

Review and Conceptualization of Value Congruence toward Construction Industry in Malaysia

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Abstract

This paper looks at the issue of value congruence as being a key driver of fit among persons and the organizations they work for in the context of construction industry in Malaysia. In construction industry many parties have been identified as stakeholders and these abundant and diverse stakeholders do need to be managed based on this fact that, success in construction projects is significantly dependent on meeting the needs of project stakeholders. According to this issue in the construction industry, the importance of embracing Personal-Organizational fit (P-O fit) which mostly emphasizes on values and known as value congruence is revealed, due to its function for creating compatibility between individual values and organizational values. Recently, the concept of value congruence has attracted many scholars, especially in the field of Organizational Behaviour (OB). Although the literature of OB regarding value congruence indicates a disarray according to several theories and methodologies but affirms the positive outcomes of this construct on some individual variables related to work environment like; organizational commitment, job satisfaction and organizational identification.

The aim of the current paper is to critically review and conceptualization of P-O fit, value and value congruence concepts toward the construction industry, specifically in Malaysia.

Keywords: Personal-Organizational (P-O) fit, Value congruence, Personal values, Organizational values, Construction industry

1. Introduction

The purpose of the researches in OB is to comprehend and predict human behaviour in organizational context. Lewin (1935) described human behaviour as the result of two interdependent factors: the person and the environment. He recognized the importance of both the individual and the environment as powerful determinants of human behaviour. This idea is the pedestal of Person-Environment (P-E) fit concept which assumes that the compatibility between individuals and their work environment leads to positive outcomes of the work. This application of P-E fit theory in organizational settings forms the basis of a topic that has been focused by many scholars in the field of OB during the past decades; Person-Organization (P-O) fit theory. While P-E fit is defined as the compatibility between attributes of the person and the environment (e.g., Schneider, 1987; Pervin, 1989), in P-O fit the notion of environment refers to the organizational construct. Based on this description, P-O fit relegates to compatibility between individuals and organizations (Kristof-Brown et al., 2005).

The P-O fit literature has been underpinned on the investigations on values, although some other dimensions such as goals, personality traits and attitudes have contributed in the foundation of the literature. According to the significant emphasis of the literature on values, P-O fit is often conceptualized as value congruence (Cable & Edwards, 2004). P-O fit in the format of value congruence is defined as the similarity between an individual's values and the cultural values of an organization or its people (Chatman, 1989; Kristof, 1996). Value congruence is considered as more applicable concept to investigate the interplay of person-organization than other personal-organizational factors which could affect behaviours and attitudes.

This ability of value congruence is arisen from the seminal role of values in person-organizational behaviour. Indeed, values are relatively constant and directly comparative, individually and organizationally. Milton Rokeach (1973) whose one of the eminent theorists in the value sphere, believed that value concept is a unifying construct which has great potential in the study of OB. Values determine the meaning of work for people (Nord et al., 1990) and the satisfaction level they feel when they conform themselves with their workplace (Rounds et al., 1987). The value congruence literature affirms many positive outcomes of it on people behaviours and attitudes in their work fields and work environments (Kristof, 1996; Verquer et al., 2003). For instance, it has been proved that higher level of value congruence leads to higher level of organizational commitment, job satisfaction, organizational identification etc.

This paper focuses on value congruence in the context of construction industry, in better expression the notion of organization in P-O fit construct refers to construction companies. Construction projects are becoming concerned with engaging directly with stakeholders to understand and reflect their attitudes, opinions and values in the final solution (Thomson &

Austin, 2003). Understanding stakeholders' values and the interaction between their personal (work) values and organizational values will help stakeholder management to create value congruence in the company.

In Malaysia, according to the demands of Construction Industry Master Plan (CIMP, 2006-2015), the industry should develop with a vision to not only play an important role in the international competitive market for getting potential opportunities and abiding possible challenges, but also to aspire the nation and contribute in the welfare of people significantly. Malaysian construction industry aims to be an active, productive and impressive sector by supporting improved technologies, innovation and creativity, and united construction community to achieve value creation and sustainable wealth generation.

According to the roadmap of CIMP more attention to the Malaysian construction industry is imperative. Considering the aforementioned advantages of value congruence for both individual and organization toward better efficiency and higher productivity, and also the construction circumstance due to abundant and diverse stakeholders, more concentration to this construct seems necessary. To do this, the current research aims to review and conceptualize the value congruence construct toward construction context, worldwide and specifically in Malaysia.

