

THE ROLE OF VALUE CONGRUENCE ON MILLENNIAL EMPLOYEE
ORGANIZATIONAL COMMITMENT

by

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ABSTRACT

Recent studies have indicated that employee value congruence may influence the overall organizational commitment of a workforce. Despite the current research, there remains a gap in understanding how the Millennial generation of employees may compare to other generations in the values they hold. As the Millennial generation of employees continues to grow into the biggest working population, older workers are beginning to leave the organizations. This transition combined with the evolution of cultural norms and an ever-increasing workforce across nations are requiring organizational leaders to reexamine how to retain Millennial employees in a meaningful way. While studies have focused on the impact of value congruence in employees, there is a lack of exploration in what way this affects organizational commitment in Millennials. This study analyzed the potential relationship between value congruence and organizational commitment in 45 Millennial employees. Additionally, the study examined how job satisfaction mediates this relationship. Collecting data through self-report questionnaires allowed for quantitative data analysis utilizing multiple regression analyses. The results of the study showed that the relationship between value congruence and organizational commitment is not significant. While job satisfaction did not mediate this relationship, the results did show that it does mediate the effect of organizational commitment. There was not a significant difference between American and International Millennial employee results. As organizational leaders are determining measures for ethical adjustments, implications for social change would encourage making employees feel valued.

Keywords: values, commitment, millennials, satisfaction, employee

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Dedication

This dissertation and the work leading up to it are dedicated to honoring the Lord God. Without the strength, purpose, and grace that flows from King Jesus this would not have been possible. It is all for Him – all that I am and all that I do. To my husband, Daniel, it is your constant encouragement and support that has carried me through. Thank you for your endless love, patience, drying of tears, and listening ear. I love you wildly and without end. Finally, I dedicate this work to my parents, without whom I simply would not be the same. Thank you for how you provide, for you are true dream makers. Thank you for how you love and support your children to be who they are and bring hope to life. Thank you for your friendship. I am eternally grateful to be yours.

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CHAPTER 1: INTRODUCTION TO THE STUDY

Introduction

Millennial employees are rising as the main group of the workforce and continue to be analyzed for common values and motivation (Chatzopoulou & de Kiewiet, 2020; Rank & Contreras, 2021). The values evident among this generation are distinct and through value congruence these employees can recognize their role identity, leading to more effective organizational behaviors and less burnout (“Going Above and Beyond,” 2021). Researchers have indicated that value congruence can significantly lessen negative elements in employees when commitment, purpose, and satisfaction are present at work (Illies & Reiter-Palmon, 2020).

Reviewing current literature regarding value congruence and organizational commitment in Millennials introduced a gap in understanding the relationship between these constructs, the potential differences that diversity could introduce, and if job satisfaction acts as a mediator. Research explained in the review covers concepts such as value congruence, organizational commitment, multinational diversity, and job satisfaction as a mediating factor. The review of literature also dives deeper into the Millennial workers and the diversity of the evolving workforce across the globe. Person-environment interaction theory, the theory of career choice, and a thorough discussion of a Biblical worldview are also examined.

Background

The Millennial generation of employees continues to grow and indicate a different focus on values that impact their employment (Moreno et al., 2022). Known for more of a tendency to change jobs, Millennials are seen by organizational leaders as more of a

flight risk. Knowing the growth of this generation that is occurring in the global workforce, it is essential that organizations dive deeper into what drives employees to remain committed and engaged. Internationally, studies have homed in on the values, skills, motivation, and engagement of Millennials (Aboobaker et al., 2020; Bhattacharya & Gandhi, 2020; Moreno et al., 2022). To avoid the potential losses and costs of Millennial employee turnover, examining the relationship between value congruence and commitment contributes to the understanding of how to apply values at work. The evolution of generational aspects has highlighted the frustrations and desires of Millennials in the workplace (Moreno et al., 2022). Aboobaker et al. (2020) explained that while Millennials may not necessarily desire to leave their positions, they do not feel convinced to stay by their organizations. If values are shown to play a significant role in the organizational commitment of employees, this would be worth noting as methods of retention.

As companies and teams become more diverse in culture and nationalities, the importance of understanding values from multiple perspectives will be key. Dependent on the development of nations, the cultural constructs, or the individualistic/collectivist leaning of society, there is a distinct influence on what workers value (Aboobaker et al., 2020). Analyzing employee engagement showed a difference in levels based on various areas around the world, suggesting that Millennial values are not a strictly American or Western singularity (Bhattacharya & Ghandi, 2020). Understanding the values of both international and US-based employees will help to inform managers and organizations how to utilize values in a way that is productive for diverse teams. There are notable benefits to identifying the values, motivating factors, and needs of Millennials in order to

encourage a workplace that is able to highlight their strengths and productivity (Aboobaker et al., 2020).

Values at work have been noted as one of the bigger differences among employee generations, and if not appropriately attended to can lead to lower wellbeing, less productivity, or strained interpersonal conflicts in the workplace (Moreno et al., 2022). The alignment of personal employee values with those of their organizations can influence the overall behaviors and mindsets of employees (Choi et al., 2021). While some research has indicated that value congruence between employees and companies job satisfaction and commitment, there is a lack of understanding regarding the unique experiences of Millennials. Utilizing the person-organization fit theory, Jing et al. (2021) discussed collectivist and individualist cultures and the impact on value congruence. Person-organization fit, and an alignment of values is suggested to increase positive employee reactions such as job satisfaction and citizenship behaviors. The cultural impact highlighted in this research emphasizes how diversity of thought and nationality has the potential to distinguish values (Jing et al., 2021). When an organization places focus on collaboration for example, and their Millennial employee base values autonomy, then this is a misalignment of values possible of causing disengagement. Jing et al.'s (2021) study underlined how employees from a collectivist culture must identify with a group and then have the perception that value congruence exists with their organization. If these things occur, then there is more likely to be engagement and commitment from these employees. Knowing this, it introduces a depth of knowledge to explore whether nationality differs in the relationship between value congruence and organizational commitment.

Connecting values and commitment to the idea of purpose is a natural transition when you consider the groundwork of theories such as the person-organization fit. Having a purpose or calling is not only beneficial to the working life of employees and the ability to experience job satisfaction through value congruence, but also rooted in biblical truth. Christian values, defined by the Word of God, are used to help employees decipher how to behave like Jesus (Shields & Hattingh, 2022). Using the values of Jesus as guidance, it is the purpose of God's followers to use their abilities for the gospel (Windes et al., 2017). For employees to know a purpose or calling in the workplace is not only biblical but is shown to benefit both employees and organizations alike (Choi et al., 2021). Value congruence could play a role in how employees make choices and dedicate themselves to their role and purpose at work. Shields and Hattingh (2022) explained that with a foundation of godly values and the relationship with Jesus, the workplace attitudes and behaviors follow in line. Aligning workplace values with those of the Lord is promised to produce biblical success. This is highlighted as "commit your work to the Lord, and then your plans will succeed" (*New International Version Bible*, 2011, Proverbs 16:3). In an increasingly demanding workplace culture, it is critical to determine what will increase overall satisfaction, dedication, and feelings of purpose for employees.

Problem Statement

In response to an evolution of ideas and processes in the workplace, organizational leaders are seeking more of an understanding of how to retain employees (Bonaparte, 2018; Panahi et al., 2017). The problem is that there is a lack of knowledge in whether the millennial values are distinct and congruent with those of their organizations. If so, does value congruence and a mediating factor of job satisfaction

have a relationship with millennial employees' organizational commitment? Do American and International employees indicate a significant difference in value congruence and organizational commitment? While the topic of value congruence has been one of interest for several years, the current environment of the workplace has indicated a shift in employee reactions. The COVID-19 pandemic, social climate and changing employee needs suggest that the values of employees are influential to the decision to remain committed to an organization (Hirsch, 2021; Kumar, 2019). As values align between employees and organizations, there is more likely to be evidence of satisfaction and less role fatigue (Gauthier et al., 2020; "Going Above and Beyond," 2021).

