

THE RELATIONSHIP BETWEEN HIERARCHICAL FIT IN ORGANIZATIONAL VALUE AND EMPLOYEE EFFECTIVENESS

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The present study investigated the relationship between hierarchical fit in organizational value and individual effectiveness. Data on issues related to internal integration value and external adaptation value were collected from 170 managers, 261 staffs, and 335 shop floor operators of a large-scale multinational corporation. Differences in organizational value were computed between managers and floor operators as well as between managers and staffs. Multiple regression analyses were then conducted to examine how such value differences can predict organizational commitment, organizational citizenship behavior, and job performance of the staffs and operators. Results support the cultural fit hypothesis by showing that hierarchical value fit on internal integration can significantly predict commitment and citizenship behavior after controlling individual characteristics of the staffs and operators. However, value fit on external adaptation did not predict organizational citizenship behavior of the staffs. In contradiction to the prediction of cultural fit hypothesis, these results support the strong culture hypothesis. That is, individuals with a greater sense of social responsibility are more likely to perform organizational citizenship behavior. Implications on the theories of organizational culture and leadership, and on practical applications are discussed.

Keywords: organizational value, hierarchical fit, internal integration value, external adaptation value, organizational commitment, organizational citizenship behavior, strong culture hypothesis, fit hypothesis