2. Literature Review

To elaborate the concept of value congruence and specify related studies to this notion behalf to the construction industry, especially in Malaysia, the beginning point should be P-E fit concept which is the antecedent of value congruence.

2.1 The Concept of P-E Fit

The antecedent of P-O fit is P-E fit. "Of all the issues in psychology that have fascinated scholars and practitioners alike, none has been more pervasive than the one concerning the fit of person and environment" (Schneider, 2001). This statement about the interaction between personal characteristics and environmental properties, commonly described as P-E fit which is based on a research tradition that started in the first half of the twentieth century. Lewin (1935) described human behaviour as the result of two interdependent factors: the person and the environment. He recognized the importance of both the individual and the environment as powerful determinants of human behaviour.

P-E fit argues that attitudes and behaviours are results of conformity between the characteristics of person and environment (Schneider, 1987; Pervin, 1989). Person characteristics refer to individuals' psychological or biological needs, goals, values, abilities, or personality. On the other hand, characteristics of environment including physical or psychological demands, intrinsic or extrinsic rewards, cultural values, or environmental factors like temperature, safety and convenience (Cable & Edwards, 2004).

Many researches have devoted their researches to investigate P-E fit in recent years (e.g., Chatman, 1991; Edwards, 1991; Bowen et al., 1991; Kristof, 1996; Judge & Cable, 1997; Saks & Ashforth, 1997, 2002; Kristof-Brown, 2000; Lauver & Kristof-Brown, 2001; Kristof-Brown et al., 2002; Cable & DeRue, 2002). Based on Schneider' (2001) opinion whose one of the famous researchers in the sphere of OB, the concept of P-E fit is one of the comprehensive notions in the field of psychology (Walsh et al., 2000) which has a linkage with social psychology (Aronoff & Wilson, 1985), work psychology (Holland, 1997), personality theory (Endler & Magnusson, 1976; Magnusson & Endler, 1977; Pervin & Lewis, 1978), and personnel selection (Schmitt & Borman, 1993).

Scholars in various fields of OB, Industrial/Organizational (I/O), and work psychology have expanded their studies on the concept of P-E fit by investigating fit between persons and several environmental factors (Feij et al., 1999; Kristof-Brown et al., 2002). P-E fit is a multidisciplinary concept which is derived from various theories like Attraction-Selection-Attrition (ASA; Schneider, 1987), Theory of Work Adjustment (TWA; Dawis & Lofquist, 1984), Need-Press Theory (Murray, 1938), and Theory of Vocational Behaviour (Holland, 1973, 1997). The Interaction Theory by Lewin (1951) demonstrates that the interaction between person (P) and environment (E) determines a person's behaviour which can be formulated by $B = f(P, E)$ (Schneider, 2001; Kristof-Brown et al., 2002).

Scholars and practitioners who are interested in the concept P-E fit opine in positive impacts of it on employee attitudes and behaviour (Lauver & Kristof-Brown, 2001). For instance, researches have corroborated the direct correlation of P-E fit and job satisfaction, career success, organizational effectiveness, health and adaptation, organization commitment, and individuals' career involvement.

2.2 Theoretical Foundations of P-E Fit

The concept of P-E fit is underpinned on two theoretical foundations; principle of interaction and principle of congruence.

2.2.1 Principle of Interaction

The P-E fit notion from interactional psychology aspect has been concentrated by many researches in the fields of organizational, vocational and related fields for a long time. Researches in the field of organizational psychology argue that to understand organizational behaviour, using the epistemology of the interaction between individual's characteristic and organizational features is too difficult. According to Sells '(1963) opinion the principle of interaction is one of the three theories which explain psychology is a science. Sells (1963) opines that transaction between organism and environment affects behaviour, even in elementary level. He called that principle of interaction as the interaction of organism and environment which is shown by the interaction equation, $R = f(O, E)$, where R is behaviour, f is function of O (organism) and E (environment).

The equation has been considered by the psychologists from various and different angles and parts such as response and mediational procedure, exciter and control. This is the rational reason for existing a kind of controversy in the literature. Although it can be corroborated that there is a consensus between the scholars on the foundation of the equation (Sells, 1963). Conclusively, the P-E fit concept is a manner to consider individuals and situational factors simultaneously.