Despite the amount of research on the relationship between value congruence and organizational commitment, there is less known about the US based and international growing working population of Millennial employees. The workplace is growing in diversity and nationality, increasing the need for researchers and leaders to examine the differences in employees of varying backgrounds (Orsini & Maginer-Watanabe, 2022). The Millennial generation is one of distinction in its experiences and may include value differences due to their social and technological experiences (Chatzopoulou & de Kiewiet, 2020; Dimock, 2019). Corporate culture and the recent increase in resignations may be a signal that employees are not receiving what they desire (Sull et al., 2022). If more could be uncovered regarding the values of millennial employees and their values, there is a potential of lessening feelings of burnout and increasing job satisfaction through organizational commitment. Many of the studies on millennial employees explore development or leadership relations (Glazer et al., 2019; Hurtienne et al., 2021),

while there is a gap in analyzing the distinct values of the generation and the impact on commitment. For the generation that is typically known to leave jobs (Glazer et al., 2019; Rank & Contreras, 2021), it would be important to understand if value congruence is instrumental to organizational commitment in millennials.

Purpose of the Study

The purpose of this quantitative correlational study is to examine the relationship between value congruence and organizational commitment in Millennial employees. The study analyzed if there is a significant difference between American and International employees and their relationship between value congruence and organizational commitment. Furthermore, how job satisfaction mediates the relationship between value congruence and organizational commitment was explored. The theory guiding this study is the work motivation theory (Ciobanu et al., 2019; Latham & Pinder, 2005) as it connects the individual employee and their environment in understanding how value congruence affects commitment.

Research Question(s) and Hypotheses

Research Questions

RQ1: What is the relationship between value congruence and organizational commitment in Millennial employees?

RQ 2: Does job satisfaction mediate the relationship between value congruence and organizational commitment in Millennial employees?

RQ 3: Is there a significant difference between American and International employees and the relationship of value congruence and organizational commitment?

Hypotheses

Hypothesis 1: Congruence between employee and organizational values is positively related to commitment among employees.

Null Hypothesis 1: There is no relationship between employee and organizational value congruence and commitment.

Hypothesis 2: Job satisfaction connects value congruence and organizational commitment in Millennial employees.

Null Hypothesis 2: Job satisfaction does not connect value congruence and organizational commitment in Millennials.

Hypothesis 3: A significant difference exists between American and International employees' relationship with value congruence and commitment.

Null Hypothesis 3: There is no significant difference between American and International employees in the relationship of value congruence and commitment.

Assumptions and Limitations of the Study

It is assumed that the Millennial participants of the study completed the questionnaires with as much honesty and accuracy as possible. It is assumed that all participants accurately identified as part of the Millennial generation before participating. If the participants shared the questionnaire among their colleagues or friends, sampling bias might have occurred in which the sample possesses similar traits that distort results. As this study includes self-reported assessments, there is a potential for method bias in the consideration of limitations. While all participant data remained anonymous, those who completed the questionnaire may have still felt a desire to provide socially acceptable responses. As this study examined a portion of Millennial employees, the

sample who participated may not have been completely representative of the population or therefore generalizable to other age groups.

Theoretical Foundations of the Study

Work motivation theory was utilized to guide the study, as it looks to string both the individual worker and their environmental situation together (Ciobanu et al., 2019; Latham & Pinder, 2005). As values direct the behaviors of employees and organizations, work motivation similarly examines how the internal individual factors contribute to the behaviors for work goals (Shkoler & Kimura, 2020). Work motivation theory includes values in the analysis of how varying constructs impact the overall desire of employees to accomplish their tasks and maintain a certain amount of enthusiasm for their role (Latham & Pinder, 2005). With this theory as a grounding principle for the study, it is important to understand how values have the “capacity to arouse, direct, and sustain behavior” (Latham & Pinder, 2005, p. 491). Work motivation stems from the interaction between the individual’s characteristics and their surroundings, which in the nature of this study includes organizational values (Shkoler & Kimura, 2020). Understanding this interaction helped to inform the relationship between value congruence and organizational commitment in this study.

John Holland’s Theory of Career Choice was also included in the study to frame the understanding that employees choose work based on individual traits or personalities (Graham et al., 2016). As values define personal ideals of importance in work life, this theory helped to frame how personal values and workplace values align and impact choices. Finally, person-environment interaction theory helped shape how the study examines an employee’s reactions to their environment and how well they can fit into

their role (Valenzuela & Rogers, 2021). This theory indicates that for a well-fit relationship, employee needs and abilities must match those of their organization.

Definition of Terms

The following is a list of definitions of terms that are used in this study.

Affective commitment – Affective commitment is defined as a category of organizational commitment in which employees are able to emotionally connect, get involved, or identify with their organization (Glazer et al., 2019).

Continuance commitment – Continuance commitment refers to a category of organizational commitment in which employees have examined their need to stay in their organization with any possible losses that may occur with separation and remain committed (Glazer et al., 2019).

Job satisfaction – Job satisfaction is defined as a positive emotional response at work resulting from perceived fulfillment or achievement of goals (DiPietro et al., 2020).

Millennial – Millennial refers to any person born in the generation between the years of 1981 and 1996 (Dimock, 2019).

Multinational organization – Multinational organization is defined as a business, corporation, or organization that employs individuals with diverse nationalities and various cultures (Basinska & Rozkwitalska, 2022).

Normative commitment – Normative commitment is defined as a category of organizational commitment in which the individual is committed to an organization in order to maintain job safety out of obligation (Glazer et al., 2019).

Organizational commitment – Organizational commitment is defined as an individual's psychological bond to their organization (Allen & Meyer, 1990).

Turnover intent – Turnover intent refers to a plan to quit work or behaviors associated with separation in work (Yuniasanti et al., 2019).

Value – Value is defined as a principle about what is worthy of importance in what to have, what to do, and how to be (Klein, 2021).

Value congruence – Value congruence refers to when employees and organizations both affirm values at an equivalent level (Seggewiss et al., 2019).

Significance of the Study

In a growing workforce that is progressively suffering from fatigue and decreased engagement (Hurtienne et al., 2021), value congruence could play a role in decreasing the effects of these destructive factors (Gelle-Jimenez & Aguilin, 2021). If the study indicates that value congruence does in fact influence organizational commitment, the hope is to understand how to increase employee retention for the benefit of organizations while increasing or maintaining overall job satisfaction for employees. Practically speaking, the work toward shared values between organizations and employees has the potential to increase overall productivity and performance in the workforce (Gelle-Jimenez & Aguilin, 2021). Human resource management and leadership systems such as employee selection can help to increase value congruence (Gelle-Jimenez & Aguilin, 2021; Hurtienne et al., 2021). To enhance this aspect, organizational management would need to explicitly communicate the goals and values of the organization to any current and prospective employees (Gelle-Jimenez & Aguilin, 2021; McGraw et al., 2018). Employees experiencing higher commitment to their organization have shown to have a higher chance of finding purpose in their jobs (Stazyk and Davis, 2021).

Beyond a more holistic health approach for employees, the study could benefit the economic and developmental health of organizations. If the study is able to inform organizations of the importance of values and maintaining employees, then this could only help to improve the performance of the business (Hurtienne et al., 2021). If the results of the study indicate that value congruence does influence organizational commitment, it could be an opportunity for organizations to evaluate their perceived values and those of their employees (Stazyk and Davis, 2021). This allows for introspection and a possible change in culture if needed to retain and fulfill great employees.

