



Personal Values and Person- Job Fit in Higher Education

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Abstract

The purpose of this study was to determine the relationship between personal values on person- job fit in employees (academic members and staffs) in Qom University, Iran. The present study was multivariate correlation. personal values (PV) and three subscales scores were at an average level but person- job fit (P-J fit) scores was lower than mid-level. The results showed that there were significant multiple correlations between PV subscales, including internal values, external values and interpersonal values and the P -J fit subscales, including demands-abilities fit and needs-supplies fit in the studied participants and a regression model was significant. Educational organizations in general and universities in particular should provide the context for PV and P-J fit.

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1. Introduction

Nowadays, business evolution, organizations are facing strong competitive pressures for development. The quality of human resources are essential to the success of organizations because they need active, enthusiastic and completely involved employees (17). The personal values (PV) acts as guiding principles in a person's life (4).

PV represents motivations that drive people to make decisions in the manner in which they do (Bilsky) and are "goals that act as guiding principles in one's life" (3,23-25). Values express stability by representing goals across situations; however, they also fluctuate in importance by person and situation

(3,4,23-25). A number of researchers have sought to identify dimensions that underlie the nine values. For example, Homer and Kahle (1988) find three dimensions: internal values (e.g., self-fulfillment, sense of accomplishment), external values (e.g., sense of belonging, being well-respected), and interpersonal values (e.g., fun and enjoyment in life, warm relationships with others). In another example, the nine The List of Values (LOV) items are divided into internal, external, and fun/excitement or hedonic values (2,21). A summary of the dimensions and the list of values is presented in Table (1):

Table 1: Dimensions and LOV

Studies	Dimensions	List of values
Kahle, (1983); McCarty and Shrini, (1993)	Enjoyment	excitement, fun & enjoyment
	respect/achievement	sense of accomplishment, self-respect, self-fulfillment, and being well-respected
	security	sense of belonging, warm relationships, and security
Homer and Kahle (1988)	internal values	self-fulfillment, sense of accomplishment
	external values	sense of belonging, being well-respected
	interpersonal values	fun and enjoyment in life, warm relationships with others
Claxton, McIntyre, Clow, and Zemanek, (1996); Batra, Homer, and Kahle, (2001); Orth & Kahle, (2008)	internal	self-fulfillment, sense of accomplishment
	external	sense of belonging, being well-respected
	fun/excitement or hedonic values	fun and enjoyment in life, warm relationships with others

To address calls in the ethics literature we examine the role of basic motivations PV. PV are abstract long-term motivational goals reflecting desirable guiding principles and beliefs of what the person considers important in life (23). Values are considered central to the self, stable, enduring, universal, and trans situational (22,24,25). Numerous studies have focused on the relations between values and constructs of positive affectivity such as subjective well-being and satisfaction with life. For example, Haslam et al. (2009) found that many value types were closely connected to positive affect, but not with negative affect (10). Silverthorne (2004) investigated that employees with a good person- organization fit (P-J fit) are satisfied with their tasks and are intrinsically motivated to engage in innovative work behavior more often due to a deeply held belief to attain value (26). P-J fit perception is concerned with the match that individuals perceive between their own values and those of the organization. Individuals who perceive fit with their organization are more satisfied with their job (13), are more committed to their organization (5). Indeed, the connection between employee and job characteristics shows P-J fit (15). P-J fit includes two dimensions: needs-supplies (N-S) fit and demands-abilities (D -A) fit. The proportion between staff needs, desires, preferences and the rewards achieved for the job, is the definition of N-S fit, that's mean, N-S fit pertains to whether or not the job supplies opportunities to fulfill the person's needs, values, and preferences. Another dimension D-A fit talks about the proportion between job demands and staff knowledge, skills and abilities (6). That's mean, D-A fit appertains to whether or not a person has the knowledge, skills, and abilities necessary to perform job tasks (11). P-J fit causes enhancement of job satisfaction and organizational commitment and reduces turnover intention (9,16). Thus, P-J fit has an essential role in organizational effectiveness.

