

## VALUE FIT IN MULTILEVEL CULTURE AND EMPLOYEE EFFECTIVENESS: A CASE STUDY ON TAIWA GROUP BUSINESS

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The relation between organizational culture and employee effectiveness has generally been researched within a single organizational culture. Few studies attempted to investigate this relationship in the context of multi-cultural organizational values. However many business groups in Taiwan own various subsidiary organizations that differ in their organizational cultural values. Therefore it is possible to distinguish the effects of different sets of cultural value fit on employees' effectiveness.

In this study, 938 employees from twenty-seven subsidiaries of a Taiwanese business group were surveyed, and the data were analyzed at the individual level. We adopted three levels of value fit, person-organization, person-business group, and person-industry, to investigate the effects on outcome variables, including continuance commitment, normative commitment, job satisfaction, turnover intention, as well as job performance.

Two major findings were revealed in the result. First, after controlling the demographic variables (i.e. age, sex, tenure, and educational level), all types of value fit had significant effects on continuance commitment, normative commitment, job satisfaction, and turnover intention. However, the directions of these effects were somehow different. More specifically, the person-organization value fit had positive effects on normative commitment and job performance,

while the person-industry value fit had a negative effect on normative commitment. Moreover, the person-business group value fit had a negative effect on job satisfaction. These findings show that various types of value fit were significantly related to employee effectiveness. Also, all the types of fit were mutually related to one another in a dynamic way. Concisely, for an integrative framework of cultural studies in organizational settings, a broader perspective with both internal and external contexts must be considered.

Second, the value fit in multilevel culture showed significant predictability to the continuance commitment and normative commitment, which in turn, affected other criteria variables, such as job satisfaction, turnover intention, and job performance. Thus, it implied that organizational commitment serves as a mediator of the relationship between the value fit and employees' job attitudes as well as working behavior. That is, the value fit in multilevel culture plays a critical role in shaping employees' job attitudes and behaviors in terms of their organizational commitment. Implications on future research and practice in management of organizational culture were discussed.

**Keywords:** Value fit, Business-group value, Industrial value, Organizational value, Employee effectiveness, Taiwanese business group