

Evaluating Congruence of Values: Basis for Developing a Values-Based Competency Model for Managing Human Resources

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ABSTRACT

This study focuses on measuring the congruence between the personal values of employees of a higher education institution located in Manila, Philippines and the organizational core values to ensure that the actions of employees are consistent and aligned with organizational strategies. Competence, commitment, and compassion are the core values of the organization. Three hundred twenty-six employees participated in the survey and results show that they consider competence, commitment, and compassion as their personal values and attribute these as core to the organization having evaluated these as very important. Tucker's Congruence Coefficient was used to ascertain congruence. The findings show that there is good similarity between the personal values and the organizational core values as indicated by coefficients ranging from 0.95 to 0.97. However, when employees were grouped according to length of service to the organization, only fair and low similarities were exhibited. It is likely that the detailed factor loadings highlighted the variability on how the indicators relate to the core values. A values-based competency model for managing human resources was designed with the goal of sustainably strengthening congruence of values.

Keywords: Congruence, core values, personal values.

1. INTRODUCTION

Core values are essential to the identity, mission, strategy, and success of an organization. Harmonizing personal values and the core values adhered to by the organization addresses congruence gaps and ensures that the actions of employees are consistent and aligned with organizational strategies. Evaluating the congruence of values is aimed at diagnosing and minimizing a gap by ensuring that the values of employees are consistent with the values of the organization. Congruence is a condition where there is a uniform way of understanding and explaining what the core values mean and how these translate into actions and behaviors. Concrete realization of core values involves consistence in identifying, describing, communicating, and practicing the values. Creating a strong organizational value system entails having employees who live by the values formally communicated by the organization and make strategic decisions grounded on these values even when faced with difficult situations.

This study aims to evaluate congruence of values which is used as basis for developing a values-based competency model for managing human resources to promote congruence. Tucker's Congruence Coefficient is used to measure the overall congruence of values. Analysis is also made in accordance to the length of service of employees in the organization.

2. LITERATURE REVIEW

2.1 Values

Personal values are principles that regulate what individuals consider important in life (Cheng, A. & Fleischmann, K., 2010). They give emphasis to norms related to desirable behaviors and goals (Wright, B. & Christensen, R., 2010). Values have a significant impact on a person's behavior (Sajilan, S. & Tehseen, S., 2015). Embracing values indicates what are appealing and enticing to a person, thus, influencing the judgments and choices he or she makes. Values develop early in life and are lasting once ingrained in the personality of an individual. Actions and decisions are anchored on these. Values embody desirable goals and the means to achieve such goals (Marcus, J. & Roy, J., 2019).

2.2 Core values of the organization

Every organization has an established value system (Gorenak, M. & Kosir, S., 2012). These are principles that support successful management which are adhered to by a company (Kumar, C. 2012). Values become an organization's core values when the impact they have on behavior and what people do supersedes the influence of the other values in a value system (Bourne et al., 2019). The intrinsic meaning of core values motivates people to take action. Alignment between organizational strategies and employee motivation is enhanced when there is clear understanding of the core values. They provide explanations on what are deemed critical to the organization, the philosophy behind activities, and how operations are carried out (Barchiesi, M. & La Bella, A., 2014).

2.3 Congruence of personal and organizational values

According to the Social Identity Model, congruence of values is a predictor of employee attitudes. Values regulate what an employee would consider important (Cheng, A. & Fleischmann, K., 2010), thus, the decision to be a part of a certain organization is a reflection of one's values. The perception of society towards an employee is influenced by the values given importance by the employing organization, creating an effect on one's self-definition. Personal values not aligned to organizational values lead to cognitive dissonance and negative job attitudes (Darrow, J. & Behrend, T., 2017). When values are not shared among members of the organization, communication becomes difficult and circumstances are viewed differently, leading to heightened confusion and uncertainty.

Congruence is a condition where an employee adheres to and develops a deep understanding of the significance of the organizational value (Vveinhardt, J. & Gulbovaitė, E., 2016). This creates an adaptable, motivated, and committed workforce. Studies also show that congruence contributes to the reduction of human resource-related issues such as staff turnover, unethical employee behavior, using time in the workplace for activities unrelated to one's work, stress, and anxiety (Gulbovaitė, 2017).

Harmonizing the values of the organization and its members enhances competitive advantage (Vveinhardt et al., 2016). The consequences of congruence, such as coherence in

actions, minimal interpersonal friction, and positive organizational climate are favorable for the management of an organization's human resources.

