

The Effect of Value Congruence on Work Related Attitudes and Behaviors

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ABSTRACT

Research has demonstrated that value congruence has the potential to influence work-related outcomes such as turnover intention (Amos & Weathington, 2008). However, few studies have evaluated the variables that may mediate the relationship between value congruence and work outcomes. The purpose of this study was to examine the mediating effects of job satisfaction and organizational commitment on the relationship between work value congruence and employee behaviors. An advertisement was placed on social networking websites to invite individuals to complete the questionnaire. The results revealed that job satisfaction and normative commitment mediated the relationship between work value congruence and turnover intention. Also, affective commitment mediated the relationship between work value congruence and organizational citizenship behaviors. Future research and implications are discussed.

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LIST OF ABBREVIATIONS

OCB, Organizational Citizenship Behavior

IDS, Interpersonal Deviance Scale

ODS, Organizational Deviance Scale

ACS, Affective Commitment Scale

NCS, Normative Commitment Scale

CCS, Continuance Commitment Scale

LIST OF SYMBOLS

n , Sample Size

r , Sample Correlation Coefficient

R^2 , Multiple Correlation Coefficient

F , F -distribution Variable

M , Mean

SD , Sample Standard Deviation

B , Unstandardized Regression coefficient

p , The Attained Level of Significance

SE , Standard Error

CHAPTER I

INTRODUCTION

The Bureau of Labor Statistics anticipated that the labor force participation rate of the 55- to-64 age group would reach 68.1 % by 2018, compared to 59.3 % in 1998 (see Figure 1; U.S. Department of Labor, 2009). In other words, people are more likely to keep working after they reach retirement age. Accompanying this trend is an influx of young workers into the labor force and current workplace age demographics now span four generations of employees (Silent Generation, Baby Boomers, Generation X, and Generation Y).

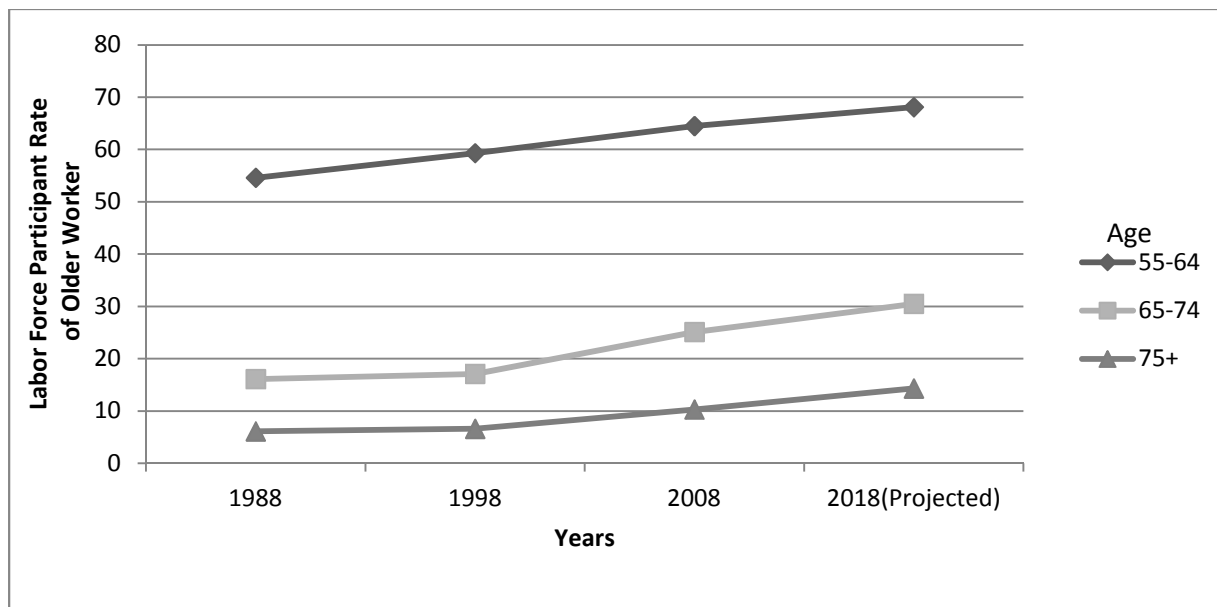


Figure 1 Labor Force Participation Rates of Older Workers, 1988-2018. Based on U.S. Department of Labor, Bureau of Labor Statistics. (2009).

An 18-year-old new hire employee may find himself or herself working with a colleague who is 50 years older than he or she is. Rising shares of older workers, arguably, is the biggest challenge for organizations in the coming years as this trend amplifies age and generational diversity among employees. The literature suggests that generational and age diversity has the potential to drive conflict resulting in poor implementation ability and poor communication (O'Reilly III, Williams, & Barsade, 1998; Smith et al., 1994). Accordingly, this change has prompted human resource specialists, managers, and researchers to investigate how to manage and work with people from different generations in workplaces. Lack of understanding across generations has the potential to influence working relationships, communication, employee motivation and attitudes, turnover rates, and even organizational productivity.

Generational differences in the workplace have received substantial attention in both the lay and empirical literature over the past few years (Duffy & Sedlacek, 2007; Gursoy, Maier, & Chi, 2008; Kupperschmidt, 2000; Smola & Sutton, 2002) and research has found that there are differences in work values from different generational groups (Twenge, Campbell, Hoffman, & Lance, 2010; Westerman & Yamamura, 2007). This diversity of work values may influence the level of value congruence (i.e., compatibility between employees' work values and values held by organizations) because certain work values held by particular workers may be more likely to align with the organization's value, such as the value of hard work held by the older generation. Empirical research has suggested that employee possession of high levels of value congruence is important to organizations as congruent employees are likely to exhibit positive work outcomes. The purpose of the present study, therefore, is to further investigate the relationship between value congruence and various work outcomes, and to explain why these relationships occur.

Work Values

The concept of work values has emerged from the literature of general values domain (Roe & Ester, 1999). According to Schwartz (1992), values are defined as “desirable states, objects, goals, or behaviors, transcending specific situations and applied as normative standards to judge and to choose among alternative modes of behavior” (p. 362). Brown (1996) defined work values as the values that individuals believe should be satisfied relative to a context of occupational work. Work values are a critical element of work-related motivations and the establishment of personal goals (Busacca, Beebe, & Toman, 2010).

The components of work values are commonly organized into two or three extensive categories: extrinsic, intrinsic, and social work values (Elizur, 1984; Ros, Schwartz, & Surkiss, 1999). Extrinsic work values “refer to the degree to which employees value material or instrumental work aspects, such as salary and opportunity for promotion, as important” (Taris & Feij, 2001, p.3). Intrinsic work values “refer to the degree to which employees value immaterial aspects of their jobs that allow for self-expression as important, for example, job variety and autonomy” (Taris & Feij, 2001, p.3). Social work values refer to the extent to which employees emphasize on working relationships and making contributions to society as important (Duffy & Sedlacek, 2007).

Research has found that there are generational differences in work values among employees. Extrinsic work values were higher in Generation Y and Generation X than others (Twenge et al., 2010). Generation Y were more likely to value leisure and less likely to value an intrinsically rewarding job and social interactions at work (Twenge et al., 2010). Generation Y and Generation X are consistently higher in individualistic traits than Baby Boomers (Twenge, 2010).

The diversity of work values from different generational groups can lead to different levels of congruence between the values of employees and the values of the organization. For example, individualism advocated by the younger generation may not cohere with the organization's values that emphasis on teamwork. The empirical literature suggests that these value congruence between employees and organization plays an important role in the selection of applicants (Adkins, Russell, & Werbel, 1994) and the decisions of accepting job offers by applicants (Saks & Ashforth, 1997).