Summary

Millennial employees continue to rise as the significant workforce and researchers are highlighting the need to understand how to motivate this generation of workers (Morrell & Abston, 2019). Since this population makes up the vast majority of current organizations, it is crucial to recognize what values are driving the overall performance and engagement to increase success. Whether or not the Millennial values are specific to the US versus the rest of the international working population has not been as thoroughly researched and was an important aspect to determine in this study.

The goal of the study was to analyze the relationship between value congruence and organizational commitment in Millennial employees, both in the US and internationally. In addition to this, job satisfaction was examined as a mediating variable. This study used the review of current literature to inform how the constructs of job satisfaction, value congruence, and organizational commitment interact with the Millennial employee population. The objective was to contribute to organizational

management and leadership practices on whether values influence the commitment of the growing Millennial population of workers. The relationship between value congruence and organizational commitment has the potential to impact employee engagement, performance, and holistic wellbeing (Seggewiss et al., 2019). Following the introduction of the study and current research, Chapter 2 will review the literature regarding Millennials, multinational values, value congruence, job satisfaction, organizational commitment, and a review of the Biblical foundation.

CHAPTER 2: LITERATURE REVIEW

Overview

Value congruence of employees and organizations has become a crucial tenet of understanding the commitment and behaviors of employees (Gelle-Jimenez & Aguilung, 2021). The current research on this subject suggests that there is a positive relationship between the two concepts (Byza et al., 2019; Dunaetz et al., 2020; Husted, 2020; Kabat-Farr et al., 2018). While this area of study has become an important aspect of employee understanding, there is a lack of information on how millennial employees respond to value congruence at work. Millennials are on their way to becoming the largest generation in the American working population, making their reactions to value congruence significantly influential to organizational leadership (Delgado et al., 2020; Rank & Contreras, 2021).

Generational differences may not be completely unique, but millennial employees have certainly experienced a distinct point of history and time influencing their experiences in the workplace. Due to the different historical, economic, and social experiences, the Millennial generation is different than others regarding what they value at work, how they perceive their lives, and their general desires (Garcia et al., 2019). The evolution of work in recent years has been exacerbated due to the current social landscape, the global pandemic, and increased technological changes. Because of this, organizations needed to alter their values and processes. Employees must learn to adjust accordingly to these changes, which can influence the commitment and overall performance (Kumar, 2019).

With the working world becoming increasingly wide due to technological advances, employers are also seeing a more diverse workforce in nationality. In addition to the generational differences that may be experienced, many international organizations must face the idea that country of origin and corresponding cultures may also play a role in the designation of values and commitment (Basinska & Rozwitalska, 2022). This construct introduced an important aspect of understanding if American Millennials are distinct or if Millennial employees across the nations similarly relate. Globalization of the workplace through multinational organizations has created a more diverse environment for employees relating to various cultures and ethnicities (Olckers & Booysen, 2021). Individualistic versus collectivistic cultures are just one example of how organizational management must consider the differences of their employees and how to evaluate cultural values in relation to commitment (Ye et al., 2018).

The review of current literature concentrated on the main constructs relevant to the study, including a background of the Millennial generation and any gaps in research. Multinational organizations, value congruence, job satisfaction, and organizational commitment are also included in the discussion of literature in these areas. Person-environment interaction theory, the theory of career choice, and a discussion of a Biblical worldview are also included.

Description of Search Strategy

In order to examine the literature of these constructs, the search included PsycArticles database articles to find peer-reviewed literature within the past five years. Other databases included Business Source Complete, ProQuest Central, and PsycINFO. Many searches were also completed using search terms including “values,” “employee,”

“Millennial,” “organizational commitment,” “job satisfaction,” “purpose,” and “value congruence.” Searches were completed for literature on multinational and international employees using search parameters such as “international employee values” and “multinational employee commitment.” The PsycArticles database was frequently used for searching relevant research in this area. The Anchor Yale Commentaries were utilized for commentaries on biblical study and integration.

Review of Literature

Millennials

Millennials, a common name for the generation born between the years of 1981 and 1996, have become a focus for research as the number of workers in this generation continues to grow (Dimock, 2019; Rank & Contreras, 2021). As other generations of workers slowly age out of organizations, Millennials are the largest generational group of employees and are scheduled to make up 75% of the American workforce by 2025 (Morrell & Abston, 2018). With this amount of growth, older generations of leadership and Millennial leaders themselves will find it necessary to learn about what these employees value. Employees from this generation may not be motivated by the same factors or possess the same priorities as those that have gone before. For managers and leaders, this can become a particularly frustrating or concerning piece with regard to raising up a newer generation of workers (Stewart et al., 2017). It is worth asking why the Millennial generation is worth researching? As we discussed their immense growth and impending takeover of the workforce, it is essential to understand that there may be vast differences in priorities, values, and motivational factors between Millennials and workers of other generations.

The pieces of generations that impact values and perspectives will include historical and political events, technological change, and cultural influences. While each generation may not have particularly unique experiences regarding wars, policies or change, there is certainly specific events that shape generational mindsets (Chatzopoulou & de Kiewiet, 2020). Research is contradictory as to whether generational differences are significant, or whether it is more a question of maturity and age (Brant & Castro, 2019; Chatzopoulou & de Kiewiet, 2020; Garcia et al., 2019). However, the context of generations and the constructs of their experiences play a major role in introducing differences. Garcia et al. (2019) explained that the Millennial generation is significantly different than others in relation to their desires, perspectives, and general work values. These differences may include cultural or historical events, political policies, educational experiences, and even economic impacts to the generation (Brant & Castro, 2019). Historical moments of the Millennial generation have included the financial instability of 2008, the September 11th terrorist attacks, and the wars that followed in Iraq and Afghanistan (Dimock, 2019). When you include the more recent COVID-19 pandemic, it is evident that Millennials have endured specific moments in time that have influenced workplace values and priorities.

Glazer et al. (2019) explained that the Millennial generation's experience with school shootings and terrorist events along with other cultural events have created a workforce that searches for jobs with meaning and independence. This generation experienced their formative years of childhood and young adulthood during a technological upswing with social media and computers at the forefront. As the internet and social media quickly became the forefront of culture and many organizations,

Millennials had to learn new computerized technologies in order to keep up in school and as they entered the workforce. An experience with such swift change in technology has enabled millennials with a different set of values and mindfulness (Chatzopoulou & de Kiewiet, 2020). Brant and Castro (2019) discussed how the millennial generation rose through their educational years with the expectation to work hard and then you can be successful. However, upon graduating from universities, these employees found themselves among a recession and unable to find jobs that met their standards for compensation, purpose, or what they felt they worked towards (Brant & Castro, 2019). Understanding the vast changes in this generation's upbringing helps to form the view of their values. As each generation experiences varying social upheavals and challenges, these influence the generalized attitudes and views of values (Hurtienne et al., 2021).

Despite the challenges experienced by this generation, Millennials are unfortunately recognized as noncommittal, selfish, or having an impatient attitude (Chatzopoulou & de Kiewiet, 2020). Stewart et al. (2017) explained that some data indicates more narcissistic traits in Millennials when compared with others. While it may be difficult to label certain personality traits as prevalent among an entire generation, it is worth noting that the mindset toward Millennials is often negative. Millennial employees are frequently thought to be entitled in their attitudes and desires at work (Brant & Castro, 2019). Knowing the specific economic and social climate with which this generation was raised helps to better understand why these behaviors occur. The adverse opinion of millennial workers may stem from the likelihood of millennial employees to move jobs, which is a staunchly different attitude when compared with the career minded generations that have gone before (Morrell & Abston, 2018).