The phenomenon of values congruence has emphasized the importance of achieving harmony in the values of the organization and its employees; thus, in a study done in 2017, Vveinhardt and Gulbovaitė made an analysis of the existing models of congruence of personal and organizational values. Two groups of models were analyzed, those used for measuring the impact of values congruence on employees and activities of the organization, and the other to describe the typology of values congruence (Gulbovaitė, E., 2017). The result of this research was the "Complex model for strengthening the congruence of personal and organizational values". The derived model is comprised of eight stages and can be utilized to streamline and promote organizational values.

3. METHODOLOGY

The respondents of this study are employees of a higher education institution in Manila, Philippines. Out of the 607 employees, 326 (53.71%) participated in the survey. Among the 326 respondents, 23.3% (76 out of 326) have been with the organization for 21 to 30 years, 22.4% (73 out of 326) for less than a year to 3 years, 20.6% (67 out of 326) for 4 to 10 years, 18.1% (59 out of 326) for 11 to 20 years, and 15.6% (51 out of 326) for more than 30 years. Employees who have been with the organization for less than a year to three years were identified separately. This is the period when a new employee undergoes value alignment or adapting to the culture and adopting the values of the organization. The newly hired employee transitions from the anticipatory socialization phase to the encounter phase and to the metamorphosis phase where the employee begins to alter his or her priorities so that they are in line with the values of the organization (Kowtha, N., 2018).

The design of the survey was anchored on the "Questionnaire of Personal and Organizational Values Congruence for Employee" prepared by Vveinhardt and Gulbovaitė (2017); however, it was modified in the context of the organizational core values. The descriptive-correlational research design was utilized. The researchers developed a survey questionnaire wherein the indicators were derived from the interviews of seasoned administrators of the organization to establish the espoused values. Competence, commitment, and compassion are the organizational core values. These are latent variables which cannot be measured directly, thus, indicators were identified to evaluate them. There were 11 indicators identified for competence, seven for commitment, and eight for compassion and these were used as the items for the survey questionnaire. The instrument was pre-tested and generated reliability statistics of Cronbach's alpha 0.924, indicating high reliability in terms of internal consistency of all the items.

The scale of personal values consisted of the indicators of competence, commitment, and compassion. Using the 5-point Likert Scale, the employees evaluated the levels of importance of the indicators as part of their personal value system. The scale of organizational core values consisted of statements parallel to the indicators in the scale of personal values. The indicators allowed the employees to evaluate their perception of the organizational core values using the 5-point Likert Scale. Comparing the evaluation of the personal and organizational core values was the basis for the subjective evaluation of congruence of the values of employees and the values attributed to and prevailing in the organization (Vveinhardt, J. & Gulbovaitė, E., 2018).

Descriptive and inferential statistics were used for the analysis of data. The demographic profile of respondents was analyzed using descriptive measures such as frequency count and percentage. Likewise, the evaluation of personal values and the organizational core values were analyzed using descriptive statistics particularly mean and standard deviation. The means were interpreted as follows:

Table 1 Scale for Interpretation of Data

Scale	Interpretation
4.20 – 5.00	Very important
3.40 – 4.19	Important
2.60 – 3.39	Moderately important
1.80 – 2.59	Slightly important
1.00 – 1.79	Not at all important

Inferential statistics, specifically T-Test and ANOVA, were used to find the significant differences in the means of the level of importance of the indicators of competence, commitment, and compassion. Statistical Packages for Social Sciences (SPSS) version 20 was used to process the data.

Confirmatory Factor Analysis was employed to test how well the identified indicators represented the latent variables of competence, commitment, and compassion. WARP PLS version 6.0 was used for this analysis.

The Tucker's congruence coefficient was used to ascertain congruence between the personal values of employees and the organizational core values. Tucker's congruence coefficient assesses similarity of factor interpretations (Lorenzo-Seva, U. and Ten Berge, J., 2006). Empirical studies show that a value in the range 0.85–0.94 implies fair similarity between the two factors being compared, while lower values indicate low levels of similarity. Based on existing rules of thumb, generally, a value below 0.80 indicates incongruence between factors (Lovik, A., Nassiri, V., Verbeke, G., and Molenberghs, G., 2020). A coefficient of 0.95 is an indication that the two factors being compared can be considered equal or are virtually identical (Lorenzo-Seva, U. and Ten Berge, J., 2006 cited by Lovik, A., Nassiri, V., Verbeke, G., and Molenberghs, G., 2020).