Feather (1982) indicated that values serve as standards or criteria to generate thought and action. They can be discrepant and congruent with particular work environments. *Work value congruence* represents an employee's perception of compatibility between his or her work values and work values held by other individuals, work groups, and their organizations (Judge & Ferris, 1992). Individuals' attitudes and behaviors correspond to the degree of value congruence (Adkins, Ravlin, & Meglino, 1996). When the values of the individual are aligned with other values, conflicts are lessened and individual becomes more effective in the workplace. Conversely, value discrepancies increase work conflicts and reduce indication of positive effect at work, including job satisfaction and motivation. Moreover, value discrepancies result in negative affect such as exhaustion and even intentions to leave.

Although a substantial volume of research have examined relationships between value congruence and work-related outcomes (e.g., Amos & Weathington, 2008; Westerman & Cyr, 2004), the effects of value congruence still remain largely speculative because few studies have tested the mediation relationship that link value congruence to work outcomes. Furthermore, reasons given for value congruence effects have not been integrated into a coherent theoretical model. The present study is to contribute to this limited area of research by examine the

mediating roles of employee attitudes on the relationship between value congruence and employee behaviors.

CHAPTER II

THE PRESENT STUDY

Based on existing literature this paper presents a model that has been developed to explain the effects of value congruence (see Figure 1). This model incorporates two mediators that capture explanations of the process by which value congruence influences work outcomes. The theoretical and empirical supports for the relationships proposed in the model are described below.

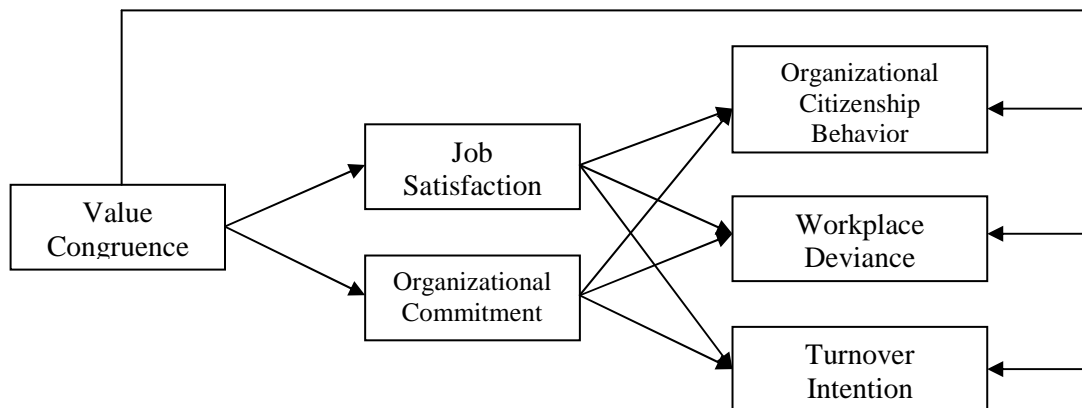


Figure 2 The Study Model Explaining the Effects of Value Congruence

Value Congruence and Work Outcomes

The present study examines the effect of value congruence on three work outcomes: organizational citizenship behaviors, counterproductive work behaviors, and turnover intention. *Organizational citizenship behavior (OCB)* refers to employees' behavior that is not part of the job description but supports the social and psychological environment (Organ, 1997). De Lara

(2008) examined the relationship between the value congruence of employees and organizations and found a significant positive correlation between value congruence and OCB. That is, people engage in helping behaviors when value congruence exists in organizations. De Lara argued that high value congruence would lessen employees' anomie feelings (i.e., pessimistic feelings such as social detachment, valuelessness, and cynicism), which in turn would prompt them to reciprocate with increased OCB. It is thus hypothesized that:

H1a: Value congruence between employees and their work groups is positively associated with OCB.

Workplace deviance can be defined as voluntary behavior by employees that explicitly violate the norms of an organization (Sackett, Berry, Shelly, & Laczko, 2006). The forms of workplace deviance with the most empirical examination include poor job performance, turnover, tardiness, workplace aggression, absenteeism, theft, and on-the-job substance use (Ng & Feldman, 2008). Studies have shown that workplace deviance has a strong and inverse relationship with OCB (e.g., Lee & Allen, 2002; Rotundo & Sackett, 2002). Research has shown a negative relationship between value congruence and workplace deviance. For example, Meglino, Ravlin, and Adkins (1989) found a significant relationship between low value congruence and increased lateness for production workers and managers in an industrial products plant. Brown and Treviño (2006) found that value congruence was significantly related to interpersonal deviance for employees from a large nationwide health care corporation. Verquer, Beehr, and Wagner (2003) argued that low value congruence may elicit role stressors such as role ambiguity and conflict. These stressors may trigger workplace deviance because of the uncertainty about the counterproductive behaviors and of the pressure put on individual

employee by two incompatible demands competing against each other. Therefore, it is hypothesized that:

H1b: Value congruence between employees and their work groups is negatively related to workplace deviance.

Turnover intentions can be operationalized as the conscious and deliberate willingness to leave the organization (Tett & Meyer, 1993). Bluedorn (1982) stated that turnover intention is significantly positively correlated with actual leaving behavior. According the empirical literature has long investigated the cause of turnover behaviors. For example, Swider, Boswell, and Zimmerman (2011) found that turnover decisions were stronger when employees have lower levels of job embeddedness and job satisfaction and higher levels of available alternatives. A meta-analysis found a negative relationship between value congruence and turnover intention (Verquer et al., 2003). In a more recent study, Amos and Weathington (2008) also found that turnover intention had a negative relation with value congruence. Employees are more likely to leave when their values do not match with organization's value. Thus, it is hypothesized that:

H1c: Value congruence between employees and their work groups is negatively related to turnover intention.

The Mediating Roles of Employee Satisfaction and Commitment

According to Locke (1976), job satisfaction can be defined as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (p. 1304). That is, job satisfaction is an employee’s attitude toward his or her job. Empirical research has substantially studied the relationship between value congruence and job satisfaction. For example, (Adkins et al., 1996) found that employees reported higher levels of job satisfaction

when they have similar values with their co-workers. Westerman and Cyr (2004) found a positive relation between value congruence and job satisfaction for 105 sales representatives in the United States. Verquer et al. (2003) meta-analysis also suggested that value congruence was significantly related to job satisfaction. Employees are more likely to be satisfied with their job when their values are aligned with others' values. Therefore, it is hypothesized as follows:

H2a: Value congruence between employees and their work groups is positively associated with job satisfaction.

Meyer and Allen (1991) proposed three components in the definition of organizational commitment: affective, continuance, and normative commitment. Affective component is the extent to which employees identify with and attach to the organization. Continuance component refers to employees' perception of costs associated with leaving the organization. Normative component is employees' feeling of obligation to the organization. Meyer and Allen stated that employees can experience various levels of all three component of organizational commitment.

Several studies have examined the relation between value congruence and organizational commitment. Boxx, Odom, and Dunn (1991) found that employees who values matched those of their organization had a greater level of organizational commitment. Ugboro (1993) also found that value congruence and affective commitment were significantly and positively related. Westerman and Cyr (2004) found a significant positive relationship between value congruence and over all organizational commitment. Amos and Weathington (2008) examined the relationship between value congruence and affective, normative, and continuance commitments. They found that value congruence had a positive relationship with affective and normative commitment but not with continuance commitment. As continuance commitment concerns more about the individual impacts of leaving an organization, it has little to do with value congruence.