O'Reilly et al, (1991) believe that in today's changing world, organizations need the right people to get the right job to achieve positive outcomes. Person- organization fit emphasis on the accordance of a staff's personality, desires and values with organizational values and context (1). Meyer et al, (2010) indicated that accommodation between individual values and organizational values growth influences of attitudinal and behavioral outcomes of the members (19). This study assesses how the three types of personal values (i.e., internal, external, and interpersonal values) are associated with each dimension of Person-job fit (i.e., needs-supplies demands-abilities) in Qom University.

Methods

The present study was multivariate correlation and statistical population (N=633) was including faculty members (N= 263) and staff (N= 370) in Qom University. Stratified random sampling methods was used and 240 were chosen as the sample using *Cochran's formula*. Most faculty members (67%) aged (31-40) years, most of them (59%) were Assistant professor, 56% of the exams included male and 44% female and most of them (73%) had between 6 and 10 years of service. Most faculty staffs (54.8%) aged (31-40) years, most of them (46.5%) have a Bachelor's degree, 69% of the exams included female and 31% male and most of them (47.5%) had between 6 and 10 years of service.

The questionnaires were developed using adopted from prior studies. All constructs are measured using 5 -point likert scales (1= strongly disagree, 5= strongly agree). PV are measured by the scale of Homer and Kahle (1983) and P- J fit is measured by the scale of Cable and DeRue (2002). The questionnaires' face and content validity established and the Cronbach alpha scale is used to estimate the reliability of the scales (12,6). All scales

were highly reliable in this study (personal values $\alpha = 0.90$, internal values $\alpha = 0.83$, interpersonal values $\alpha = 0.79$, person-job fit $\alpha = 0.82$, needs - supplies fit $\alpha = 0.80$, demands-abilities fit $\alpha = 0.92$). We used SPSS software 23.0 for the evaluation of our data. In addition, we used Pearson correlation 2- tailed, one-way ANOVA, t-test, regression model and path way model.

Results

Results showed that PV scores were 3.17, this indicated the most of participants mean PV score was at average level and Table (1) regarding the three subscales of PV Qom University the highest mean interpersonal values ($M=3.42$), while the lowest mean is related to external values ($M=3.12$).

Table 1: Mean and Standard deviation of PV and P-J Fit subscales ($\bar{X} = 3, df = 240$)

Variables	\bar{X}	S	\bar{X}_d	t_{ob}	P
Internal Values	3.27	0.951	0.071	5.220	<0.001
External Values	3.02	0.750	0.056	2.139	0.034
Interpersonal Values	3.42	1.09	0.081	5.190	<0.001
Personal Values (PV)	3.17	0.83	0.063	4.347	<0.001
Needs-Supplies Fit	2.36	0.572	0.068	-3.445	<0.001
Demands-Abilities Fit	3.05	0.506	0.052	2.439	0.017
Person-Job Fit (P-J)	2.84	0.992	0.069	-1.386	0.003

Also, Table (1) regarding the two subscales of P-J Fit Qom University the highest mean demands-abilities fit ($M=3.05$), while the lowest mean is related to

needs-supplies fit ($M=2.36$) and (P-J) fit score was lower than mid-level.

Table 2: Correlational matrix of Internal Values and N-S fit and D-A fit

Indicators	N-S fit	D-A fit	Internal Values
Internal Values	0.511**	0.341**	1
(D-A) fit	0.421*	1	
(N-S) fit	1		

* $P < 0.05$

** $P < 0.01$, two- tailed tests.

Research results showed, there was a significant and positive relationship between internal values and N-S fit and D-A fit (Table 2).

Table 3: Correlational matrix of External Values and N-S fit and D-A fit

Indicators	N-S fit	D-A fit	External Values
External Values	0.203*	0.301**	1
(D-A) fit	0.152*	1	
(N-S) fit	1		

* $P < 0.05$.

Research results showed, there was a significant and positive relationship between external values and N-S fit and D-A fit (Table 3).