Table 2 Interpretation of Tucker's Congruence Coefficient

Tucker's Congruence Coefficient	Interpretation
0.95 and above	Good similarity
0.85 to 0.94	Fair similarity
Below 0.85	Low similarity

4. RESULTS

4.1 Confirmatory factor analysis of organizational core values

Confirmatory factor analysis results showed that the dimensions measured for the three constructs, namely competence, commitment, and compassion, were good indicators of the organizational core values as perceived by respondents.

Table 3 shows that for competence as an organizational core value, respondents perceived that “working towards continuous improvement is important” ($\beta=.878$) as the best indicator. While the least indicator of competence is “active linkage with professional organizations is promoted” ($\beta=.696$).

Table 3 Factor Loadings of Competence as Organizational Core Value

Competence	Factor Loading	p-value
At the organization I work in, delivery of services to all stakeholders must be done efficiently.	0.772	0.028
At the organization I work in, having thorough knowledge and mastery of the nature of one’s job and job-related tasks are important.	0.825	0.02
At the organization I work in, being articulate in expressing ideas is important.	0.822	0.02
At the organization I work in, issues must be resolved decisively.	0.852	0.017
At the organization I work in, accepting responsibility for decisions is important.	0.841	0.018
At the organization I work in, accountability for work performed is valued.	0.852	0.017
At the organization I work in, applying experiential skills and giving creative solutions to problems are important.	0.813	0.022
At the organization I work in, working towards continuous improvement is important.	0.878	0.014
At the organization I work in, active linkage with professional organizations is promoted.	0.696	0.042
At the organization I work in, proactivity and innovativeness to improve and change the present order of things are encouraged.	0.43	0.018
At the organization I work in, criticisms are viewed as opportunities to learn and improve.	0.782	0.026

Cronbach's alpha coefficients (α) = .950

Table 4 shows that the strongest indicator of commitment as an organizational core value is “standards in doing jobs are very clear” ($\beta=.894$). While the least indicator of commitment is “attending University/institutional activities is encouraged” ($\beta=.649$).

Table 4 Factor Loadings of Commitment as Organizational Core Value

Commitment	Factor Loading	p-value
At the organization I work in, attending University/institutional activities is encouraged.	0.649	0.005
At the organization I work in, enthusiastic individuals are valued.	0.824	<0.001
At the organization I work in, willingness to assume responsibility beyond what is required by one’s position when necessary is valued.	0.79	<0.001
At the organization I work in, office schedule is strictly observed.	0.757	0.001
At the organization I work in, employees are encouraged to contribute valuable ideas.	0.883	<0.001
At the organization I work in, standards in doing jobs are very clear.	0.894	<0.001
At the organization I work in, professionalism in performing responsibilities is important.	0.843	<0.001

Cronbach's alpha coefficients (α) = .910

Table 5 depicts that the strongest indicator of compassion as an organizational core value is “it is important to promote open-mindedness to other people’s ideas” ($\beta=.899$). While “participation in community development activities is important” ($\beta=.752$) is considered the least indicator of compassion.

Table 5 Factor Loadings of Compassion as Organizational Core Value

Compassion	Factor Loading	p-value
At the organization I work in, the opinions of others are respected.	0.871	0.004
At the organization I work in, it is important to promote open-mindedness to other people’s ideas.	0.899	0.003
At the organization I work in, it is important to demonstrate concern for the well-being of others.	0.874	0.004
At the organization I work in, sensitivity to other people’s feelings is important.	0.86	0.004
At the organization I work in, employees receive help in resolving interpersonal conflict.	0.898	0.003
At the organization I work in, there is willingness to re-examine position/stand in important issues.	0.877	0.004
At the organization I work in, individuals who are accessible to those who need help are valued.	0.876	0.004
At the organization I work in, participation in community development activities is important.	0.752	0.011

Cronbach's alpha coefficients (α) = .951

4.2 Organizational core values

Employees rated the values of competence, commitment, and compassion and their indicators as very important to the organization. Among the three dimensions, the most important value for the organization as perceived by respondents is competence (Mean = 4.77, SD = .515), followed by commitment (Mean = 4.71, SD = .600), and lastly, compassion (Mean = 4.69, SD = .586).

