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The Effects of Organizational Value on Organizational Commitment, Organizational Citizenship Behavior, and Job Performance: A Comparison of Different Weighting Model and Discrepancy Model

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Abstract

This study was designed to investigate the effects of organizational value on employee's individual effectiveness from individual level of analysis to explain the function of organizational culture. As a predictor, there are different models, named single weighting model, multiple weighting model, Hamming discrepancy model and Euclidean discrepancy model to describe the relationship between expected organizational value and actual organizational value.

Result of this study using manufacturing company employee (N=345) suggests that internal integration value is positively related to organizational commitment and organizational citizenship behavior, while external adaption value is positively related to individual job performance. Internal integration value of discrepancy model is predictive of organizational commitment, and this value of weighting model is also predictive of organizational commitment and organizational citizenship behavior. Moreover, although the predictive powers of two discrepancy model (Hamming vs. Euclidean) and two weighting model (single vs. multiple) are similar, the weighting model is more predictive than the discrepancy model.

The implications of these findings for future studies involving organizational culture and for development of a theory of organizational culture were considered.