Therefore, the present study does not expect continuance commitment is related to value congruence. Consequently, it is hypothesized that:

H2b: Value congruence between employees and their work groups is positively related to affective and normative commitment.

The empirical literature of value congruence has examined the direct relationship between value congruence and work outcomes such as workplace deviance and intention to leave (Amos & Weathington, 2008; Brown & Treviño, 2006). Nevertheless, value congruence and work outcomes also have an indirect relationship. Westerman and Cyr (2004) found that the attitudinal variables of satisfaction and commitment mediated the relationship between value congruence and employee turnover intentions.

Little research has been conducted to examine job satisfaction and organizational commitment account for the effects of value congruence on OCB and workplace deviance. However, research has suggested that job satisfaction and organizational commitment have effects on OCB and workplace deviance (Mathieu & Zajac, 1990; Mueller, Wallace, & Price, 1992). It is possible to assume that the effects of value congruence on OCB and workplace deviance are mediated by job satisfaction and commitment.

As discussed earlier, Amos and Weathington (2008) found differences between value congruence and affective, continuance, or normative commitment. There was no positive relationship between value congruence and continuance commitment. Accordingly, I do not expect continuance commitment to function in this mediation model.

H3a: Job satisfaction mediates the relationship between OCB, workplace deviance, and turnover intention with value congruence.

H3b: Affective commitment mediates the relationship between OCB, workplace deviance, and turnover intention with value congruence.

H3c: Normative commitment mediates the relationship between OCB, workplace deviance, and turnover intention with value congruence.

CHAPTER III

METHOD

Participants

A total of 79 social networking users (Facebook and Twitter) participated in the study. Of the participants, 43 (54.43%) were female and 36 (45.56%) were men. The participants' age ranged from 19 to 69 years ($M = 33.45$ years, $SD = 12.27$ years). Of these, 2 (2.5%) were Silent Generation, 21 (26.58%) were Baby Boomers, 23 (29.11%) were Generation X, and 33 (41.77%) were Generation Y. The Participants' education level varied: 1 (1.26%) indicated no diploma; 8 (10.13%) indicated high school graduate; 28 (35.44%) indicated some college; 29 (36.71%) indicated Bachelor's degree; 11 (13.92%) indicated an advanced degree; and 2 (2.53%) did not specify their education level. In addition, of the participants, 41 (51.89%) were Caucasian, 13 (16.46%) were African American, 12 (15.18%) were Hispanic, 12 (15.18%) were Asian or Asian American, and 1 (1.26%) was multi-racial/other.

Procedure

An advertisement was placed on social networking websites (Facebook and Twitter), inviting individual 18 or older and currently employed to participate to the study. Those who clicked on the advertisement were redirected to the study website and asked to complete the questionnaire. A Facebook or Twitter "share" button showed at the end of the questionnaire. The advertisement would be posted to the participants' profile wall if they pressed the button, so

anyone in the participants' Facebook or Twitter network had access to the advertisement. Data from participants with incomplete questionnaires ($n=4$) were removed from the study.

Accordingly, data from 75 participants were used in the analysis.

Measures

Value Congruence

Value congruence was measured by combining items from the Work Values Inventory (Super, 1970) and the Excellence Scale (Peters & Waterman, 1982). These scales refer to 13 items of extrinsic values, 15 items of extrinsic social and environmental concomitants of work, and 24 items of intrinsic rewards. The extrinsic values items measure instrumental aspects of work. Sample items included “know your job will last” and “have pay increases that keep up with the cost of living”. The items of extrinsic social and environmental concomitants of work focus on the importance one attaches to social and environmental aspects of work, such as “have a boss who gives you a fair deal” and “like the setting in which your work is done”. The intrinsic rewards items refer to aspects of work. Examples of intrinsic rewards items include “have freedom in your area” and “do not do the same thing all the time”. Its validity was supported by Robinson and Betz (2008) and Boxx et al. (1991). Hammond, Betz, Multon, and Irvin (2010) and Peters and Waterman (1982) reported a median reliability coefficient of .82 and .75, respectively.

Participants were required to indicate how important each value is to them. Later in the questionnaire, participants were required to indicate to what extent each value exists in their work group. Responses to the value congruence scale were summed, respectively, for the importance of perceived value and existing value. Total value congruence was computed by $|\text{the importance of perceived value} - \text{existing value}|$. The reliability coefficients in the present study

for the value congruence scale range from .77 to .91 for the importance of perceived value and from .70 to .90 for the perception of existing value in organizations. A high score on this measure indicated low levels of value congruence.

Job Satisfaction

Job satisfaction was assessed with the three-item Overall Job Satisfaction measure developed by Cammann, Fichman, Jenkins, and Klesh (1983). Its reliability and validity are supported by a meta-analysis (Bowling & Hammond, 2008). All items were measured via five-point Likert-type scales (not satisfied to extremely satisfied). Bowling and Hammond (2008) reported a reliability coefficient of .86. In the present study, the reliability coefficient was .88. A high score on this scale represented high levels of job satisfaction.

Organizational Commitment

Organizational commitment was assessed using the Affective Commitment Scale (ACS), Continuance Commitment Scale (CCS), and Normative Commitment Scale (NCS), each of which is made up of eight items (Allen & Meyer, 1990). Ratings were made utilizing a five-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). Allen and Meyer (1990) reported that the reliability coefficients for ACS, CCS, and NCS were .87, .79, and .75, respectively. In the present study, the reliability coefficients for ACS, CCS, and NCS were .86, .76, and .88, respectively. A higher score in this scale reflected a higher degree of organizational commitment.

Workplace Deviance

The Interpersonal and Organizational Deviance Scale (Bennett & Robinson, 2000) was used to measure employees' workplace deviance. The scale consisted of 7 interpersonal deviance items and 12 organizational deviance items. Respondents rated their behavioral frequency with each statement on a five-point Likert-type scale (1 = Never and 5 = Always). Bennett and Robinson (2000) reported the reliability coefficients for the Interpersonal Deviance scale (IDS) and the Organizational Deviance scale (ODS) were .78 and .81, respectively. In the present study, the reliability coefficients for IDS and ODS were .83 and .88, respectively. A high score represented high levels of workplace deviance.

Organizational Citizenship Behavior

To minimize overlap with scale of workplace deviance, OCB was assessed with the 20-item Organizational Citizenship Behavior Checklist (Fox, Spector, Goh, Bruursema, & Kessler, 2012). Respondents was asked to rate their behavior frequency with each statement on a five-point Likert-type scale (1 = Never and 5 = Always). Fox et al. (2012) reported coefficient alphas for the 20-item Organizational Citizenship Behavior Checklist of .89 and .94 for two self-report samples. The reliability coefficient for this measure was .94. A higher score indicated a higher degree of OCB.

Turnover Intention

Turnover intention was measured using a five-item turnover cognitions scale based on the work of Bozeman and Perrewé (2001). Responses were made on five-point scales (1 = strongly disagree and 5 = strongly agree scale). Bozeman and Perrewé reported a reliability coefficient of

.90. The reliability coefficient for this measure was .93. A high score on this scale indicated high levels of turnover intention.

CHAPTER IV

RESULTS

Table 2 presents means, standard deviations, and correlations for each variable in the present study. Consistent with predictions, total value congruence correlated significantly with job satisfaction ($r = -.61$), affective commitment ($r = -.53$), normative commitment ($r = -.60$), turnover intention ($r = .57$), IDS ($r = .36$), ODS ($r = .63$), and OCB ($r = -.65$). No significant correlation was found between total value congruence and continuance commitment.