Table 6 The Organizational Core Values as Perceived by Employees

Organizational Core Value	Mean	Standard Deviation	Verbal Interpretation
Competence	4.77	0.515	Very Important
At the organization I work in, delivery of services to all stakeholders must be done efficiently.	4.93	0.295	Very Important
At the organization I work in, having thorough knowledge and mastery of the nature of one’s job and job-related tasks are important.	4.87	0.395	Very Important
At the organization I work in, being articulate in expressing ideas is important.	4.76	0.529	Very Important
At the organization I work in, issues must be resolved decisively.	4.79	0.499	Very Important
At the organization I work in, accepting responsibility for decisions is important.	4.81	0.505	Very Important
At the organization I work in, accountability for work performed is valued.	4.83	0.452	Very Important
At the organization I work in, applying experiential skills and giving creative solutions to problems are important.	4.72	0.63	Very Important

At the organization I work in, working towards continuous improvement is important.	4.82	0.476	Very Important
At the organization I work in, active linkage with professional organizations is promoted.	4.57	0.71	Very Important
At the organization I work in, proactivity and innovativeness to improve and change the present order of things are encouraged.	4.72	0.581	Very Important
At the organization I work in, criticisms are viewed as opportunities to learn and improve.	4.68	0.595	Very Important
Organizational Core Value	Mean	Standard Deviation	Verbal Interpretation
Commitment	4.71	0.6	Very Important
At the organization I work in, attending University/institutional activities is encouraged.	4.72	0.525	Very Important
At the organization I work in, enthusiastic individuals are valued.	4.71	0.624	Very Important
At the organization I work in, willingness to assume responsibility beyond what is required by one's position when necessary is valued.	4.59	0.677	Very Important
At the organization I work in, office schedule is strictly observed.	4.75	0.621	Very Important
At the organization I work in, employees are encouraged to contribute valuable ideas.	4.7	0.603	Very Important
At the organization I work in, standards in doing jobs are very clear.	4.71	0.627	Very Important
At the organization I work in, professionalism in performing responsibilities is important.	4.8	0.52	Very Important
Organizational Core Value	Mean	Standard Deviation	Verbal Interpretation
Compassion	4.69	0.586	Very Important
At the organization I work in, the opinions of others are respected.	4.71	0.578	Very Important
At the organization I work in, it is important to promote open-mindedness to other people's ideas.	4.7	0.568	Very Important
At the organization I work in, it is important to demonstrate concern for the well-being of others.	4.77	0.52	Very Important
At the organization I work in, sensitivity to other people's feelings is important.	4.67	0.601	Very Important
At the organization I work in, employees receive help in resolving interpersonal conflict.	4.62	0.653	Very Important
At the organization I work in, there is willingness to re-examine position/stand in important issues.	4.64	0.655	Very Important
At the organization I work in, individuals who are accessible to those who need help are valued.	4.74	0.539	Very Important
At the organization I work in, participation in community development activities is important.	4.7	0.573	Very Important

4.3 Confirmatory factor analysis of personal values

Confirmatory factor analysis results showed that the dimensions measured for the three constructs, namely competence, commitment, and compassion, were good indicators of the personal values of employees.

Table 7 Factor Loadings of Competence as Personal Value

Competence	Factor Loading	p-value
It is important to me to efficiently deliver services to all stakeholders.	0.613	0.011
It is important to me to have thorough knowledge and mastery of the nature of my job and job-related tasks.	0.638	0.009
It is important to me to be articulate in expressing ideas.	0.638	0.009
It is important to me to resolve issues decisively.	0.74	0.003
It is important to me to accept responsibility for decisions made.	0.735	0.003
It is important to me to be accountable for work performed.	0.74	0.003
It is important to me to apply experiential skills and give creative solutions to problems.	0.69	0.005
It is important to me to work for continuous improvement.	0.683	0.005
It is important to me to maintain an active link with professional organizations.	0.488	0.035
It is important to me to be proactive and innovative in improving and changing the present order of things.	0.669	0.006
It is important to me to view criticisms as opportunities to learn and improve.	0.677	0.006

Cronbach's alpha coefficients (α) = 0.950

Table 7 shows that the 11 items used to measure competence as a personal value of employees have factor loadings ranging from .488 to .740 ($p < .01$). All items are considered significant indicators of competence.

Furthermore, confirmatory factor analysis results revealed that among the 11 indicators of competence, “it is important to me to resolve issues decisively” ($\beta=0.74$), “it is important to me to be accountable for work performed” ($\beta=0.74$), “it is important to me to accept responsibility for decisions made” ($\beta=0.735$), and “it is important to me to apply experiential skills and give creative solutions to problems.” ($\beta=0.69$) are the best indicators of competence as perceived by the respondents.

Table 8 shows that the seven items used to measure commitment as a personal value of employees have factor loadings ranging from .55 to .765 ($p < .01$). These items are considered significant indicators of commitment.