The Millennial propensity to move jobs has been felt throughout organizations and has an impact on employee engagement (Hurtienne et al., 2021; Morrell & Abston, 2018). With many Millennial employees planning on leaving their positions within the next few years, it is certainly prudent for organizational leadership to understand why this is the case (Morrell & Abston, 2018). Leaders utilize resources, time, and training for new Millennial employees, making the quick turnaround less of a return on investment. To understand why Millennials are seeking other opportunities or feeling a lack of loyalty to their organizations, it leads to the question of what these employees are valuing in their place of work. Generational cohorts will signify a change in values and experiences and should be acknowledged by organizational leadership for maintaining job satisfaction and retention (Rank & Contreras, 2021).

As the cultural values around the globe shift to include more awareness, the employees of the millennial generation have been found to value more ethical and valued corporations for their place of work (Chatzopoulou & de Kiewiet, 2020). Deemed the most ethical generation, Millennials are seeking out principled organizations that embody the values and responsibility they themselves feel for their own role (Chatzopoulou & de Kiewiet, 2020; Delgado et al., 2020).

Provided that millennial employees are known to be more sensitive to ethical issues than workers of previous generations, research was conducted on whether ethical values played a role in overall well-being (Su & Hahn, 2022). Employee attitude is impacted by the corresponding individual and organizational values, which in turn influences overall wellbeing and performance of employees. Crucial to the understanding of millennial employee commitment, Su and Hahn (2022) discussed how millennials are

more likely to evaluate their emotional experiences to workplace situations. Specific to the wellbeing of millennials includes the affective reaction at work, which has been shown to impact commitment, ingenuity, and resiliency (Su & Hahn, 2022). Housed within the argument of holistic wellbeing of employees, millennials are interested in a work-life balance to promote physical and affective health (Bouwmeester et al., 2020). The consideration of wellbeing and balance for millennial employees is at the top of mind for organizations, and policies are created around assistance and compensation. As this area of employee life dictates several behaviors and attitudes of millennials, it is especially beneficial for organizational values to encompass wellbeing ideals and practice (Bouwmeester et al., 2020; Su & Hahn, 2022).

Millennial evaluation of values and morals differs uniquely when compared with that of other generations of workers, particularly focusing on development and balance rather than status (Delgado et al., 2020). Indication that Millennial workers are ethically minded stems from a more open and vulnerable attitude generation-wide (Hafiz & Indrayanti, 2022). Authenticity put into action is positively accepted by Millennials in contribution to their engagement and organizational commitment. If it is the goal of organizations to not only retain employees but optimize the highest possible capability and productivity, then it becomes fundamental to understand how Millennial employees engage and respond to company values (Hurtienne et al., 2021). Whether working among a team or within a diverse organizational environment, Millennials face specific challenges for maintaining satisfaction and involvement.

Diversity of Values in Multinational Organizations

In examination of Millennial employees and their potential values at work, it is beneficial to consider the values of multinational Millennial employees in the same regard. Despite current research on international and diverse employees, there is a lack of information on international employee values and organizational commitment (Kollen et al., 2020; Orsini & Maginer-Watanabe, 2022). Brant and Castro (2019) discuss how millennials worldwide vary as a generation depending on educational, social, political, and economic circumstances but show to be more similar across the globe than generations before. As organizations are growing in size and across continents due to technological advances, they are able to open their workforce to both employees of many nations (Kollen et al., 2020; Orsini & Maginer-Watanabe, 2022). The diversifying of the workforce introduces a need for understanding the separate needs of different employee age groups, cultures, and nationalities. Kollen et al. (2020) explained that it is of particular interest for organizations to retain their international employees as well, as the cost of turnover can be detrimental to growth. The workplace today is more diverse than ever before in relation to cultures and ethnicities (Olckers & Booysen, 2021). The question of commonalities between nationalities and values is one to examine further. Ye et al. (2018) described how Chinese and American employees indicated a difference in cultural values. Knowing this, it is pertinent to examine not only the value congruence of U.S. based Millennial workers but international Millennials in similar form. It may be that collectivistic values in some cultures may lead to an increased organizational commitment.

If the geographical location of employees is diversified as in multinational organizations, there is an inevitable amount of differentiation in experience and

perspective (Veldsman & van Aarde, 2021). Evident in global events, this becomes particularly important for organizational management to understand when incorporating values and practices into an international scale. The COVID-19 pandemic ushered in a slew of stressors and new hurdles for employers worldwide, including how to incorporate wellness and health into employee lives (Veldsman & van Aarde, 2021). While COVID-19 highlighted the differences in how to maintain employee wellbeing worldwide, it also signified to global employers the need for holistic health and mental welfare. Veldsman and van Aarde's (2021) research helped to emphasize that despite dissimilarities on an international scale, social events and an organization's reaction can impact how employees respond to stress despite cultural differences. COVID-19 introduced the need for a focus on mental wellbeing and the use of an Employee Assistance Program across nations (Veldsman & van Aarde, 2021). This research emphasized that regardless of differences in a multinational corporation, the need for human interaction and support seems to be a shared value.

The interactions between multinational team members at work may provide an increase in workplace happiness (Basinska & Rozkwitalska, 2022). By encouraging multicultural teams and relationships, Basinska and Rozkwitalska (2022) explained that employees learning and overall satisfaction at work can be strengthened. Multinational organizations require continual interaction and a sharing of knowledge to foster collaboration and a feeling of belonging despite distance (Ahmad & Barner-Rasmussen, 2019). Knowledge sharing in this context requires teams across nations to utilize technology and language to solve problems, complete tasks, and creatively establish new ideas. This information suggests that employees from varying nationalities may have

similar values at work, which can be developed through diverse teams. It begs the question of whether American Millennial employees possess specific values or if the overall value congruence is a more international phenomenon across Millennials. As Bhattacharya and Gandhi (2020) emphasized, if employees are not interacting across nationalities or teams, it may not be indicative to management. Management must make the multinational interaction and sharing of knowledge a common value to work towards an engaged workforce (Bhattacharya & Gandhi, 2020).

Conversely, employees' individual identities as workers can influence the way in which they judge their company values and character (Puncheva-Michelotti et al., 2018). Employees may take on the identity of their nationality which impacts their views and values in the way that they work. Puncheva-Michelotti et al. (2018) described further that when employee values and business may conflict, employees will approach their work with a categorization that allows for maintaining their own identity. The cultural values are sanctioned off as a separate part of employee identity, and in turn seem to be priority in Puncheva-Michelotti et al.'s (2018) examination. National culture is embedded in the individual beliefs and values of employees and should extend to the management practices of multinational corporations (Yahiaoui et al., 2021). The experiences of employees in diverse countries and from varying nationalities leads to more culturally specific interactions and attributes (Chipoong et al., 2019). National identity and culture inevitably permeate the working identity of employees and will need to be analyzed further to understand if American values of Millennial employees are significantly different than that of their international counterparts.

To critically analyze whether American Millennial employee values differ significantly from those of international Millennial employees, it is crucial to recognize that culture certainly influences individual experience (Ye et al., 2018). For those employees in an international environment versus American, there are naturally diverse cultural ideas and norms. What is essential to examine is if the value congruence of international Millennials influences organizational commitment in a similar way as American Millennials. Are values in this case particular to nationality or generation? Identity that stems from nationality competes with other social identities experienced by employees and may be placed at a higher priority (Puncheva-Michelotti et al., 2018). Diverse cultures will inevitably have different interpretations of definitions of workplace practices (Yahiaoui et al., 2021). While some may understand performance to be internalized and based on individual successes, other cultures may focus on the collectivistic standards.