Preacher and Hayes (2008) multiple mediation procedures were conducted to test significance of the indirect effect. These analytical procedures utilize a bootstrapping approach to generate stable estimates of indirect effects. This bootstrapping method involves taking N number of samples with replacement from the original sample and repeating this process a large number of times. Bootstrapping is recommended by Preacher and Hayes for studies with small sample sizes, low power, and multiple mediation models. The present study used 10,000 bootstrapping samples to increase the accuracy of estimates of the hypothesized direct and indirect effects. Three steps were followed to examine the mediation effects: (1) testing the relationship between value congruence and employee behaviors; (2) testing the relationship between value congruence and employee attitudes; and (3) testing the relationship between value congruence and employee behaviors with the control of employee attitudes. Age, gender, marital status, education, and work hours were included as covariates. Tables 3 through 4 and Figures 3 through 6 report the results relating to Hypotheses 1 to 3.

Table 1 Correlations between Variables

	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Age	37.48	13.11	—												
2. Gender	1.47	.50	.31**	—											
3. Marital Status	1.61	.49	.55**	-.02	—										
4. Education	3.53	.92	-.11	.07	-.07	—									
5. Work Hours	37.11	7.81	.33**	.11	.42**	.07	—								
6. Value	19.65	17.02	-.61**	-.19	-.27*	-.11	-.50**	—							
7. ACS	21.83	4.67	.58**	.18	.38**	.08	.25*	-.53**	—						
8. NCS	19.17	5.59	.61**	.16	.32**	.02	.20	-.60**	.80**	—					
9. CCS	15.56	4.31	.06	-.04	-.19	-.20	-.14	-.08	-.15	.04	—				
10. Sat	11.55	2.91	.61**	.21	.26*	-.00	.18	-.61**	.83**	.77**	-.03	—			
11. OCB	75.40	11.58	.63**	.10	.25*	.04	.34**	-.65**	.61**	.67**	.14	.59**	—		
12. IDS	10.17	3.09	-.35**	.17	-.21	.02	-.09	.36**	-.45**	-.38**	-.12	-.46**	-.49**	—	
13. ODS	15.76	4.65	-.68**	-.19	-.34**	-.01	-.36**	.63**	-.64**	-.54**	-.02	-.63**	-.61**	.53**	—
14. Turnover	11.64	5.59	-.68**	-.30**	-.34**	.06	-.22	.57**	-.82**	-.79**	.10	-.89**	-.64**	.45**	.67**

Note: $n = 75$; Sat = job satisfaction; ACS = affective commitment; NCS = normative commitment; CCS = continuance commitment; IDS = interpersonal deviance; ODS = organizational deviance; OCB = organizational citizenship behaviors; Value = total value congruence; Turnover = turnover intention. A high score on value congruence measure indicated low levels of value congruence. * $p < .05$; ** $p < .01$.

Table 2 Indirect Effects between Value Congruence and Employee Behaviors

	Point Estimate	SE	Lower	Upper
Value Congruence – Mediators – OCB				
Job Satisfaction	.0259	.0774	-.1083	.2095
ACS	-.0658	.0602	-.2589	.0044
NCS	-.0815	.0598	-.2474	.0009
CCS	-.0121	.0173	-.0648	.0098
Full Model Adj. $R^2 = .6021$, $F(10, 62) = 11.8947$, $p < .001$				
Value Congruence – Mediators – IDS				
Job Satisfaction	.0170	.0244	-.0289	.0700
ACS	.0236	.0194	-.0052	.0769
NCS	-.0181	.0238	-.0772	.0197
CCS	.0037	.0056	-.0023	.0240
Full Model Adj. $R^2 = .2522$, $F(10, 62) = 3.4282$, $p < .001$				
Value Congruence – Mediators – ODS				
Job Satisfaction	.0043	.0347	-.0614	.0745
ACS	.0427*	.0239	.0040	.1011
NCS	-.0359	.0280	-.1140	.0047
CCS	.0022	.0049	-.0026	.0219
Full Model Adj. $R^2 = .5742$, $F(10, 62) = 10.7075$, $p < .001$				
Value Congruence – Mediators – Turnover Intention				
Job Satisfaction	.0904*	.0316	.0358	.1610
ACS	.0178	.0210	-.0042	.0806
NCS	.0277*	.0177	.0004	.0723
CCS	-.0035	.0054	-.0242	.0020
Full Model Adj. $R^2 = .8407$, $F(10, 62) = 38.9879$, $p < .001$				

Note: ACS = affective commitment; NCS = normative commitment; CCS = continuance commitment. A high score on value congruence measure indicated low levels of value congruence. * $p < .05$; ** $p < .01$.

Table 3 Indirect Effects of Covariates

	Sat	ACS	NCS	CCS	OCB	IDS	ODS	Turnover
Age	.0767*	.1122*	.1541*	.0575	.3237**	-.0379	-.1601**	-.0661
Gender	.4459	.4730	.1066	-.9831	-3.5908	1.7938*	.1300	-1.0676
Marital Status	.3248	1.9143	1.1580	-2.4976	-6.0029*	-.2471	.4599	.1999
Education	-.1840	.3484	-.0548	-.8136	.5983	-.0203	.0957	.5527
Work Hours	-.0932*	-.0861	-.1593	-.0632	.3152*	.0443	-.0113	-.0070

Note: Sat = job satisfaction; ACS = affective commitment; NCS = normative commitment; CCS = continuance commitment; IDS = interpersonal deviance; ODS = organizational deviance; OCB = organizational citizenship behaviors; Turnover = turnover intention. Coefficients represent unstandardized regression coefficient. * $p < .05$; ** $p < .01$.

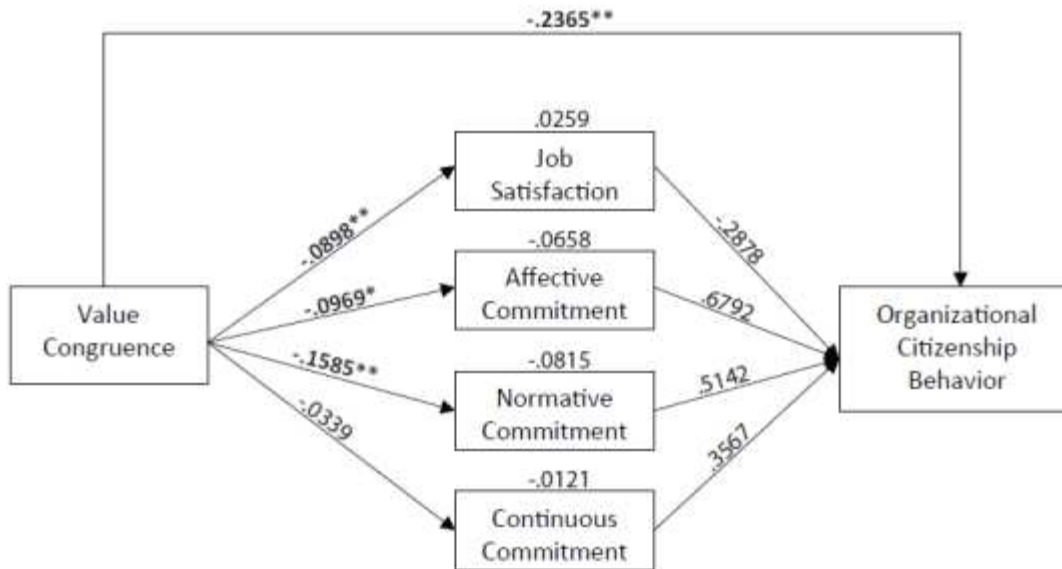


Figure 3 Indirect Effects between Value Congruence and Organizational Citizenship Behavior

Hypothesis 1 stated that value congruence is positively correlated with (a) OCB and negatively related with (b) workplace deviance and (c) turnover intention. Results suggested that the value congruence was related to OCB ($B = -.2365, p < .01$), IDS ($B = -.0579, p < .05$), ODS ($B = .0886, p < .01$), and turnover intention ($B = .1244, p < .01$).