2.2.2 Principle of Congruence

Aronoff and Wilson (1985) argue that the principle of congruence indicates the conformity between individual characteristics and features of situation leads to the highest level of environmental productivity. Many scholars in the field of vocational stress researches have assigned their researches into person-environment interaction. French et al., in 1974 introduced a conceptual model regarding person-environment congruence. The main point of this model was relegated to stress. They stated stress which is subjective P-E fit, is one of the cardinal reasons for physical, psychological and behavioural scrambles. This model includes two fundamental branches.

The first branch is created among objective and subject environment. The objective person refers to the actual characteristics of a person, and the objective environment including the actual social and physical situations and events. Subjective person is relegated to his/her perception about his/her own characteristics. Alike that, subjective environment refers to the perception of person regarding the situation and events. Based on the P-E fit viewpoint, the objective person and environment affect their subjective counterparts. Although, some weaknesses are considered for these impacts behalf to cognitive prejudices, processing limitations in human information, process of perceptual foundation and situational obstacles which hamper gathering objective information (Edwards & Rothbard, 1999).

The second branch is inspired from two P-E fit approaches (French et al, 1974). The emphasis of one approach is on the person's values and the environmental supplies which are accessible to accomplish the values. Values are a person's desires which include and prioritize goals, interests and preferences. On the other hand environmental supplies are some factors like recognition, intrinsic or extrinsic rewards and positive feedbacks which can accomplish values of the person. The other approach refers to fit between the environmental demands and abilities of the person. Demands are relegated to quantitative and qualitative needs of the person including social norms, individual expectations and objective demands. Abilities refer to resources, skills, time, talents, energy etc., which the person can utilize to meet the demands.

According to the aforementioned attributes of P-E fit, it can be described as the level of correspondence or congruence between person's requirements, abilities and ideals from one side and the resources, opportunities and demands of the environment from the other side. Albeit, it can be explained that the P-E fit definition is an ambiguous subject and there is not a general consensus amid the researches on the definition yet.

2.3 Several Levels of P-E Fit

P-E fit is considered along multiple levels, although the construct of this concept is unique. Person-Group (P-G) fit, Person-Vocation (P-V) fit, Person-Job (P-J) fit, and Person-Organization (P-O) fit, are some known levels of P-E fit (Kristof, 1996). P-G fit can be defined as the adaptability of a person and his/her group of work. In this definition the work group includes a spectrum from a particular work group up to departments, or an organization's divisions. P-V fit refers to the congruence between a person and his/her vocation or profession. P-J fit as defined by Edwards (1991) is the compatibility between a person and his/her job which includes the abilities and desires of the person and on the other hand the demands and attributes of the job. But the focal level of P-E fit is allocated to P-O fit which is relegated to the compatibility between a person and his/her organization.

Conclusively, it should be explained that although some overlaps can be considered between these levels of P-E fit, but according to the empirical and conceptual proofs, the existing of differentiations among these levels of P-E fit is affirmed (Kristof, 1996; Saks & Ashforth, 1997, 2002; Werbel & Gilliland, 1999; Lauver & Kristof-Brown, 2001).

2.4 The Concept of P-O Fit

Personnel selection and socialization within the organization are considered as the antecedents of P-O fit (Chatman, 1989). Although P-O fit has been concentrated by researches for a long time, but in the two past decades this concept was clarified exactly. Rynes and Gerhart (1990) argued that the concept of P-O fit is too vague and complicated to define easily. The main reason for this ambiguity refers to the diversity and abundance of theories and conceptualizations in this area from one side and the potential overlaps of the P-O fit notion with other forms of P-E fit (Judge and Ferris, 1992; Kristof, 1996).

In general, among several definitions of P-O fit, a constant description cannot be repudiated which emphasizes on the concept as the interaction between the person and the organization. Based on O'reilly et al. (1991) opinion, the concept of P-O fit includes personal dimensions like expectations and values which are in interaction with organizational perspectives like norms and accepted system that affect the behaviour and attitude of the person. In opposite of that, according to Kristof (1996) opinion, P-O fit refers to the compatibility between people and organizations that can happen in three conditions; first, at least one part meet the other part's needs, second, they share analogous basic features, and third, both of these conditions.