Ye et al. (2018) elaborated on this point by explaining that Chinese employees place the cultural identity related to pleasing and relying on others higher than the autonomous identity a role may require. The learning experiences that derive from living and being raised in a certain country may certainly impact varying aspects of life including self-belief and behavioral effects (Ye et al., 2018). Yahiaoui et al. (2021) expanded on this point by examining the practice of performance appraisal in multinational organizations. As performance may be based on organizational values and policies, this practice would be specific to cultural identity. This practice as an example, is suggested to be the most tied to culture and difficult to convert across multinational companies (Yahiaoui et al., 2021). In situations such as these, the researchers suggested

that culturally bound management practices should align with the national values in which they function. For example, performance appraisals may need to be adjusted for American employees versus their Chinese employees. This can be quite difficult with diverse corporations hoping to establish generalized values for employees across nationalities, backgrounds, and age groups. Nationality ushers in unique characteristics of culture that influence how employees view decisions, interactions, and values (Alkhadher et al., 2020).

Value Congruence

The concept of value congruence in the workplace can be defined as when both the organization and employee support the same central values and principles (Seggewiss et al., 2019). When the values between two groups are similar, there is likely to be a united purpose and vision for goals. Many developments in research have indicated that when value congruence is present between organizations and their workers, there is an increase in overall performance and enthusiasm (Bonaparte, 2018; Dunning et al., 2021).

While the research on value congruence is considerable, the attention on value congruence and organizational commitment with the Millennial generation of workers is lacking. As today's organizational leaders strive to maintain motivation in their workforce, the ability to define and align values becomes a significant point. If employees do not experience value congruence, how likely is it that there will be maintained commitment? Research findings suggested that value congruence does play a role in the level of employees' commitment to their organization (Gauthier et al., 2020; Husted, 2020). In Illies and Reiter-Palmon's (2020) research, personal values impacted authority, leadership, and the way mentorship occurs. Perceived values were shown to

have an influence on the overall experience with mentoring and the subsequent outcomes. Individual characteristics, perception or expectation of organizational values, and situational dynamics can all play a role in workplace value congruence (Dames, 2019; Sanderson, 2021).

Individual characteristics may influence the motivation for endorsing certain values (Illies & Reiter-Palmon, 2020). Organizations, however, may portray their values through the acts of leadership, mentoring, or policy. Illies and Reiter-Palmon (2020) further suggested that the way in which employees perceive the values of an organization will impact the outcomes of shared experiences. Furthermore, when the values of employees and organizations are congruent, the reaction to change and overall attitude of employees is impacted (Klein, 2021). Value congruence has been investigated as crucial for several company processes including job satisfaction, organizational commitment, and retention rates. As Kumar (2019) expounded, work values can be used as points of direction for employees to be able to work through everyday workplace obstacles. Considering this definition, the significance of value congruence between employees and organizations is elevated. Not only do values help shape the psychological state of employees but are utilized as methods for defining purpose in an organization (Kumar, 2019). The value congruence between employees and organizations has shown to predict the behaviors and outlook of workers, exhibited particularly through the person-environment interaction theory (Tang et al., 2017). This theory examines how a person's interaction with their environment determines the overall adjustment they are able to experience under the requirements of the situation (Valenzuela & Rogers, 2021). Based on this theory, the employee's abilities must match the needs of the organization and the

employee's needs must be met by the organization to achieve a fit. Connecting with person-organization value congruence, this theory emphasizes how individual needs and characteristics (such as values) impact the comprehensive outcomes of employees. In their study of workplace fun, Tang et al. (2017) suggested that person-organization value congruence sits directly in the process between workplace portrayal of their values and the job performance and commitment by employees.

Values have been described to be followed through organizations (Klein, 2021). Values act as tools for highlighting what is worth working for in the lives of many employees. Organizations will also use company values to highlight and define organizational culture, character, and purpose (Klein, 2021). Workers focus on the organizational values and determine if there is a balance and alignment strong enough to pursue and remain at work. When employees recognize an alignment in personal values with those of their organization, they are likely to feel comfortable in their role and ultimately less feelings of burnout ("Going Above and Beyond," 2021). For example, when efficiency is a common value then employees may feel a fit in their tasks and strive to achieve organizational goals. If employee values align with those of the workplace, there may be an increase in overall engagement and satisfaction. Rizzotti and DePalma (2021) explained that values can have an influence on and predict the performance of employees due to the significant bearing of value congruence on the employee's self-view. Value congruence between an employee and their organization has the potential of being significantly impactful for decision-making in a career lifespan (Choi et al., 2021). If employees pursue organizational values that are deemed worth working towards long term, there is more of an incentive to remain rooted in their role. As value congruence

increases, studies suggested that employees are more likely to feel supported in their roles and a greater sense of contentment (Byza et al., 2019; Wells & Ross, 2019).

Job Satisfaction

Contentment, or often referred to as satisfaction at work, stems from an employee's evaluation of their workplace experiences (Saridakis et al., 2020). Employees may feel a sense of accomplishment or dread following the end of a workday, frequently influencing the consequential attitude towards their work. Research has been executed to closely examine how job satisfaction particularly impacts organizational commitment (Charni et al., 2020; Park & Doo, 2020; Saridakis et al., 2020). Organizational leadership must primarily understand why the satisfaction of their employees is noteworthy. A satisfied employee is more likely to act in support of their colleagues and mission and perform with an overall higher quality (Charni et al., 2020).

While management may dismiss the happiness of their workforce as inconsequential, it proves to be a link to increased dedication, morale, and commitment to their role (DiPietro et al., 2020). In addition to decreased turnover intentions, affective commitment is impacted by job satisfaction. Affective commitment will encompass the employee's warmth and attitude toward not only the organization, but to their coworkers and team. DiPietro et al. (2020) also explained how affective commitment is one of the foremost indicators of employee behavior. Widely acknowledged to play a role in measuring job performance and commitment (Park & Doo, 2020), the construct of job satisfaction could mediate the relationship between value congruence and organizational commitment in Millennial employees.

While it may be tempting for leadership to dismiss the importance of job satisfaction as minor, research revealed that employees satisfied with their jobs are more likely to have lower absentee rates and tardiness, less turnover, and generally perform at a higher level (Illies & Reiter-Palmon, 2020). Job satisfaction has the potential to transform employee mindsets and performance for success. Kessler et al. (2020) utilized their study to highlight how the emphasis on employee experience and contentment can significantly influence financial outcomes for organizations. Their research suggested that even a small link between job satisfaction and organizational performance can indicate a substantial impact on monetary success. Crucial to their findings, Kessler et al. (2020) discussed how organizational leaders must recognize that improving the employee experience will take time but will be worth it to create happier and more productive workers.

Job satisfaction has also shown to influence behaviors including organizational commitment, efficiency and output, participation, and psychological engagement (Alkhadher et al., 2020; Kumar, 2019). For employees to sense a purpose and contentment from their role at work leads to a willingness to help coworkers, engage in tasks outside of their normal limits, and may elicit more enthusiasm for their team and organization (De Clercq et al., 2019). By highlighting meaningfulness in their discussion of job satisfaction, De Clercq et al. (2019) explained that values contribute to meaning – meaning influences job satisfaction – satisfaction impacts commitment. Employees and management alike may disregard the essential piece of purpose and satisfaction, but recent historical events have altered the viewpoint of many employees.