Hypothesis 2 stated that value congruence is positively correlated with (a) job satisfaction, and (b) affective and normative commitment. Results suggested that value congruence was related to Job satisfaction ($B = -.0898, p < .01$), affective commitment ($B = -.0969, p < .05$), and normative commitment ($B = -.1585, p < .01$). Hence, Hypotheses 1 and 2 received support.

Hypothesis 3 stated that (a) job satisfaction, (b) affective commitment, and (c) normative commitment mediate the relationship between OCB, workplace deviance, and turnover intention with value congruence. Significant mediation effects were found for job satisfaction ($B = .0904, p < .05$) and normative commitment ($B = .0277, p < .05$) in the relationship between value congruence and turnover intention. Results also suggested that affective commitment ($B = .0427, p < .05$) mediated the relationship between value congruence and organizational workplace deviance. Hence, Hypothesis 3a, 3b, and 3c received partial support.

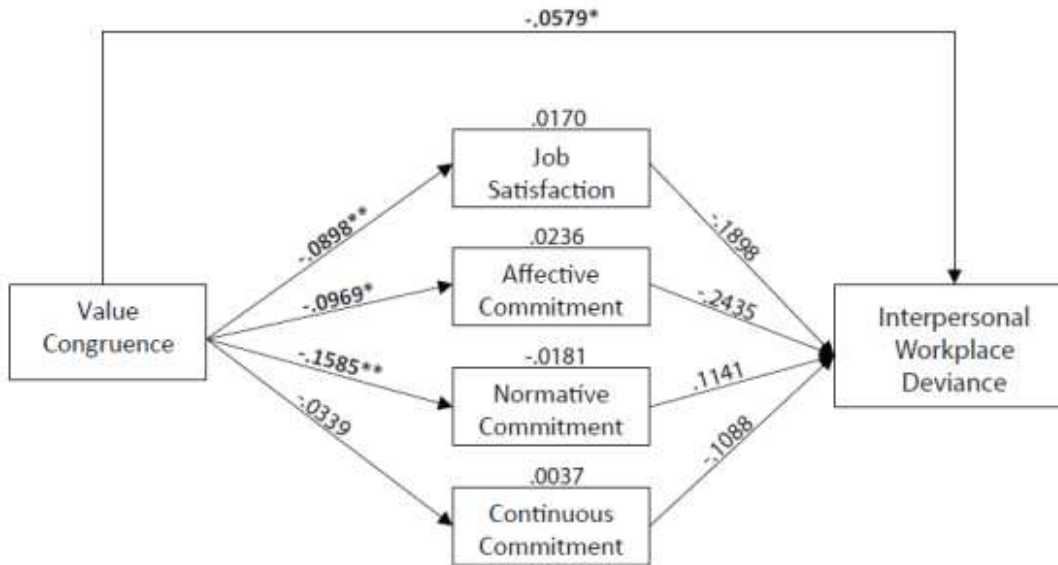


Figure 4 Indirect Effects between Value Congruence and Interpersonal Workplace Deviance

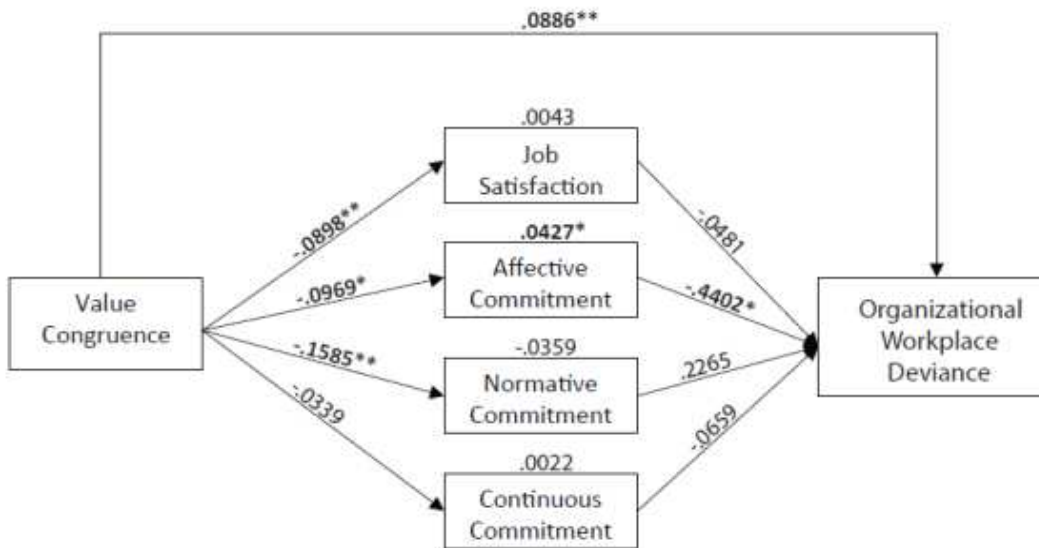


Figure 5 Indirect Effects between Value Congruence and Organizational Workplace Deviance

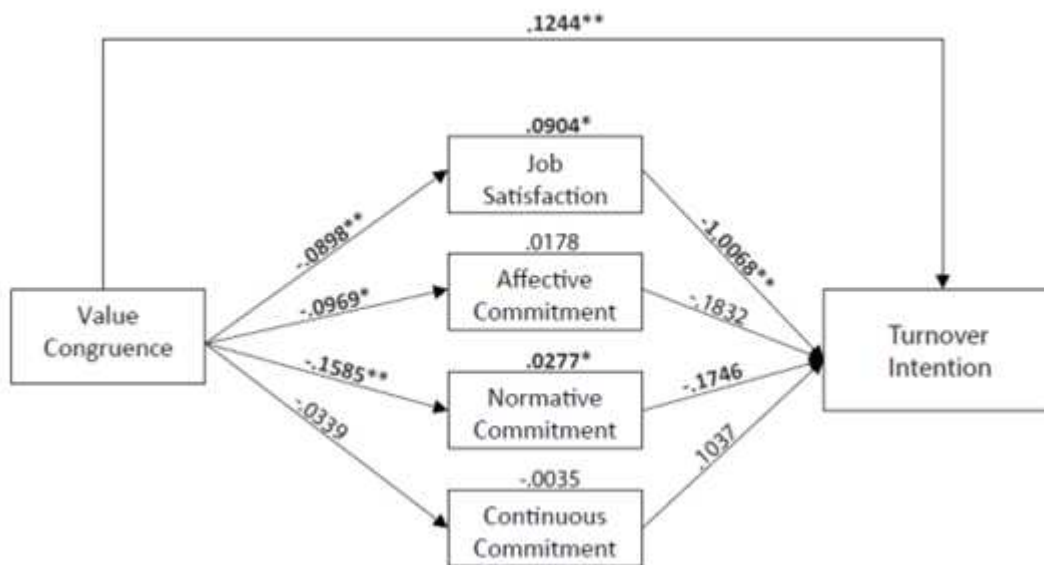


Figure 6 Indirect Effects between Value Congruence and Turnover Intention

CHAPTER V

DISCUSSION

The present study examined the effect of work value congruence on employee behaviors. Specifically, the multiple mediation models were conducted to examine the effect of value congruence and the underlying processes through which it is associated with employee behaviors. First, the findings support for the hypotheses that value congruence was significantly related to both (1) employee behaviors (i.e., turnover intention, workplace deviance, and OCB) and (2) employee attitudes (i.e., job satisfaction and organizational commitment). These findings are consistent with previous research (e.g., Amos & Weathington, 2008; Brown & Treviño, 2006; De Lara, 2008). Employees who have higher value congruence report higher level of job satisfaction, affective commitment, normative commitment, and citizenship behaviors as well as lower level of turnover intentions and counterproductive behaviors. These findings suggest that the congruence between the values of employees and their employing organization do play an important role in determining employees' work-related attitudes and behaviors.