Table 8 Factor Loadings of Commitment as Personal Value

Commitment	Factor Loading	p-value
It is important to me to attend University/ institutional activities.	0.561	<0.001
It is important to me to be enthusiastic at work.	0.708	<0.001
It is important to me to be willing to assume responsibility beyond what is required by my position when necessary.	0.55	<0.001
It is important to me to strictly observe office schedule.	0.625	<0.001
It is important to me to contribute valuable ideas at the workplace.	0.765	<0.001
It is important to me to follow standards in doing my job.	0.765	<0.001
It is important to me to be professional in performing my responsibilities.	0.723	<0.001

Cronbach's alpha coefficients (α) = 0.910

Moreover, results of confirmatory factor analysis revealed that among the seven indicators of commitment, “it is important to me to contribute valuable ideas at the workplace” ($\beta=0.765$), “it is important to me to follow standards in doing my job” ($\beta=0.765$), “it is important to me to be professional in performing my responsibilities” ($\beta=0.723$), and “it is important to me to be enthusiastic at work.” ($\beta=0.708$) are the best indicators of commitment.

Table 9 shows that the eight items used to measure compassion as a personal value of employees have factor loadings ranging from .564 to .808 ($p < .01$). All items are considered significant indicators of compassion.

In addition, results of confirmatory factor analysis revealed that among the eight indicators of compassion, “it is important to me to be accessible to those who need help” ($\beta=0.808$), “it is important to me to demonstrate concern for the well-being of others” ($\beta=0.778$), and “it is important to me to be sensitive to other people's feelings” ($\beta=0.768$) are considered the best indicators of compassion.

Table 9 Factor Loadings of Compassion as Personal Value

Compassion	Factor Loading	p-value
It is important to me to respect the opinions of others.	0.719	<0.001
It is important to me to be open-minded to the ideas of others.	0.718	<0.001
It is important to me to demonstrate concern for the well-being of others.	0.778	<0.001
It is important to me to be sensitive to other people's feelings.	0.768	<0.001
It is important to me to extend help in resolving interpersonal conflicts.	0.685	0.001
It is important to me to have the willingness to re-examine my position/stand on important issues.	0.736	<0.001
It is important to me to be accessible to those who need help.	0.808	<0.001
It is important to me to participate in community development activities.	0.564	0.007

Cronbach's alpha coefficients (α) = 0.951

4.4 The personal values of employees

The respondents consider the values of competence, commitment, and compassion and their indicators as very important in their personal value system. Among the three dimensions, the most important value for the respondents is competence (Mean = 4.85, SD = 0.366), followed by commitment (Mean = 4.81, SD = 0.431), and lastly, compassion (Mean = 4.78, SD = 0.452).

Table 10 The Personal Values of Employees

Personal Value	Mean	Standard Deviation	Verbal Interpretation
Competence	4.854	0.366	Very Important
It is important to me to efficiently deliver services to all stakeholders.	4.96	0.211	Very Important
It is important to me to have thorough knowledge and mastery of the nature of my job and job-related tasks.	4.94	0.254	Very Important
It is important to me to be articulate in expressing ideas.	4.87	0.4	Very Important
It is important to me to resolve issues decisively.	4.9	0.312	Very Important
It is important to me to accept responsibility for decisions made.	4.9	0.333	Very Important

It is important to me to be accountable for work performed.	4.93	0.263	Very Important
It is important to me to apply experiential skills and give creative solutions to problems.	4.84	0.409	Very Important
It is important to me to work for continuous improvement.	4.92	0.289	Very Important
It is important to me to maintain an active link with professional organizations.	4.54	0.659	Very Important
It is important to me to be proactive and innovative in improving and changing the present order of things.	4.8	0.444	Very Important
It is important to me to view criticisms as opportunities to learn and improve.	4.78	0.449	Very Important
Personal Value	Mean	Standard Deviation	Verbal Interpretation
Commitment	4.809	0.431	Very Important
It is important to me to attend University/ institutional activities.	4.67	0.545	Very Important
It is important to me to be enthusiastic at work.	4.91	0.31	Very Important
It is important to me to be willing to assume responsibility beyond what is required by my position when necessary.	4.61	0.66	Very Important
It is important to me to strictly observe office schedule.	4.82	0.47	Very Important
It is important to me to contribute valuable ideas at the workplace.	4.86	0.385	Very Important
It is important to me to follow standards in doing my job.	4.87	0.35	Very Important
It is important to me to be professional in performing my responsibilities.	4.92	0.299	Very Important
Personal Value	Mean	Standard Deviation	Verbal Interpretation
Compassion	4.776	0.452	Very Important
It is important to me to respect the opinions of others.	4.87	0.35	Very Important
It is important to me to be open-minded to the ideas of others.	4.88	0.334	Very Important
It is important to me to demonstrate concern for the well-being of others.	4.87	0.365	Very Important
It is important to me to be sensitive to other people's feelings.	4.79	0.462	Very Important
It is important to me to extend help in resolving interpersonal conflicts.	4.64	0.564	Very Important
It is important to me to have the willingness to re-examine my position/stand on important issues.	4.72	0.52	Very Important
It is important to me to be accessible to those who need help.	4.83	0.404	Very Important
It is important to me to participate in community development activities.	4.61	0.616	Very Important