Conclusively, P-O fit affects the person's decisions, behaviour and attitude in the organization (Kristof-Brown et al., 2005). It can create a comfortable feeling in a person who observes the things which are important for him/her are important for his/her colleagues and the structure of the organization he/she works for too. In addition, when the person and the organization share similar characteristics, decision making process, kind of interpretation and the method of perception, regarding events and occurrences could be with minimum level of conflict and maximum level of compatibility (Cable & Edwards, 2004).

2.5 Conceptualizations of P-O Fit

The P-O fit literature demonstrates that this concept is conceptualized in different four manners. These four concepts include; supplementary fit, complementary fit, needs- supplies, and demands-abilities (Muchinsky & Monahan, 1987; De Clerq et al., 2008). Kristof (1996) opines that two distinctions can clarify these four P-O fit conceptualizations. These two distinctions are between supplementary and complementary fit from one side and needs-supplies and the demands-abilities fit from the other side.

2.5.1 Complementary and Supplementary Fit

As mentioned, the first distinction of P-O fit is supplementary and complementary fit. Muchinsky and Monahan (1987) argue that supplementary fit happens in condition that a person's "supplements, embellishes, or possesses characteristics are similar to other individuals" in the organization. In a broad sense, the concept of supplementary fit refers to similarities between a personal and organizational characteristics like interest, personality, values and goals. For instance, when there is same value priorities shared by the person and the organization.

In contrast, the concept of complementary fit refers to condition that the individual provides the wants and needs of the organization and vice versa (Cable & Edwards, 2004). About complementary fit it can be explained that this concept covers several personal or organizational characteristics. For instance, when the person wishes to get rewards and the organization offers those reward, or the person has skills, talents or experiences which the organization has needed and has been looking for (Muchinsky & Monahan, 1987).

Cable and Edwards (2004) in their study asserted the particular impact of each concepts. Their research demonstrated that supplementary fit and complementary fit are distinct notions which can predict outcomes simultaneously. They evaluated both supplementary and complementary fit via Work Values Survey (WVS) instrument. The instrument measures work values underpinned on Schwarz's comprehensive model (Edwards & Cable, 2002). 958 respondents who were high profile persons in four large facilities of water treatment filled the instrument. Along WVS, organizational identity, job satisfaction, and intent to stay were evaluated. By implementing polynomial regression they figured out that supplementary and complementary fit can predict the outcomes equally, but not uniquely.

2.5.2 Needs-Supplies and Demands-Abilities Fit

The second distinction of P-O fit belongs to needs-supplies and demands-abilities fit. The concept of needs-supplies fit refers to condition that there is a compatibility between the desires, preferences, or needs of the person and the supplies of the organization for example career opportunities or financial supplies. Conversely, the concept of demands-abilities fit describes a situation that the organization has demands whereas the person has the required abilities to meet them (Kristof, 1996; Edwards, 1996).

These four concepts which are conceptualized from the notion of P-O fit have their antecedence from the study of Kristof's (1996) who reviewed the literature of P-O fit. In a broad sense, supplementary fit concentrates on evaluating similarities between individuals and organizations from some basic characteristics perspectives like personality and values. In this type of operationalization, the concept of congruence between person and organization plays the most important role and has the most application (Chatman, 1989, 1991; Judge & Bretz, 1992; Posner, 1992). Complementary fit mostly emphasizes on goal congruence for the managers and leaders of the organization (Vancouver & Scmitt, 1991; Vancouver et al., 1994). Needs-supplies fit focuses on the compatibility between needs or preferences of people and structures and systems of organizations (Bretz et al., 1989; Turban & Keon, 1993; Cable & Judge, 1994). And demands-abilities fit concerns the compatibility between individual characteristics and climate of organizations (Burke & Deszca, 1982; Ivancevich & Matteson, 1984; Bowen et al., 1991).

2.6 P-O Fit and Values

The P-O fit concept refers to many notions such as P-O climate congruence, and P-O goal congruence, but the most usage and application of this concept is in P-O values fit construct (Kristof-Brown et al., 2005). About the value construct many researches in various fields like Brumann (2002) in the field of anthropology, Grafstein (2002) in economic, Peppas (2004) in social science, and Schwartz (1992) in the field of psychology have argued that this concept can be considered as an important construct to be researched. Value construct forms a very good candidate for studying P-O fit, because values have a cross-cutting nature and are applicable and meaningful to depict both personal and organizational characteristics.