The indirect effects of value congruence on employee behaviors transmitted through employee attitudes have not been examined extensively in the literature. The present study hypothesized that both job satisfaction and organizational commitment mediate the relationship between value congruence and employee behaviors. Results showed that the hypothesized indirect effects were partially supported. The relationship between value congruence and organizational workplace deviance was mediated by affective commitment. These results suggest

that employees who feel that their own values match those of their organization will be more likely to have high affective commitment, which in turn lead to decrease organizational deviance. These results seem reasonable. When individual employees have an emotional attachment to their organization as a result of perceived value congruence, employees' desires to remain in their organization may help decrease deviance toward organization. The results also suggest that the relationship between value congruence and turnover intention is mediated by job satisfaction and normative commitment. This relationship makes sense. Employees with high value congruence are more likely to have high job satisfaction and normative commitment which in the end may reduce turnover intentions. These are important findings and suggest that value congruence is not only directly related to organizational deviance and turnover intention, but also that these roles are likely mediated by factors such as job satisfaction and organizational commitment.

It is interesting to note that the indirect effects of value congruence have differential significance in predicting interpersonal and organizational workplace deviance. Results showed that there was no indirect effect of value congruence on interpersonal deviance, while affective commitment mediated the relationship between value congruence and organizational deviance. The explanation of this result may be the different nature of the two workplace deviance dimensions. Robinson and Bennett (1995) argued that the dimension of deviance identifies an important qualitative difference between the deviance that is targeted at the organization or at members of the organization. For example, employee theft directed at other members of the organization (e.g., taking money from a coworker's wallet) is different than employee theft directed at the organization (e.g., taking money from the cash register; Greenberg & Scott, 1996). Affective commitment has little to do with how individual employees feel about their

colleagues; rather, it has to do with how they attach to their organization. In determining the indirect effect of value congruence, affective commitment may be given little or no consideration on interpersonal deviance.

The present study found that while value congruence was positively related to citizenship behaviors, job satisfaction and organizational commitment did not play mediating roles between value congruence and organizational citizenship behaviors. It may be that employees reciprocate the positive work-related attitudes to the other aspect of behaviors, such as increasing the willingness to stay in the organization, and therefore it is less associated with citizenship behaviors. Employees with high levels of citizenship behaviors may suggest that they are already using other optimal behaviors as reciprocal mechanisms to deal with the feelings of satisfaction and organization attachment. Thus, employees may elect to maintain, rather than increase citizenship behaviors in response to higher levels of positive work-related attitudes.

The results clearly suggest that the lack of congruence between the values of employee and their employing organization led to various negative outcomes. For example, the less an employee reported a match between his or her values and the organization values, the more that employee experienced less affective commitment and the more that person increased workplace deviance. These results are consonant with the general value congruence literature (e.g., Amos & Weathington, 2008; De Lara, 2008; Kristof-Brown, Zimmerman, & Johnson, 2005). However, the present study extends the existing finding that job satisfaction, affective commitment, and normative commitment account for the generalized effects of value congruence on certain behaviors of employees.

Limitations

Like any other study, this study has several limitations. One of the limitations of this study is common method bias, which can occur when all constructs in a study are measured using a single method, in this case self-reported survey. Because of this common method, relationships between variables can tend to be spuriously strong. Future research should strive to integrate multiple data collection methods.

A second limitation of this study is potential sampling bias. This study was conducted via social networking websites. Although this method allowed us to generalize in some ways more effectively than a more typical in-person based administration (across race, gender, age, or geographic region), the sample necessarily excluded subjects who do not regularly use social media websites. This is likely to impact the representativeness of the older generation members especially. Also, patterns of social network use are significantly correlated with personality traits (Bachrach, Kosinski, Graepel, Kohli, & Stillwell, 2012), so it is possible that participants who were willing to complete the survey on social networking websites might possess homogeneous personality traits. These limitations restrict the generalizability of the present findings to the broader population. Future research should use a broader scope of participants in an organizational setting.

Another limitation is found in the general design of the study. This study utilized cross-sectional design to examine generational differences in the workplace. Rhodes (1983) argued that a cross-sectional design is inadequate for this type of study because it confounds the effects of age and the effects of generation. Rhodes suggested that longitudinal and time lag designs are required to fully understand whether the differences are the result of age, cohort (generational),

or period (environmental) effects. Future research should use better methods for conducting research in generational differences.

The present study utilized several scales to measure value congruence and employee attitudes. One of the limitations is potential overlap between value congruence and employee attitude items. Smedslund (1987) found that items of many scales have various degrees semantically related. The content overlap between items has potential to limit validity. Future research should minimize the degree to which the items of value congruence and employee attitudes measures share semantic content.

Finally, the present study had a small sample size. Consequently, the moderated mediation model could not be tested. Also, a small sample size may have detrimental effects as a result of low statistical power and type I errors. Future research should increase sample size. However, the present study minimized the detrimental effects of a small sample size for testing the indirect effects in the multiple mediation models because the use of the bootstrapping procedures provided more accurate estimation of the hypothesized indirect effects.

Practical Implications

Managers sometime utilize value congruence as a selection tool when hiring job applicants (Adkins et al., 1994). Moreover, training is sometimes provided to new employees to modify their self-values in the direction to the organizational values (Grant & Bush, 1996). The present findings provide additional information to support these practices- within organizations. Although value congruence possibly remains in the selection and training practice, the results provide important evidence that job satisfaction and organizational commitment serve as important mechanisms to translate the benefits of value congruence into optimal employee

behaviors. This suggests that organization could consider investing in initiatives focus directly on increasing job satisfaction and organizational commitment.

Future Directions

Future researchers should solidify the findings by utilizing better research methods and increasing sample size. The positive results from the present study should encourage further research. The present study demonstrated significant relationships between value congruence and employee behaviors, mediated by employee attitudes. Besides value congruence, other dimensions of congruence (e.g., personality congruence and KSA congruence) may be also related to employee behaviors and employee attitudes. The differential effects of congruence on various outcomes should be explored in future studies.

Job satisfaction is typically viewed as a multi-faceted construct. Churchill, Ford, and Walker (1974) indicated a number of facets of job satisfaction (e.g., satisfaction with supervision, satisfaction with co-workers, satisfaction with promotion and advancement, and satisfaction with pay and company benefits). Each of these facets may have different levels of importance to every individual. For example, an employee may indicate that he or she is very satisfied with her supervisors and colleagues, but is dissatisfied with her salary and work benefits. It may be interesting to look at the effects across various facets of job satisfaction in future studies.

Due to sample size restrictions, it was not possible to test the moderating effects of generational differences on value congruence. Individuals across generation hold particular sets of work values (Cennamo & Gardner, 2008). These particular sets of work values in diverse generation may contain elements that influence value congruence. For instance, the Silent

Generation emphasis on loyalty and hard work is more likely to coincide with the expectation of their organization about their employees. People in this generation thus may be more satisfied with their job and dedicated to their organization. Conversely, the Generation X emphasis on individualism may set against the collective work environment in their organization. As a result, people in Generation X are more likely to be dissatisfied with their job and leave their organization voluntarily. Future research is needed to test this unanswered question.