4.5 Congruence of Personal and Organizational Core Values

Table 11 shows that based on the computed Tucker's Congruence Coefficient, there is good similarity for competence, commitment, and compassion as organizational core values and as personal values of employees. This indicates statistical similarity of factors which have been derived in factor analysis. Factors with good similarity exhibit absolute congruence as they are considered virtually identical (Lorenzo-Seva, U. and Ten Berge, J., 2006 cited by Lovik, A., Nassiri, V., Verbeke, G., and Molenberghs, G., 2020).

Table 11 Congruence of Competence, Commitment, and Compassion as Personal Values and Organizational Core Values

Values	Tucker's Congruence Coefficient	Verbal Interpretation
Competence	0.96	Good similarity
Commitment	0.95	Good similarity
Compassion	0.97	Good similarity

4.6 Congruence of Personal and Organizational Core Values According to Length of Service to the Organization

Table 12 shows that none of the groups of employees according to length of service in the organization exhibited good similarity for competence as organizational core value and as personal value. Employees who have been with the organization for 4-10 years, 21-30 years, and over 30 years showed fair similarity. For those who have been with the organization for less than a year to three years and 11-20 years, there was low similarity.

Table 12 Congruence of Competence according to Length of Service in the Organization

Competence			
LENGTH OF SERVICE	N	Tucker's Congruence Coefficient	Verbal Interpretation
LESS THAN A YEAR TO 3 YEARS	73	0.74	Low similarity
4-10 YEARS	67	0.89	Fair similarity
11-20 YEARS	59	0.78	Low similarity
21-30 YEARS	76	0.85	Fair similarity
OVER 30 YEARS	51	0.92	Fair similarity

Table 13 shows that none of the groups of employees according to length of service in the organization exhibited good similarity for commitment as an organizational core value and as personal value. Employees who have been with the organization for less than a year to three years and 21-30 years showed fair similarity. For those who have been with the organization for 4-10 years, 11-20 years, and over 30 years, there was low similarity.

Table 14 shows that none of the groups of employees according to length of service in the organization exhibited good similarity for compassion as organizational core value and as personal value. Only employees who have been with the organization for 21-30 years showed fair similarity. Employees who have been with the organization for less than a year to three years, 4-10 years, 11-20 years, and over 30 years exhibited low similarity.

Table 13 Congruence of Commitment according to Length of Service in the Organization

Commitment			
LENGTH OF SERVICE	N	Tucker's Congruence Coefficient	Verbal Interpretation
LESS THAN A YEAR TO 3 YEARS	73	0.85	Fair similarity
4-10 YEARS	67	0.80	Low similarity
11-20 YEARS	59	0.64	Low similarity
21-30 YEARS	76	0.93	Fair similarity
OVER 30 YEARS	51	0.79	Low similarity

Table 14 Congruence of Compassion according to Length of Service in the Organization

Compassion			
LENGTH OF SERVICE	N	Tucker's Congruence Coefficient	Verbal Interpretation
LESS THAN A YEAR TO 3 YEARS	73	0.69	Low similarity
4-10 YEARS	67	0.81	Low similarity
11-20 YEARS	59	0.67	Low similarity
21-30 YEARS	76	0.92	Fair similarity
OVER 30 YEARS	51	0.67	Low similarity

5. DISCUSSION

This study ascertained congruence between the personal values of employees and the organizational core values through the Tucker's Congruence Coefficient, an index of the similarity between factors that have been derived in factor analysis. Competence, commitment, and compassion are latent variables. Factor analysis was used to describe variability among the indicators of the values, which are observable correlated variables. Factor loading of a variable quantifies the extent to which the variable is related with a given factor.

Based on the results, there is overall congruence between values of competence, commitment, and compassion as personal values of employees and as values of the organization. Good similarity in the interpretation of the factors indicates that there is absolute congruence since the factors are virtually identical.

