1991; Valentine, Godkin & Lucero, 2002), this study adapts five person- organization fit aspects, including: I feel that my personal values are a good fit with this organization, my organization meets my major needs well, this organization has the same values as I do with regard to concern for others, I have affections and Affinity for this organization, I really fit this organization. All variables need five-point Likert style responses ranging from "strongly disagree" to "strongly agree". The questionnaires were distributed among the participants by the researcher who tried to attend clarification if required; after two weeks, the questionnaires were collected by the researcher. To verify the questionnaires, the validity of the questionnaire was used. Reliability coefficient of questionnaires were evaluated using Cranach's alpha coefficient (Table 1).

Ethical Considerations

For ethical considerations in this research, the participants' agreement to participate was attained. Independence and avoiding bias by the researcher were moreover considered, using the latest informative and scientific resources, while observing objectivity while analyzing data, avoiding distortion of the data, and keeping the information confidential.

Table 1. Variables' alpha coefficients

Variables	Cranach's alpha coefficient
Personal values	0.90
Internal values	0.83
External values	0.79
Interpersonal values	0.80
Person-organization fit	0.89
I feel that my personal values are a good fit with this organization	0.89
My organization meets my major needs well	0.81
This organization has the same values as I do with regard to concerns for others	0.79
I have affections and affinity for this organization	0.75
I really fit this organization	0.81

Data Analysis

Mean scores of the personal values and person- organization fit were calculated through descriptive statistics. Also, inferential statistics (Pearson correlation 2-tailed, one way ANOVA, T-tests, regression model and path way model) were used to distinguish the relationship of the two key elements and differences among them with demographic variables. In the study, we used SPSS, version 21, and the level of significance was measured 0.05

3. Results

Most respondents (54.8%) aged 31 to 40 years; most of them (46.5%) have a Bachelor's degree. Most faculty members (43.9%) had between 6 and 10 years of service. 31% of the exams included female and 69% male. Results show that the confidence intervals show that the average self-fulfillment score is between 1.12 and 2.01, the sense of accomplishment between 1.43 and 2.09, the sense of belonging between 2.16 and 2.50, being well respected between 2.19 and 2.53, fun and enjoyment in life was between 1.95 and 2.38, warm relations with others between 1.41 and 2.13 with probability of 99 percent. Also, the score of a person-organization fit was between 2.29 and 2.54 with a probability of 99 percent.

Table 2. The relationship between personal values dimensions and person-organization fit aspects

personal values dimensions	I feel that my personal values are a good fit with this organization		My organization meets my major needs well		This organization has the same values as I do with regard to concerns for others		I have affections and affinity for this organization		I really fit this organization	
	P value*	r	P value*	r	P value*	r	P value*	r	P value*	r
person- organization fit aspects										
self-fulfillment	0.003	0.358	0.001	0.493	0.003	0.385	0.002	0.581	0.000	0.548
sense of accomplishment	0.001	0.426	0.002	0.453	0.007	0.351	0.004	0.393	0.002	0.185
sense of belonging	0.004	0.544	0.000	0.316	0.002	0.427	0.006	0.460	0.003	0.456
being well-respected	0.003	0.325	0.005	0.603	0.004	0.653	0.001	0.573	0.006	0.638
fun and enjoyment in life	0.001	0.513	0.002	0.271	0.008	0.265	0.000	0.419	0.003	0.309
warm relationships with others	0.000	0.423	0.007	0.315	0.002	0.487	0.003	0.216	0.003	0.613

As shown in Table 2, self-fulfillment, sense of accomplishment, sense of belonging, being well-respected, fun and enjoyment in life and warm relationships with others of the faculty members had a statistically significant relationship with the five aspects of the person- organization fit. ($P < 0.005$). Table 3 presents the results of multiple regression analysis of the effects of personal values dimensions on person- organization fit ($p = 0.000$). Multiple correlation coefficients are 0.86 and modified determination coefficient is 0.740. Thus 74.0 percent of response variable can be explained by a combination of personal values dimensions. (Table 3)

Table 3. Multiple regression between personal values dimensions and person- organization fit

Indicators	ss	df	ms	R	R ²	F _{ob}	P
Source							
Regression	21.92	6	8.36				
Residual	32.40	148	0.196	0.860	0.740	42.86	0.000
Total	54.32	154					