The results of the present study support the idea that value congruence is an important determinant of employee attitudes and behaviors. The present study adds to the empirical literature on the effects of value congruence on a broader range of employee behaviors in the workplace. However, more work is needed on additional constructs by using different methods and applying different conceptualizations in organizations.

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APPENDIX A
IRB APPROVAL

MEMORANDUM

TO: Wing Man Leung
Dr. Bart Weathington **IRB # 12- 189**

FROM: Lindsay Pardue, Director of Research Integrity

DATE: November 28, 2012

SUBJECT: IRB # 12-189: The Effect of Value Congruence in Generational Differences

The Institutional Review Board has reviewed and approved your application and assigned you the IRB number listed above. You must include the following approval statement on research materials seen by participants and used in research reports:

The Institutional Review Board of the University of Tennessee at Chattanooga (FWA00004149) has approved this research project #12-189.

Please remember that you must complete a Certification for Changes, Annual Review, or Project Termination/Completion Form when the project is completed or provide an annual report if the project takes over one year to complete. The IRB Committee will make every effort to remind you prior to your anniversary date; however, it is your responsibility to ensure that this additional step is satisfied.

Please remember to contact the IRB Committee immediately and submit a new project proposal for review if significant changes occur in your research design or in any instruments used in conducting the study. You should also contact the IRB Committee immediately if you encounter any adverse effects during your project that pose a risk to your subjects.

For any additional information, please consult our web page <http://www.utc.edu/irb> or email instrb@utc.edu

Best wishes for a successful research project.

APPENDIX B
INFORMED CONSENT FROM

November 11, 2012

Dear Employee,

I am a student under the direction of Dr. Bart Weathington in the Department of Psychology at the University of Tennessee at Chattanooga. I am conducting a research study to examine the effects of work value congruence in generational differences. This investigation seeks to determine whether generational diversity influences the relationship between work values, job attitudes, and work behaviors.

I am requesting your participation, which will involve completing a series of questionnaires. Your participation in this study is voluntary. Our questionnaire will take approximately 20 minutes.

You are free to end your participation in the study at any time without penalty. The attached questionnaire is anonymous. The results of the study may be published but your name will not be known.

If you have any questions concerning the research study, please e-mail me at wml0922@gmail.com or Dr. Bart Weathington at bart-weathington@utc.edu

If you have any questions about your rights as a subject/participant in this research, or if you feel you have been placed at risk, you can contact Dr. Bart Weathington, Chair of the Institutional Review Board, at 423-425-4289. Additional contact information is available at www.utc.edu/irb

Return of the questionnaire will be considered your consent to participate.

Thank you for your assistance.

APPENDIX C
MEASURES

Work Values Inventory – Super (1970)

Please indicate to what extent each of the following values exists within your organization

	1	2	3	4	5
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. have to keep solving problems	1	2	3	4	5
2. help others	1	2	3	4	5
3. can get a raise	1	2	3	4	5
4. look forward to changes in your job	1	2	3	4	5
5. have freedom in your area	1	2	3	4	5
6. gain prestige in your field	1	2	3	4	5
7. need to have artistic ability	1	2	3	4	5
8. are one of the gang	1	2	3	4	5
9. know your job will last	1	2	3	4	5
10. can be the kind of person you would like to be	1	2	3	4	5
11. have a boss who gives you a fair deal	1	2	3	4	5
12. like the setting in which your work is done	1	2	3	4	5
13. get the feeling of having done a good day's work	1	2	3	4	5
14. have the authority over others	1	2	3	4	5
15. try out new ideas and suggestions	1	2	3	4	5
16. create something new	1	2	3	4	5
17. know by the results when you've done a good job	1	2	3	4	5
18. have a boss who is reasonable	1	2	3	4	5
19. are sure of always having a job	1	2	3	4	5
20. add beauty to the world	1	2	3	4	5
21. make your own decisions	1	2	3	4	5
22. have pay increases that keep up with the cost of living	1	2	3	4	5
23. are mentally challenged	1	2	3	4	5
24. use leadership abilities	1	2	3	4	5
25. have adequate lounge, toilet and other facilities	1	2	3	4	5
26. have a way of life, while not on the job, that you like	1	2	3	4	5
27. form friendships with your fellow employees	1	2	3	4	5
28. know that others consider your work important	1	2	3	4	5
29. do not do the same thing all the time	1	2	3	4	5
30. feel you have helped another person	1	2	3	4	5
31. add to the well-being of other people	1	2	3	4	5
32. do many different things	1	2	3	4	5
33. are looked up to by others	1	2	3	4	5
34. have good connections with fellow workers	1	2	3	4	5
35. lead the kind of life you most enjoy	1	2	3	4	5
36. have a good place in which to work (quiet, calm, etc.)	1	2	3	4	5

37.	plan and organize the work of others	1	2	3	4	5
38.	need to be mentally alert	1	2	3	4	5
39.	are paid enough to live very well	1	2	3	4	5
40.	are your own boss	1	2	3	4	5
41.	make attractive products	1	2	3	4	5
42.	are sure of another job in the company if your present job ends	1	2	3	4	5
43.	have a supervisor who is considerate	1	2	3	4	5
44.	see the result of your efforts	1	2	3	4	5
45.	contribute new ideas	1	2	3	4	5

Please indicate to what extent you feel each of the following values should exist within your organization

	1	2	3	4	5					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree					
1.						1	2	3	4	5
2.						1	2	3	4	5
3.						1	2	3	4	5
4.						1	2	3	4	5
5.						1	2	3	4	5
6.						1	2	3	4	5
7.						1	2	3	4	5
8.						1	2	3	4	5
9.						1	2	3	4	5
10.						1	2	3	4	5
11.						1	2	3	4	5
12.						1	2	3	4	5
13.						1	2	3	4	5
14.						1	2	3	4	5
15.						1	2	3	4	5
16.						1	2	3	4	5
17.						1	2	3	4	5
18.						1	2	3	4	5
19.						1	2	3	4	5
20.						1	2	3	4	5
21.						1	2	3	4	5
22.						1	2	3	4	5
23.						1	2	3	4	5
24.						1	2	3	4	5
25.						1	2	3	4	5
26.						1	2	3	4	5
27.						1	2	3	4	5
28.						1	2	3	4	5

29.	do not do the same thing all the time	1	2	3	4	5
30.	feel you have helped another person	1	2	3	4	5
31.	add to the well-being of other people	1	2	3	4	5
32.	do many different things	1	2	3	4	5
33.	are looked up to by others	1	2	3	4	5
34.	have good connections with fellow workers	1	2	3	4	5
35.	lead the kind of life you most enjoy	1	2	3	4	5
36.	have a good place in which to work (quiet, calm, etc.)	1	2	3	4	5
37.	plan and organize the work of others	1	2	3	4	5
38.	need to be mentally alert	1	2	3	4	5
39.	are paid enough to live very well	1	2	3	4	5
40.	are your own boss	1	2	3	4	5
41.	make attractive products	1	2	3	4	5
42.	are sure of another job in the company if your present job ends	1	2	3	4	5
43.	have a supervisor who is considerate	1	2	3	4	5
44.	see the result of your efforts	1	2	3	4	5
45.	contribute new ideas	1	2	3	4	5

Excellence Scale – Peters & Waterman (1982)

Read each statement and indicate the extent to which each value exists in your organization

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

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

Read each statement and indicate the extent to which you think each value should exist in your organization.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

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

Workplace Deviance Scale – Bennett & Robinson (2000)

How often have you done each of the following things on your present job?