The global COVID-19 pandemic opened the eyes of employees around the world to the realities of their positions and sacrifices they were making for their job (Hirsch, 2021). Many interviewed as to the reasoning of their desire to leave their positions explained that the treatment received by their organization was a primary factor. Hirsch (2021) particularly clarified that Millennial and Gen Z employees were seeking out company cultures with values and purpose. Rather than referring to the mass exodus of employees from their positions during the pandemic as the “Great Resignation,” many point to the dissatisfaction of employees as the “Great Discontent.” The influence of job satisfaction is evident in companies around the globe as the younger workforce leaves and searches for more opportunities for contentment. Employees can be dissatisfied with certain aspects of their role but find other factors to be quite enjoyable (DiPietro et al., 2020; Saridakis et al., 2020).

Satisfaction found at work is not only beneficial for employees, but also to the overall performance of an organization (Jain & Sullivan, 2020; Kessler et al., 2020). As employers seek to find methods of improving employee moods and attitudes, it is crucial to consider how the extent of employee contentment will yield a return of investment. Satisfied employees are more likely to contribute to an environment in which they feel supported and encouraged (Kessler et al., 2020). Current research highlighted that job satisfaction links to independent measures of increased performance (Jain & Sullivan, 2020). Despite this growing knowledge, the globalization of work has made it easier for employees to transition out of their roles and into new areas. In order to maintain great employees rather than suffer repetitive turnover rates, employers are seeking out more areas in which to increase job satisfaction for employees (Jain & Sullivan, 2020;

Saridakis et al., 2020). One way that Garcia et al. (2019) analyzed is the opportunity for Millennial workers to participate in decision making at work. The researchers noted how this one participatory act encourages Millennials to interact creatively, feel empowered, and utilized a highly valued skill of autonomy. This can be seen in in Garcia et al.'s (2019) examination of how millennial participation in decision making regarding the company has more of an influence on satisfaction than decision making regarding their own roles or team tasks. In this way, the employee involvement is likely to have a greater impact and fulfills an employee desire to make a difference (Garcia et al., 2019).

Implementing practical methods of engaging employees such as active decision making can assist in improving overall engagement and feelings of satisfaction in their role (Garcia et al., 2019). Previous research has shown that employees high in careerism, or the desire to pursue career success, frequently plan to work for more than one or two employers in their career (Jain & Sullivan, 2020). This is often the case with Millennial employees, as discussed by Hurtienne et al. (2021), in their common pursuit of other jobs. Therefore, Millennial employees are desiring to accomplish career goals which may entail changing jobs. Unfortunately, Jain and Sullivan (2020) explained that employees who view their employer only as a steppingstone to another opportunity are not likely to experience job satisfaction. Employees who are content, however, have shown to be more productive and likely to increase the organization's performance and security (Kessler et al., 2020).

The construct of job satisfaction in this case is hard to determine for some employees as they evaluate the qualities of their role or workplace that increase or decrease their contentment at work. The emotional response to workplace incidents,

experiences, and interactions makes up the job satisfaction continuum in which employees must understand their limit (Saridakis et al., 2020). Glazer et al. (2019) described that “transparency, guidance, and feedback, as well as clear performance expectations, and rewards for good performance” are related to job satisfaction and may be ideal pieces for retaining Millennial employees (p. 3). While the role of job satisfaction on organizational commitment continues to be a topic of debate among research, it is important to include this construct to understand if job satisfaction mediates the relationship between value congruence and organizational commitment in Millennial employees. The level at which Millennial employees are guiding their careers by following their own values may lead to more positive outcomes such as less intention for turnover (Holtschlag et al., 2020).

Organizational Commitment

Employees can experience a psychological attachment in which they feel more of an inclination to remain in their role or with their organization (Glazer et al., 2019). Allen and Meyer (1990) categorized organizational commitment into three varieties including affective, normative, and continuance organizational commitment. When workers identify with, emotionally attach, or get involved in their organization there is a greater instance of remaining committed to the company and are included in the affective commitment category. Employees may feel a certain amount of obligation to remain in their organization to maintain job safety, which can be referred to as normative commitment (Allen & Meyer, 1990; Glazer et al., 2019). Continuance organizational commitment, however, refers to those employees who have evaluated their need to remain with the organization and the perceived detriments that may occur with

separating. Employees with continuance organizational commitment often feel that there are no better substitute opportunities and remain committed for this reasoning (Glazer et al., 2019). Organizational commitment of churches was examined to understand if value congruence matters in this specific environment (Dunaetz et al., 2020). The findings suggested that value congruence influenced affective organizational commitment in which church members felt more attached to their church with shared values. The church is a unique situation in which the members should feel an emotional tie to their organization, and as the values of culture shift, the more imperative it is for value alignment to be considered for commitment (Dunaetz et al., 2020).

Personal values and perceived organizational values are strong predictors of organizational commitment (Seggewiss et al., 2019). When employees are connected to their role or organization through satisfaction or shared values, there is an influence on overall dedication. While the culture of a company may not be clear to all employees, there is a certain impact on the way that employees view their tasks, value, and future with the organization (Park & Doo, 2020). Kabat-Farr et al. (2018) noted that a culture of impoliteness and anger contribute to negative employee attitudes and commitment. However, for those employees who may have experienced a culture of guilt in their organization were more likely to be committed. Indicative of effect, the results examined by Kabat-Farr et al. (2018) show how emotion and culture play an explicit role in the employees' self-view and psychological response. This research analyzed how negative emotional responses and interactions can influence the commitment of employees beyond the positive shared values which are typically the focus (Kabat-Farr et al., 2018). The authenticity of leadership and management principles were shown to be a predictor of

organizational commitment among Millennial employees in Hafiz & Indrayanti's (2022) study of work engagement. This examination of Millennial workers denoted that commitment among this group of workers relies heavily on not only appropriate leadership, but a genuine and trustworthy environment to work (Glazer et al., 2019; Hafiz & Indrayanti, 2022). With authenticity comes an atmosphere of trust and worth that clearly has an impact on employee meaning.

Biblical Foundations of the Study

As employees work in their careers, there is an understanding from a biblical view that God's children are designed to work for the purpose of the gospel and using time and skills for this goal (Windes et al., 2017). The roles of employees at work are therefore not just to fulfill the goals of an organization, but to magnify the values of a biblical calling. Culver and Denton (2017) explained that religion links to the feelings of having a life purpose. These studies help to inform how a biblical foundation for understanding value congruence magnifies the importance of having values that are aligned with any organization that takes so much of one's time. The values of God are made clear in the Word based on the fruits of the Spirit as "love, joy, peace, patience, kindness, goodness, faithfulness, gentleness, and self-control" (*New International Version Bible*, 2011, Galatians 5:22-23). Paul listed the fruits of the Spirit in comparison to the list in prior verses, which highlights the opposite of godly values (Martyn, 1997). These show that there is not a neutral stance and emphasizes that God's values are set apart and important for the well-being of His children. It is understood that one's values will influence their peace of mind, their contentment, and how they are able to cope with their surroundings (*New International Version Bible*, 2011, Philippians 4:9). The God of Peace is with those

that inhabit the values of God. The *New International Version Bible* (2011) explained in Philippians 4:8 that “whatever is true, whatever is noble, whatever is right, whatever is pure, whatever is lovely, whatever is admirable – if anything is excellent or praiseworthy – think about such things.” Here God’s Word is specific in naming the values that are worth making a priority. Not only did Paul indicate that they are to be thought of, but biblical commentaries see these as things to be focused on and to which one should dedicate themselves.