Table 4: Correlational matrix of Interpersonal Values and N-S fit and D-A fit

Indicators	N-S fit	D-A fit	Interpersonal Values
Interpersonal Values	0.630**	0.504*	1
(D-A) fit	0.307*	1	
(N-S) fit	1		

*P<0.05

**P<0.01, two- tailed tests.

Research results showed, there was a significant and positive relationship between interpersonal values and N-S fit and D-A fit (Table 4).

Table 5: Multiple regression between PV subscales and P-J fit

Indicators Source	ss	df	ms	R	R ²	F _{obs}	P
Regression	7.940	3	5.349	0.657	0.432	48.07	0.000
Residual	25.047	237	0.123				
Total	32.990	240					

Table 5 presents the results of multiple regression analysis of the effects of PV subscales on P-J fit (p=0.000). Multiple correlation coefficients are 0.657 and modified determination coefficient is

0.432. Thus, 43.2 percent of response variable can be explained by a combination of PV subscales.

Table 6: Correlation between PV subscales and P-J fit

Indicators PV subscales	β	Beta	Vif	t _{obs}	p
Constant	1.174	-	-	13.571	0.000
Internal Values	0.483	0.631	1.024	10.408	0.000
External Values	0.368	0.501	1.058	8.301	0.005
Interpersonal Values	0.561	0.809	1.120	7.328	0.002

According to the finding of table 6, the Beta coefficient of internal values and P-J fit was 0.631, external values and P-J fit was 0.501, interpersonal values and P-J fit was 0.809 which are all statistically significant (p= 0.000). Variance inflation factor for predictor variables was between at least 1.024 and 1.120, which shows that there is no autocorrelation among them (Table 6). Therefore, the regression model is a significant and predictive model can be shown as follow:

$$Y = 1.174 + 0.483 x_1 + 0.368 x_2 + 0.561 x_3$$

Discussion

Research results showed that PV and three subscales scores were at average level of PV. So, results showed that and P-J fit score was lower than mid-level and two subscales of P-J fit such as D-A fit was higher than mid-level but level of N-S fit was lower than mid-level (40,41). Results of this study are almost compatible with a study that found that that paying careful attention to P-J fit and adjusting employees to the organization are essential factors for decreasing job stress (8). Another study found that the structure of personal values remains the typical value circle for all gender and age groups,

but this circle and, in particular, the items that measure Schwartz's ten basic values, shift systematically with gender and age, reflecting systematic changes in the perceived meaning of the values (4). In general, there are significant multiple correlations between PV subscales, including internal values, external values and interpersonal values and the P-J fit in the studied university. The beta coefficients have been as 0.631 between internal values and P-J fit, 0.501 between external values and P-J fit, 0.809 between interpersonal values and P-J fit of which are statistically significant (12-14). The Variance inflation factor for predictor variables was between at least 1.024 and 1.120, which shows that there is no autocorrelation among them. Results of this study are almost compatible with a study that indicated that engaged employees craft their work in physical and relational ways, which creates a better P-J fit (17). Another study suggested that by crafting their job demands and job resources, individuals can proactively optimize their P-J fit and as a consequence experience their work as meaningful (27). A study found role of P-J fit and principal leadership in predicting teacher retention (28).

Another study showed that only one significant relationship between personal values and occupational safety and health motivation, namely between social focus -self -transcendence and intrinsic-identified motivation (i.e. autonomous motivation) and this suggests that individuals with greater self-transcendence values are more likely to demonstrate autonomous motivation (18).

Conclusions

Our findings indicated that PV score was at average level and P -J fit score was lower than mid-level. Finally, there are significant multiple correlations between PV subscales, including internal values, external values and interpersonal values and the P- J fit in Qom University (29-33). Human resource managers want to provide a socially inviting atmosphere for employees in addition to human interactions that encourage superficially oriented consumers to use them. So as to improve P-J fit (internal values, external values and interpersonal values), knowledge of how the concept is related to and affected by other organizational variables is required (35-39).

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