Value congruence is one of the meaningful derivatives of P-O fit, because values are relatively stable beliefs that form a standard for guiding actions and developing attitudes (Erdogan et al., 2004). Meglino et al. (1989) argued that, according to the characteristics of values which are relatively stable during the time, level of values congruence does not change much over time. It is in turn expected that the relation between P-O values fit and other organizational variables are more stable in comparison with the other non-value-based relations. In continue a brief overview on the value notion and its history is presented to elaborate the concept of value congruence.

2.7 Background of Value Researches

Value concept has been an attractive topic to be researched in the past century. Allport and Vernon's (1931) study was the inception of critical research on the notion of value. Allport (1961) defined value as "a belief upon which a man acts by preference". Allport (1961) measured values ipsatively based on six types; economic, political, aesthetic, religious, theoretical, and social. His instrument and method has been implemented for academic objectives yet after spending some decades of its evolvement (Kopelman et al., 2003). After the seminal work of Allport, the topic of value has been more considered by other scholars. Among them, Rokeach' (1973) study is more prominent because of its significant contribution in this area. Rokeach (1973) has his reputation in the value literature based on his theory and his

instrument to survey values. According to Rokeach definition, value is “an enduring belief that a specific mode of conduct or end state of existence is personally or socially preferable to an opposite or converse mode of conduct or end state of existence” (Rokeach, 1973). He categorized values in two distinctions; instrumental and terminal values. Rokeach (1973) argued that instrumental values are beliefs concerning desirable modes of conduct (e.g., ambitious, obedient). Whilst, terminal values are beliefs concerning desirable end states of existence (e.g., comfortable life, equality).

Rokeach’ definition about value paved the way for other scholars to introduce their own definitions about values. Eminent definitions were presented by Super (1980) who described value as “an objective, either a psychological state, a relationship, or material condition, that one seeks to attain”. Another researcher was Hofstede (1980), that based on his opinion values are “(a) concepts or beliefs, (b) about desirable end states or behaviours, (c) which transcend specific situations, (d) guide selection or evaluation of behaviour and events, and (e) ordered by relative importance”. This definition signifies that values are stable motivational constructs that represent broad goals and apply across contexts and time. According to this definition values are separate concept from attitudes, values are fundamental construct in condition that attitudes refer to person’s beliefs regarding specific situation or objects (Roe & Ester, 1999). This dimension of values was the inspiring point for the evolvement of universal and comprehensive theory of value by Schwartz and Bilsky (1987, 1990).

Shalom Schwartz and colleagues exerted a facet theory based on Rokeach’s theory to produce a comprehensive model of the content and foundation of human values (Schwartz & Bilsky, 1987; Schwartz, 1992; Schwartz & Sagiv, 1995). Simple and overt categories of values is not the only achievement of Schwartz comprehensive model, it is also capable to identify conflicts between values through a comprehensive pattern.

Schwartz value model includes 10 values; (1) Hedonism, (2) Power, (3) Achievement, (4) Stimulation, (5) Self-direction, (6) Universalism, (7) Benevolence, (8) Conformity, (9) Tradition, and (10) Security. These 10 values are categorized into four higher-order value types, which form two bi-polar dimensions. Self-transcendence values (benevolence and universalism) are in conflict with Self-enhancement values (power and achievement). Openness to change values (self-direction, stimulation, and hedonism) are in contradiction with Conservation values (security, conformity, and tradition).

Schwartz’s (1992) value model has been tested in hundreds of samples in more than 70 countries (Ros et al., 1999) and results have affirmed the accuracy of the model. Schwartz and Boehnke (2004) by utilizing Confirmatory Factor Analysis (CFA) from nearly 11000 respondents in 27 countries verified the structure of the model. The model was supported by their findings in comparison with 9 other possible structural models. Finally it can be said that Schwartz introduced a comprehensive model to measure human values and the consistency of the results is the best evidence for this claim.