The values related to work stem directly from the purpose received from God (Bamber & Borchers, 2020). The Word of God instructed that when an employee’s life values are congruent with the values of the Lord, then there will be an increased contentment and peace (*New International Version Bible*, 2011, John 6:35). Here Jesus explained how his very presence and all that He embodies are what sustains the human life (Brown, 1966). As Jesus is the living bread, or sustenance of life, the power of God’s very being is made evident. To live out and focus on the values of God means to also be satisfied and not want for more (Brown, 1966). The Bible is quite clear when it comes to the values of God and what He finds to be the most important. As referenced here, “Hate what is evil; cling to what is good” (*New International Version Bible*, 2011, Romans 12:9). As culture celebrates a desire for success and wealth, God warns His people that the value of money and His values are incongruent: “No one can serve two masters. Either you will hate the one and love the other, or you will be devoted to the one and despise the other. You cannot serve both God and money” (*New International Version Bible*, 2011, Matthew 6:24). The congruence of values with God lend to a more satisfied and committed life with Jesus.

To live a life committed to Christ, it is essential to submit to the will of the Lord as stated, “you ought to say, ‘If it is the Lord’s will, we will live and do this or that.’” (*New International Version Bible*, 2011, James 4:15). Similar to value congruence and organizational commitment of employees, the life of a Christian must be aligned with the values of God in order to be fully committed to the will and life of Christ. The ambiguity of the terms “this or that” indicates that God’s will should be followed in every occurrence in life (Johnson, 1995). Certainly, as James encourages the following of God’s will in each circumstance, this would include the goals and values in professional life. Specific to explaining how God’s values impact a life pleasing to His will is found in the following:

Therefore, I urge you, brothers and sisters, in view of God’s mercy, to offer your bodies as a living sacrifice, holy and pleasing to God – this is your true and proper worship. Do not conform to the pattern of this world, but be transformed by the renewing of your mind. Then you will be able to rest and approve what God’s will is – his good, pleasing and perfect will. (*New International Version Bible*, 2011, Romans 12:1-2)

True contentment stems from a life committed to the values of God and is shown through the fruit of the Spirit. There is a clear understanding from a biblical standpoint that the relationship between value congruence and commitment is significant, and as both of these constructs increase then satisfaction follows. “For whoever wants to save their life will lose it, but whoever loses their life for me will find it” is the fundamental understanding of a life sacrificed to the values of a holy God (*New International Version Bible*, 2011, Matthew 16:25). A biblical understanding of the research suggested that

employee values will be congruent with what is made the priority. For Christians, these values would be first aligned with the values of Jesus.

Summary

The congruence of organizational and employee values has developed as one of the more informative avenues of evaluating organizational commitment (Chatzopoulou & de Kiewiet, 2020; Rank & Contreras, 2021). Value congruence, however, needs to be thoroughly understood for Millennial employees as they rise to be the significant population in the workforce (Morrell & Abston, 2018). Review of literature indicated that value congruence could improve employee performance and motivation, and positively impact the overall health and wellbeing of employees (Bonaparte, 2018; Seggewiss et al., 2019). As organizations look to retain quality Millennial employees and maintain a positive working environment it is beneficial to understand the relationship between value congruence and organizational commitment. The global workforce continues to evolve past home nations and include teams with diversity and multinational representation (Basinska & Rozkwitalska, 2022). To understand if the American Millennial values and commitment differ significantly than those of their international counterparts, it is worth analyzing the generation's proclivity for certain values across nations. Because of the great scope of the Millennial workforce, examining the differences across nationalities highlights any significant differences to improve understanding. Contrary to the world but in alignment with the literature, the Bible explains that value congruence plays a significant role in the relationship to commitment (*New International Version Bible*, 2011, Matthew 16:25; Romans 12:1-2). As employees may seek to follow values and purpose in their work life, it is with God as the guidepost

that there can be a direction for the future (Keefer, 2019). Whether for meaning or for the search for contentment, Millennial employees are known for a different set of values than previous generations (Stewart et al., 2017). Rather than pushing back against a change of values, it is advantageous for organizations to be able to understand if value congruence is important for this unique generation of workers. Further examination of research could positively impact the wellbeing of employees and organizational development.

CHAPTER 3: RESEARCH METHOD

Overview

Chapter Three provides a summary of the methods, instruments, and sample that were used in the study. Following a review of all research questions and hypotheses is an explanation of the quantitative research design and why this was chosen for this study. A description of the participants and any recruitment analyses is included, followed directly by the procedure of the study in its entirety. Explaining each instrument to be used in the survey and a discussion of variables is included, as well as how the data was analyzed following collection. To wrap up the chapter, all delimitations, assumptions, and limitations are summarized followed by a concise recap.

Research Questions and Hypotheses

Research Questions

RQ1: What is the relationship between value congruence and organizational commitment in Millennial employees?

RQ 2: Does job satisfaction mediate the relationship between value congruence and organizational commitment in Millennial employees?

RQ 3: Is there a significant difference between American and International employees and the relationship of value congruence and organizational commitment?

Hypotheses

Hypothesis 1: Congruence between employee and organizational values is positively related to commitment among employees.

Null Hypothesis 1: There is no relationship between employee and organizational value congruence and commitment.

Hypothesis 2: Job satisfaction connects value congruence and organizational commitment in Millennial employees.

Null Hypothesis 2: Job satisfaction does not connect value congruence and organizational commitment in Millennials.

Hypothesis 3: A significant difference exists between American and International employees' relationship with value congruence and commitment.

Null Hypothesis 3: There is no significant difference between American and International employees in the relationship of value congruence and commitment.

Research Design

To examine the relationship between value congruence and organizational commitment in Millennial employees as mediated by job satisfaction, a quantitative survey design was utilized. Multiple regression analyses were completed in this study using value congruence, the potential mediator of job satisfaction, and the interaction of value congruence X potential mediator to understand the relation with organizational commitment. Previous studies similarly utilized multiple regression analyses, which had a statistical effectiveness in their examination of these constructs (Dunaetz et al., 2020; Panahi et al., 2017). Using multiple regression analysis is best in this study as it permitted examination of the relationship between the dependent variable (organizational commitment), the predictor variable (value congruence), and the mediating variable (job satisfaction) while indicating significance of these predictors to the relationship (Dunaetz et al., 2020).

With the constructs of the study containing personal characteristics and individual experiences, a self-reported survey was used to collect data from participants. Utilizing

electronic surveys online was sufficient for collection of data, as shown in Alkhadher et al.'s (2020) research. While the self-report survey may have introduced method variance, the anonymity of the participants should have helped to decrease this effect (Alkhadher et al., 2020).

Participants

Millennial employees born between the years of 1981 and 1996 were the basis of the population for this study. To obtain a diverse perspective of the general Millennial values and commitment, the sample included employees from any country, workplace sector, or gender. Previous review of literature suggested a medium effect size for analysis to represent the average effect for the area (Sim et al., 2022). Based on the mediation analysis used by studies and the a priori analysis with a Power of .80 and alpha .05, the suggested total sample size was 43 (Sim et al., 2022).

Recruiting employee participants for the study was completed through the utilization of social media and email requests. Social media included Facebook and LinkedIn. The verbiage included in all social media recruitment can be seen in Appendix I. This communication was posted on Facebook and LinkedIn and included the link to the questionnaire for ease of access. Any emails sent to participants were sent with the permission of business management. Emails were sent to business managers, HR, and legal teams for approval before recruitment began. This communication can be found in Appendix H. After obtaining all company approval, emails were sent to employees. The recruitment emails (Appendix F) were sent to team leads and distributed throughout several departments. The leads were asked to share with team members and noted company approval. If participants agreed to participate, they were directed to click on the

link for the questionnaire. This link could be found directly in the email or social media post. A consent form indicating anonymity and information about the purpose of the study was shown at the beginning of the questionnaire. After agreeing to participate via the consent form, the link moved directly to a survey for participants to complete.

