

Congruence Between Personal and Organizational Values: Evidence from Philippine Organizations.

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ABSTRACT

This is an exploratory survey research that aims to describe the level of personal values (PV) and organizational values among different organizations in the Philippines, the congruence between PV and OV (CBV) and effects on organizations (Eff). The study further analyzes the relationships between the variables. A value congruence questionnaire is used to collect data from Philippine organization (n = 421). To test the hypotheses presented by the study, Pearson correlation is implemented to determine the relationships between PV and OV, PV and CBV, OV and CBV, and CBV and DPV ($\alpha=0.05$).

The dominant personal value in Philippine organizations based on the survey is responsibility and accountability, while the dominant organizational value is the timely payment of salaries and teamwork. Value congruence in the workplace results in increased initiative at the workplace. Strong positive linear correlation was found between personal and organizational values. In

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addition, slight positive correlation between personal values and the effects of value congruence, organizational values, value congruence, and value discrepancy. Further analysis of the data reveal that informal values exist in Philippine businesses as a compromise between personal and organizational principles. With the Philippine setting, this study contributes to the current value congruence literature. With responses from diverse industries, the survey provides a picture of value congruence in Philippine organizations. The study's conclusions can assist improve values alignment, person-organization fit, and business strategy in Philippine organizations.

Keywords: Personal Values, Organization Values, Value Congruence, Person-organization Fit, Human Resources