2.8 Work and Organizational Values

The value literature indicates that the most scholars have dedicated their researches to find the possible relation between individual behaviour, attitude and social experiences with his/her value priorities (Ros et al., 1999). Through a glimpse to the value literature, it can be easily found that the value researches differentiate the concept of general life values and other particular kinds of values like work values. The value researchers believe in the structural role of general life values in constructing people behaviours regarding work domain (e.g., Super & Sverko, 1995; Berings et al., 2004; Furnham et al., 2005; Rottinghaus & Zytowski, 2006). According to this fact that work constitutes an important part of people life, therefore work values can be considered as a concept which has a more special meaning than general life values (Roe & Ester, 1999). Most scholars in the field of values consider work values as a derivative of the general values, in better expression, they argue that the concept of work values implicates the general values in the work life of people (e.g., Ros et al., 1999). Conversely, some researches opine that work values and general values are two different notions (e.g., Elizur & Sagie, 1999; Roe & Ester, 1999).

Application of supplementary P-O fit needs to focus on dimensions of values; work values from one side and organizational values from other sides. Organizational values contribute a significant portion in OB (Verquer et al, 2003). Rousseau (1990) states that organizational values are elements of organizational culture which are shared by the organization's members. Organizational values are the guiding principles of the organization which can be evaluated through members' perceptions of the organization. Conclusively, these principles cannot be changed or managed according to the organization's objectives through evaluating the charts or records of the organization (Kristof, 1996).

2.9 Value Congruence

The antecedents of value congruence refers to Attraction Selection Attrition (ASA) theory which is introduced by Schneider (1987). ASA is an appropriate example to symbolize the existing relation between P-O fit and individual work attitudes especially from value perspectives which is referred to value congruence (Arthur et al., 2006). ASA foundation is configured on three premises (1) People are attracted to organizations that have compatibility with their personal values (attraction). (2) Organizations gravitate to select candidates with personal values as same as the existing values in their structures (selection). (3) People who cannot match their personal values with organizational values want to leave the organization (attrition). ASA theory introduced value congruence as one of the most important derivatives of P-O fit.

In the scientific literature, value congruence can be defined as coherence of the work values in the organization (Meglino & Ravlin, 1998; Verquer et al., 2003; Edwards & Cable, 2009). In general, value congruence is defined as compatibility of the work values between individuals and organizations (Erdogan & Bauer, 2005), between candidates for the job and interview-leading individuals (Cable & Judge, 1997), between subordinates and their managers (Brown & Trevino, 2009), and between the employees and the working team (Adkins et al., 1996). Value

congruence is considered as the cardinal derivative of P-O fit, therefore this concept is often studied in the other fits context.

Since the concept of value congruence proved its advantages in the context of OB, many researches have devoted their studies on this notion. These concentrations on value congruence lead to create a rich literature for this concept over the past decades (Verquer et al., 2003; Kristof- Brown et al., 2005; Hoffman & Woehr, 2006). Table 1.1 indicates the works and analysis which have been accomplished in the context of value congruence.

Table 1.1: Researches on value congruence

Researcher	Year	Researcher	Year	Researcher	Year
R. D. Bretz et al.	1989	C. L. Adkins et al.	1996	L. Verquer et al.	2003
J. A. Chatman	1989	S. G. Harris and K. W. Mossholder	1996	M. Siegall and T. McDonald	2004
B. M. Meglino et al.	1989	A. L. Kristof	1996	T. Erdogan and T. N. Bauer	2005
W. R. Boxx et al.	1991	D. M. Cable and T. A. Jude	1996, 1997	A. L. Kristof-Brown et al.	2005
J. R. Edwards	1991	N. Christiansen et al.	1997	B. J. Hoffman and D. J. Woehr	2006
C. A. O'Reilly et al.	1991	A. M. Saks and B. E. Ashforth	1997	T. Sekiguchi	2006
J. B. Vancouver and N. W. Schmitt	1991	B. M. Meglino et al.	1989	J. R. Edwards and D. M. Cable	2009
T. A. Judge and G. R. Ferrid	1992	J. E. Finegan	2000	G. D. N. Perera et al.	2012
P. McDonald and J. Gandz	1992	A. L. Kristof-Brown	2000	Y. Bao et al.	2012
J. R. Edwards	1993	A. E. M. Van Vianen	2000	J. Y. Seong and A. L. Kristof-Brown	2012