However, when the employees were grouped according to length of service in the organization, fair and low similarities were exhibited in the results. It is likely that the aggregate data have concealed the fact that specific groups of employees do not have a similar view of the indicators of competence, commitment, and compassion as personal values and as organizational core values. When responses were grouped according to the length of service of employees, the detailed factor loadings highlighted the variability on how the indicators relate to the values of competence, commitment, and compassion. It can be inferred that there is a need to provide for measures for strengthening the congruence of values. These measures must focus on ensuring that there is common meaning for competence, commitment, and compassion and their respective indicators. Values

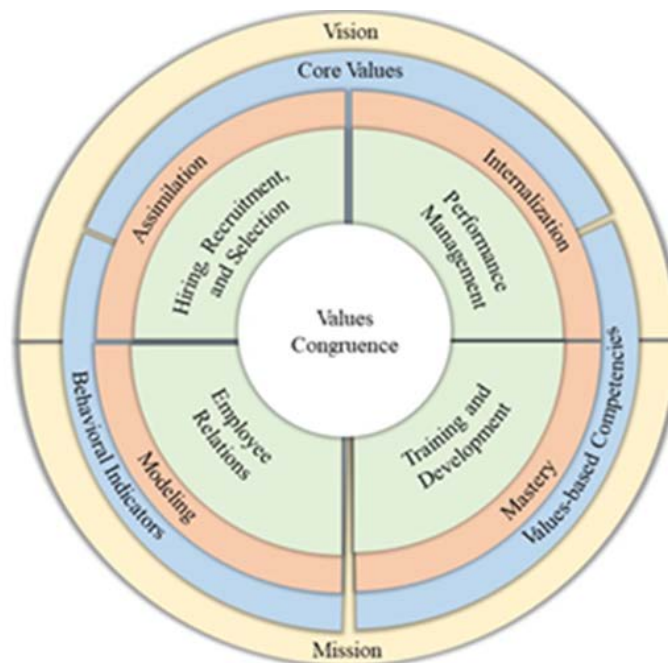
congruence entails that there is a uniform way of understanding and explaining what the values mean and how these translate into actions and behaviors.

As manifested by fair to low similarity among employees who have been with the organization for less than a year to three years, there is a need to implement measures in hiring, recruiting, and selecting applicants who possess the values of competence, commitment, and compassion which are congruent to those of the organization. For all the groups, good similarity may be achieved by incorporating measures in the performance management system, training and development, employee relations and other HR functions that will strengthen congruence of values.

Developing a shared understanding between the organization and its employees regarding the three values and their corresponding hallmarks, which were expressed as indicators, involves efficiently communicating these to all members of the organization. The indicators are purposeful expressions of the values. They illustrate common approaches and ways of acting and behaving that must be shared among employees in order to actualize the values. The state of absolute congruence suggests that there is a common system of values in the organization manifested by coherence in the ideals aimed at, the values publicly declared, and the practices carried out (Vveinhardt et al., 2016).

Values-Based Competency Model for Managing Human Resources

Figure 1
AIMM: A Values-Based Competency Model



AIMM is a values-based competency model with the goal of promoting and strengthening the congruence between the personal values of employees and the core values of the organization. AIMM stands for **A**ssimilation, **I**nternalization, **M**astery, and **M**odeling. It aims to attract, retain, and motivate employees whose personal value system are aligned and harmonized with the organizational value system. This alignment ensures that there is a uniform understanding of what the core values are by expressing their meanings in practical

terms. Concrete realization of core values involves consistence in identifying, interpreting, describing, communicating, and practicing them.

The vision statement encapsulates the aspirations of the organization and sets its future direction. It is an inspiring declaration of what the organization intends to be known for. The mission statement focuses on the present and what the organization is doing to achieve its vision. In the practice of strategic management, core values are derived from the statements of the vision and mission. These are expressions of what the organization stands for and guide organizational members on how work will be carried out. Expressing the core values as competencies and identifying behavioral indicators will clarify how these can be internalized by translating the core values into actions, specifically the day-to-day activities of the organization and its employees.

This competency model utilizes the values-based approach, which is anchored on the values of the organization. This highlights pertinent knowledge, skills, and abilities that enable employees to successfully perform vital job functions. This introjects the core values into the management of an organization's human resources. Values-based HR functions will develop employees with competencies anchored on the core values. The AIMM model corresponds to four specific HR functions. Promoting and strengthening values congruence involves **ASSIMILATION** of the core values in the **Hiring, Recruitment, and Selection** of employees, **INTERNALIZATION** through **Performance Management** to make the core values actionable, **MASTERY** of the core values through **Training and Development**, and **MODELING** through **Employee Relations** to ensure that the core values guide the behavior of people in the organization.