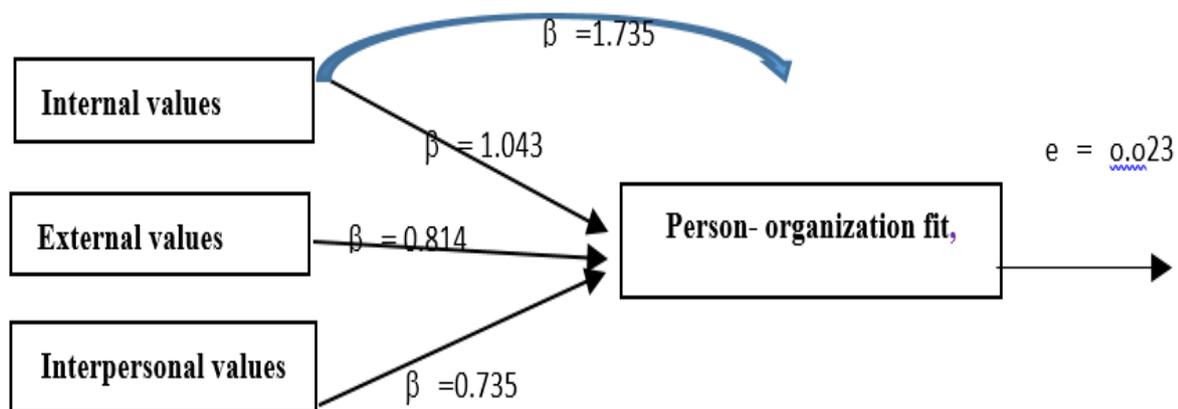
According to the finding of table 4, the Beta coefficient of self-fulfillment and person- organization fit was 0.023, sense of accomplishment and person- organization fit was 0.021, sense of belonging and person- organization fit was 0.125, being well-respected and person- organization fit was 0.130, fun and enjoyment in life and person- organization fit was 0.186, warm relationships with others and person- organization fit was 0.137 which are all statistically significant ($p=0.000$). Variance inflation factor for predictor variables was between at least 1.02 and 1.13, which shows that there is no autocorrelation among them. So the regression model is a significant and predictive model can be shown as follow:

$$Y = 1.965 + 0.117x_1 + 0.119x_2 + 0.098x_3 + 0.079x_4 + 0.053x_5 + 0.082x_6$$

Table 4. Correlation between personal values dimensions and person- organization fit

Indicators	β	Beta	Vif	t _{ob}	p
person- organization fit					
Constant	1.965	-	-	1.298	0.000
self-fulfillment	0.117	0.023	1.03	0.346	0.000
sense of accomplishment	0.119	0.021	1.02	0.321	0.000
sense of belonging	0.098	0.125	1.10	1.076	0.008
being well-respected	0.079	0.130	1.08	1.030	0.004
fun and enjoyment in life	0.053	0.186	1.13	1.895	0.000
warm relationships with others	0.082	0.137	1.09	1.047	0.007

Figure 2 presents the results of correlation between personal values dimensions and person- organization fit, path way model can be showed as follow:

**Figure 2. Path way model personal values dimensions and person- organization fit**

Analysis of covariance showed that observed F in level $p \leq 0.05$ for relation of personal values dimensions and person- organization fit according to demographic characteristics is significant. Eta square for age was 0.07 and for faculty type was 0.08 which are statistically significant.

4. Conclusions and Recommendations

Research results showed that personal values dimensions mean was lower than mid-level. So the person- organization fit was less than average level. In general, there are significant multiple correlations between personal values dimensions, including internal values (self-fulfillment, sense of accomplishment), external values (sense of belonging, well-respected), and interpersonal values (fun and enjoyment in life, warm relationships with others) and the person-organization fit in the studied university. Results of this study are almost compatible with a study that examined how the match between individual values and organizational values increases influences of attitudinal and behavioral outcomes of the employees (Meyer, Hecht, Gill & Toplonysky, 2010). The beta coefficients have been as 0.023 between self-fulfillment and person- organization fit, 0.021 between sense of accomplishment and person- organization fit, 0.125 between sense of belonging and person- organization fit, 0.130 between being well-respected and person- organization fit, 0.186 between fun and enjoyment in life and person- organization fit, 0.137 between, warm relationships with others and person- organization fit of which are statistically significant. The variance inflation factor for explanatory variables has been at least 1.02 to 1.13, which demonstrations that there is no conformity between them. Results of this study are almost compatible with a study that showed that the more values reliability employees recognize with their organization, the more satisfaction personnel practice from their jobs (Tepeci & Bartlett, 2002). Results of this study are nearly well-suited with a study that found a positive relationship between value congruence and job satisfaction, with mainly significant consequences emerging from the human relations value domain, which take in values for example trust and openness, and the empowerment of employees to contribute originally to the work day (Verplanken, 2004). Our findings have two important implications: A higher level of personal values dimensions and person- organization fit are often associated with greater productivity and higher effectiveness. Human resource managers want to provide a socially inviting atmosphere for employees in addition to human interactions that encourage superficially oriented consumers to use them. So as to improve person- organization fit, knowledge of how the concept is related to and affected by other organizational variables is required.

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