1	2	3	4	5
Never	Once or Twice	Once or Twice per Month	Once or Twice per Week	Every day

Interpersonal Deviance Scale

1. Made fun of someone at work	1	2	3	4	5
2. Said something hurtful to someone at work	1	2	3	4	5
3. Made an ethnic, religious, or racial remark at work	1	2	3	4	5
4. Cursed at someone at work	1	2	3	4	5
5. Played a mean prank on someone at work	1	2	3	4	5
6. Acted rudely toward someone at work	1	2	3	4	5
7. Publicly embarrassed someone at work	1	2	3	4	5

Organizational Deviance Scale

8. Taken property from work without permission	1	2	3	4	5
9. Spent too much time fantasizing or daydreaming instead of working	1	2	3	4	5
10. Falsified a receipt to get reimbursed for more money than you spent on business expenses	1	2	3	4	5
11. Taken an additional or longer break than is acceptable at your workplace	1	2	3	4	5
12. Come in late to work without permission	1	2	3	4	5
13. Littered your work environment	1	2	3	4	5
14. Neglected to follow your boss's instructions	1	2	3	4	5
15. Intentionally worked slower than you could have worked	1	2	3	4	5
16. Discussed confidential company information with an unauthorized person	1	2	3	4	5
17. Used an illegal drug or consumed alcohol on the job	1	2	3	4	5
18. Put little effort into your work	1	2	3	4	5
19. Dragged out work in order to get overtime	1	2	3	4	5

Organizational Citizenship Behavior - Fox et al. (2012)

How often have you done each of the following things on your present job?

	1	2	3	4	5
	Never	Once or Twice	Once or Twice per Month	Once or Twice per Week	Every day
1. Picked up meal for others at work	1	2	3	4	5
2. Took time to advise, coach, or mentor a co-worker.	1	2	3	4	5
3. Helped co-worker learn new skills or shared job knowledge.	1	2	3	4	5
4. Helped new employees get oriented to the job.	1	2	3	4	5
5. Lent a compassionate ear when someone had a work problem.	1	2	3	4	5
6. Lent a compassionate ear when someone had a personal problem.	1	2	3	4	5
7. Changed vacation schedule, work days, or shifts to accommodate co-worker's needs.	1	2	3	4	5
8. Offered suggestions to improve how work is done.	1	2	3	4	5
9. Offered suggestions for improving the work environment.	1	2	3	4	5
10. Finished something for co-worker who had to leave early.	1	2	3	4	5
11. Helped a less capable co-worker lift a heavy box or other object.	1	2	3	4	5
12. Helped a co-worker who had too much to do.	1	2	3	4	5
13. Volunteered for extra work assignments.	1	2	3	4	5
14. Took phone messages for absent or busy co-worker.	1	2	3	4	5
15. Said good things about your employer in front of others.	1	2	3	4	5
16. Gave up meal and other breaks to complete work.	1	2	3	4	5
17. Volunteered to help a co-worker deal with a difficult customer, vendor, or co-worker.	1	2	3	4	5
18. Went out of the way to give co-worker encouragement or express appreciation.	1	2	3	4	5
19. Decorated, straightened up, or otherwise beautified common work space.	1	2	3	4	5
20. Defended a co-worker who was being "put-down" or spoken ill of by other co-workers or supervisor.	1	2	3	4	5

Job Satisfaction - Cammann et al. (1983)

Read each statement and indicate the extend of your agreement

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

- | | | | | | |
|--|---|---|---|---|---|
| 1. All in all, I am satisfied with my job. | 1 | 2 | 3 | 4 | 5 |
| 2. In general, I DO NOT like my job. [R] | 1 | 2 | 3 | 4 | 5 |
| 3. In general, I like working here. | 1 | 2 | 3 | 4 | 5 |

Turnover Intention - Bozeman & Perrewé (2001)

Read each statement and indicate the extend of your agreement

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

- | | | | | | |
|--|---|---|---|---|---|
| 1. I will probably look for a new job in the near future. | 1 | 2 | 3 | 4 | 5 |
| 2. At the present time, I am actively searching for another job in a different organization. | 1 | 2 | 3 | 4 | 5 |
| 3. I DO NOT intend to quit my job. [R] | 1 | 2 | 3 | 4 | 5 |
| 4. It is UNLIKELY that I will actively look for a different organization to work for in the next year. [R] | 1 | 2 | 3 | 4 | 5 |
| 5. I am NOT thinking about quitting my job at the present time. [R] | 1 | 2 | 3 | 4 | 5 |

Affective Commitment – Allen & Meyer (1990)

Read each statement and indicate the extend of your agreement

	1	2	3	4	5
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I would be very happy to spend the rest of my career with this organization	1	2	3	4	5
2. I enjoy discussing my organization with people outside it	1	2	3	4	5
3. I really feel as if this organization's problems are my own	1	2	3	4	5
4. I think that I could easily become as attached to another organization as I am to this one	1	2	3	4	5
5. I do not feel like 'part of the family' at my organization [R]	1	2	3	4	5
6. I do not feel 'emotionally attached' to this organization [R]	1	2	3	4	5
7. This organization has a great deal of personal meaning for me	1	2	3	4	5
8. I do not feel a <i>strong</i> sense of belonging to <i>my</i> organization [R]	1	2	3	4	5

Normative Commitment – Allen & Meyer (1990)

Read each statement and indicate the extend of your agreement

	1	2	3	4	5
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I think that people these days move from company to company too often	1	2	3	4	5
2. I do not believe that a person must always be loyal to his or her organization [R]	1	2	3	4	5
3. Jumping from organization to organization does not seem at all unethical to me [R]	1	2	3	4	5
4. One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain	1	2	3	4	5
5. If I got another offer for a better job elsewhere I would not feel it was right to leave my organization	1	2	3	4	5
6. I was taught to believe in the value of remaining loyal to one organization	1	2	3	4	5
7. Things were better in the days when people stayed with one organization for most of their careers	1	2	3	4	5
8. I do not think that wanting to be a ‘company man’ or ‘company woman’ is sensible anymore [R]	1	2	3	4	5

Continuance Commitment – Allen & Meyer (1990)

Read each statement and indicate the extend of your agreement

	1	2	3	4	5
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I am not afraid of what might happen if I quit my job without having another one lined up [R]	1	2	3	4	5
2. It would be very hard for me to leave my organization right now, even if I wanted to	1	2	3	4	5
3. Too much in my life would be disrupted if I decided I wanted to leave my organization now	1	2	3	4	5
4. It wouldn't be too costly for me to leave my organization now [R]	1	2	3	4	5
5. Right now, staying with my organization is a matter of necessity as much as desire	1	2	3	4	5
6. I feel that I have too dew options to consider leaving this organization	1	2	3	4	5
7. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives	1	2	3	4	5
8. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice — another organization may not match the overall benefits I have here	1	2	3	4	5

VITA

Wing Man Leung was born in Hong Kong, China, to the parents of Ping Lam Leung and Sau Fung Lam. She is the younger of two children in the family. Wing Man attended King Lam Catholic Primary school and continued to NLSI Lui Kwok Pat Fung College in Hong Kong. After graduation, she moved to the United State to continue her education. She completed the Bachelor of Science degree in Psychology at the University of Texas at Arlington in May 2010. She worked for one year in the Dallas area and decided to return to academia. Wing Man will graduate with a Master of Science degree in Industrial and Organizational Psychology from the University of Tennessee at Chattanooga in May 2013. She looks forward to returning to Hong Kong after graduation to pursue a career in I-O Psychology.