ASSIMILATION of the core values in the Hiring, Recruitment, and Selection of employees

This aims to assimilate the core values in the strategies for attracting candidates whose personal values are aligned with the core values of the organization. Strategies are designed to reflect the core values in the hiring process and are focused on assessing how well a candidate's values are harmonized in terms of meaning and indicators with the values of the organization.

When releasing announcements for job vacancies, inclusion of key words which embody the core values may be implemented. The desired values-based competencies may be included in identifying the required qualifications. Considering the values of applicants may be part of the qualitative aspect of the hiring process. The formulation of interview questions may be anchored on values-based competencies expected from employees of the organization. Orientation and onboarding activities must include introducing to new employees the organization's vision, mission, and core values.

INTERNALIZATION through Performance Management System

Internalizing the core values means that they become the internal determinants of behavior. Organizational core values lose their meaning if employees do not live by them. When values are internalized, they become actionable (Vveinhardt et al., 2016). The core values must be integrated into the management of employee's performance and daily workplace activities.

The organization must establish a performance management system that encourages and recognizes employees who support and adhere to the core values. The core values are translated into competencies and are expressed as performance standards. Performance planning must include an agreement between the employee and the manager or supervisor

regarding behavioral and results expectations anchored on the core values. Expressing competencies in the form of behavior provides a clear basis for differentiating between employees who are performing more or less effectively than others. It facilitates internalizing the values as employees develop a deep understanding of what is expected from them. Competencies also provide uniformity and objectivity in evaluating employees, whether their performance reflects the essence of the core values. Defining competencies in terms of behavioral performance standards increases consistency, transparency, and fairness.

The strengths and weaknesses of employees are identified and become basis for future development (Ashkezari, M. and Aeen, M., 2012). Employees who do not adhere to the values must be assisted on how to understand the values and how these should guide their actions and behaviors. The implementation of the values by the employees must be included in their evaluation.

MASTERY through Training and Development

Mastery of the core values can be attained through training and development activities. The competencies that need to be strengthened can be determined through a competency gap analysis (Ashkezari, M. and Aeen, M., 2012). Results of the performance appraisal can be used as basis for determining the areas for improvement.

Trainings are job-oriented and designed to meet the needs of the employee which are usually task-specific. Developmental activities are long-term and designed for the overall growth of an employee to perform present assignment better and increasing potential for future career building and progression.

Competency based training is structured and intended to achieve specific outcomes. It specifies the knowledge and skills required for job performance, the conditions under which tasks are to be done, and the required standards to gauge successful performance. To gain consistency in the program, the identified values-based competencies to be used in the competency gap analysis must be uniform to those in the other phases of the model.

MODELING through Employee Relations

Modeling the core values would mean that the values guide the behavior of people in the organization. Being guided by the same core values leads to similar ways of cognitive processing which fosters open communication, cooperation, and harmony in the relationship between employer and employees.

The practice of values can be reflected in the organizational climate, communication channels, and assigning of responsibilities. Managing the identity of the organization should not only be from top to bottom. The feedback of employees are essential in establishing that the core values are accepted and understood at all levels of the organization (Vveinhardt et al., 2016). This may include establishing or strengthening existing rituals, traditions, and symbols of the organization that epitomize it as a community.

6. CONCLUSION

In terms of congruence, the overall results indicate that there is absolute congruence of organizational core values and personal values of employees. Good similarity indicates congruence in the factor interpretation of competence, commitment, and compassion as organizational core values and as personal values of employees. However, when grouped according to length of service to the organization, responses were dominated with fair and

low similarities. It is likely that the aggregate data concealed the fact that specific employees do not have a similar view of the indicators, which have been identified by seasoned administrators used to measure competence, commitment, and compassion. When responses were grouped according to length of service, the detailed factor loadings highlighted variability on how the indicators relate to the values of competence, commitment, and compassion.

Measures to strengthen congruence must focus on ensuring that there is a common meaning for competence, commitment, and compassion and their respective indicators. Values congruence entails that there is a uniform way of understanding and explaining what the core values mean and how these translate into actions and behaviors.

It is not enough that employees evaluate values as important to them and to the organization they work for. There must be a shared understanding of what the values mean and how they are actualized. The organization must ensure that there is consistency in the interpretation of the core values and a uniform way of understanding and explaining these among all the members of the organization.

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