B. Z. Posner and W. H. Schmidt	1993	D. M. Cable and D. S. De Rue	2002	A. L. Musiol and K. Boehnke	2013
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Value congruence has been measured by different methods, like direct and indirect methods. In direct method which is known as perceived value congruence the aim is to examine that to what extent the person thinks his/her personal values and organizational values are congruent. On the other hand, indirect method emphasizes on implementing commensurate dimensions for measuring both personal and organizational values. The next step is to utilize an algorithm for evaluating value congruence. Indirect method comprises two approaches; objective and subjective. The main difference between these approaches refers to whether the person's perception or other entities measure the organizational values. There is conflict between scholars about these approaches, whereas some of them believe in objective approach as the real value congruence (e.g., Cable & Judge, 1997; Ravlin & Ritchie, 2006), and some others argue that the true value congruence is subjective (e.g., Finegan, 2000; Edwards & Cable, 2009). Briefing, this lack of consensus is felt in the literature, although according to meta analyses, the direct method has preference than indirect because it explains variance of outcomes better than indirect method (Kristof, 1996; Kristof-Brown et al., 2005).

The literature of value congruence demonstrates that value congruence leads to many positive behaviours and attitudes related to work (Kristof, 1996; Verquer et al., 2003), for instance, value congruence has a direct relation with organizational citizenship behaviours (O'Reilly et al., 1991; Ucanok, 2009), job satisfaction (e.g., Kristof-Brown et al., 2005; Chatman, 1989), organizational commitment (e.g., Bretz & Judge, 1994; Cable & Judge, 1996), organizational identification (e.g., Amos & Weathington, 2008), teamwork and performance (Posner, 1992) and value congruence has indirect relation with turnover intentions (e.g., Cable & De Rue, 2002; Saks & Ashforth, 2002). Furthermore, value congruence can affect job search and job choice (Cable & Judge, 1996), and also the perception of recruiter about the suitability of applicant (Bretz & Judge, 1994).

2.10. Construction Industry and Value Researches

In the context of construction there is a lack of knowledge in terms of value construct. In the construction industry, worldwide, only in the recent years a novel approach which focuses on personal values has been established by Thomson and Austin (2003) in the UK construction industry that is named VALiD (value in design). Thomson and Austin (2003) introduced VALiD as an approach emphasized on value delivery by integrating judgment of stakeholder into design process. VALiD is applied in projects to create adequate value perception in the project stakeholders and to provide an appropriate condition for them to assess performance of the project (Thomson & Austin, 2003). VALiD tries to enable construction teams with a cultural tool which is able to be integrated and customized with other tools that emphasize on criteria like time, cost and quality. The aim of this process is to better understanding construction stakeholders' values (Thomson & Austin, 2003). VALiD's framework has three parts. The first

step is to assist organization to identify its values, based on the work of Shalom Schwartz (SVS). The second step tries to encourage each group of stakeholders to define a value set and the third step implements the value definitions to subsequently measure performance.

3. Conclusion

Based on the explorations have been done in this study on the concept of P-O fit or in better expression value congruence, and the researches which have been conducted on this construct, it was revealed that construction industry is a pristine and untouched context for scholars in the field of value congruence. Indeed, amid all researches in the field of value congruence, it was only VALiD which has focused on the notion of personal values in the construction context. Based on the framework of VALiD, it could not be relegated directly to the concept of value congruence because, the concentration of VALiD is mostly on personal values and does not cover the construct of organizational values. Briefly, it can be explained that VALiD refers to the concept of personal values not value congruence exactly. Conclusively, the literature of value congruence corroborates that there is lack of knowledge and efficient researches in the construction industry, specifically in the Malaysian construction industry which engages many parties as stakeholders with various and different perceptions about values.

4. Recommendation

As mentioned, the government of Malaysia by establishing the Construction Industry Master Plan (CIMP, 2006-2015) demonstrated that wants to develop its construction industry seriously (CIDB, 2010). According to this fact that the positive outcomes of value congruence for both stakeholders and organizations like; organizational citizenship behaviours, organizational commitment, teamwork, and job satisfaction, could lead to better productivity and efficiency, the importance of effective investigations on value congruence construct in the Malaysian construction industry is revealed. Conclusively, it can be highly recommended that the Malaysian construction industry be investigated by scholars interested in the concept of value congruence for better understanding personal values of various construction stakeholders and organizational values of different construction companies, and in the next step, creating P-O value fit between them.

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