Study Procedures

Prior to beginning any data collection or the recruitment of participants, the study was sent to Liberty University's Institutional Review Board (IRB) for approval. All documents shown in the appendices of this study were included for review and approval. The IRB review included answering questions about all procedures, data collection, confidentiality, and ethics of the study. After minor edits to documentation the study was approved by the IRB and data collection could begin.

Recruiting employees of this population was completed using social media platforms and email requests, while all participants completed the questionnaires electronically. Social media sites included LinkedIn and Facebook, and participant emails were sent with prior business approval. For reference, the social media postings and recruitment emails can be found in Appendix I and Appendix F respectively. Once company leadership approved the recruitment of employees, emails were sent to team leaders. The leaders were asked to share the informational email and link with team members. Participants were able to click directly on the social media post or link in the email and were directed to a consent form through the digital requests. All responses were anonymous, and participants were not asked to provide significant identifying data. At the end of the complete questionnaire, respondents were invited to share the link with colleagues, family, or friends via their own social media or email. The complete survey

scores of each assessment were automatically submitted to the research site, SurveyMonkey, once the respondent completed the survey.

To begin the questionnaire, participants first answered demographic questions. Cable and Edward's Work Values Survey (Cable & Edwards, 2004), seen in Appendix B, was the initial survey introduced to the participants. While this is a somewhat lengthy questionnaire, the value congruence variable is integral to the study and participants were notified of the estimated timeframe before beginning. Allen and Meyer's revised tool (referenced in Appendix C) for measuring organizational commitment (1993) and Spector's (1985) Job Satisfaction Survey rounded out the participant questionnaires to analyze the indicated variables. Spector's (1985) survey can be referenced in Appendix D. Each of the questionnaires consisted of Likert-based questions and should have indicated an in-depth overview for participants to complete if they are willing to spend the time.

Multiple regression analyses, mediation analysis, and independent samples t-tests were then completed to analyze the data and answer the research questions. Analyses of each of these was to determine how value congruence relates to organizational commitment, the potential mediator of job satisfaction, and the interaction of value congruence X potential mediator. Following the completion of response collection, all data was obtained from SurveyMonkey and entered into SPSS Version 29 for analysis.

Instrumentation and Measurement

Demographic Questionnaire

Demographic criteria were captured in a questionnaire for participants to choose their year of birth within the Millennial generation, country of residence, job sector, and

gender. Participants were able to choose which year they were born between 1981 and 1996 in order to understand the scope of the responses and insure Millennial status. There was an opportunity to write in country of residence for analysis of diverse employee responses. Finally, there was an option for participants to choose between male or female gender.

Value Congruence

Those who agreed to participate in the study were given Cable and Edwards Work Values Survey (Cable & Edwards, 2004). Because this is one of the main variables of the study, the assessment is substantial in its examination of work values. The tool consists of 32 items and can be fairly time consuming for some respondents. The responses are based on a Likert scale from 1 – Not important at all to 5 – Extremely important. Eight varying concepts of work values are measured in this tool including altruism, relationships, pay, security, authority, prestige, variety, and autonomy (Cable & Edwards, 2009). This tool was adapted based on Schwartz's (1992) depiction of values, which was meant to encompass widespread values across groups. Each concept scale of the Work Values Survey was totaled and then divided by the number of items per scale (5). The higher scores indicate a stronger emphasis placed on that specific value. The participants were able to indicate the level of importance each value holds for them personally and in a work environment. This assessment has exhibited high internal consistency reliability with most scales indicating values averaging .85 (Cable & Edwards, 2004).

Organizational Commitment

The respondents were given a version of Allen and Meyer's revised (1993) tool for measuring organizational commitment. The revised tool provides a bit of a shorter

length to reduce participant time spent on the survey. Researchers in previous studies have utilized this assessment to gain an understanding of organizational commitment among employees. Allen and Meyer (1993) inform researchers of three components of organizational commitment, including affective, normative, and continuance commitment. The assessment consists of Likert scaled questions from 1 to 7 measuring the importance of certain factors. Higher scores on this assessment suggest greater commitment. The reliability of this instrument exceeds .70, showing internal consistency and significant confirmation of construct validity. As Byza et al. (2019) modeled in their own study, the predictor values were used in order to measure the commitment as a result. The scores within each scale were averaged to understand a score for the affective, normative, and continuance scales. Some of the measurement items were coded and reverse scored.

Job Satisfaction

Spector's (1985) Job Satisfaction Survey was implemented for the examination of overall satisfaction. This is based on nine separate areas of work satisfaction, with a total of 36 items. The items are Likert based from 1 (strongly disagree) to 6 (strongly agree). This tool has been researched with favorable reliability and validity results. Significant evidence of discriminant and convergent validities is shown in the values between .61 and .80. The higher scores within this scale suggest increased job satisfaction. Some of the measurement items were coded and reverse scored.

Operationalization of Variables

Value congruence – Value congruence is a ratio variable and will be measured by the total score on Super's Work Values Inventory-Revised (Robinson & Betz, 2008).

Organizational commitment – Organizational commitment is a ratio variable that will be measured by the total score on Allen and Meyer's instrument (1990).

Job satisfaction – Job satisfaction is a ratio variable that will be measured by the total score on Spector's Job Satisfaction Survey (1985).

Data Analysis

Multiple regression analyses were used to evaluate the relationship between value congruence and organizational commitment. Regression through mediation analysis was also used to test the mediation of job satisfaction in the relationship between value congruence and commitment. As the study's purpose was to forecast organizational commitment (continuous dependent variable) from value congruence and the mediating variable of job satisfaction, multiple regression analyses are best suited (Martin & Bridgmon, 2012). An independent samples t-test was completed to analyze Research Question 3. Because Research Question 3 is examining the difference between two independent samples (US and International responses), independent t-test is appropriate (Martin & Bridgmon, 2012). As noted by Martin and Bridgmon (2012), the assumptions of normality and homoscedasticity were tested using histograms and scatter plots. SPSS Version 29 was utilized in the data analysis portion of the study. To summarize the results of the demographic categories, descriptive statistics were used to assess the mean and standard deviation of the categories.

Delimitations, Assumptions, and Limitations

Highlighted by the review of literature and background in previous chapters, this study delimited data based on Millennial employees who were currently employed at the time of participation. This was essential for sampling the correct population in which there is a gap in current research. Dependent on the number and diversity of participants, the study had the possibility of being limited in truly understanding a Millennial perspective. If the sample had not been large enough there may not be a representative percentage of diverse employees to examine. If there was a smaller number of participants or from a reduced area, then that could limit the potential for understanding value congruence and organizational commitment for a generation. The length of the survey would pose a limitation to participants willingness to respond and may require minor incentives for participation.

Summary

Information presented in chapter 3 covered the details of the research design and review of all research questions and hypotheses. In order to examine how the value congruence of Millennial employees relates to organizational commitment, mediated by job satisfaction, the chapter also included the planned population of the study and how they will be recruited. A thorough analysis of the study procedure was articulated to create a method that could be replicated in the future. Each instrument that was utilized to measure variables was discussed with an investigation into their reliability, validity, and overall integrity of the tools planned to be used. Chapter 3 also covered the operationalization of all variables, how they were measured, and details on the statistical

analysis of the study data. To wrap up the chapter, any assumptions and limitations were reiterated as well as noting the delimitations relevant to the study.

Chapter 4 will begin to introduce the data, study findings, and results following the collection of responses. Chapter 5 will consist of a discussion of the study results and how the analysis will be understood. Any further limitations and discussion of significant information for theory and practice will round out the 5th chapter.

CHAPTER 4: RESULTS

Overview

Exploring the relationship between value congruence and organizational commitment in Millennial employees was the intent of this study. In addition, the study sought to investigate if there is a significant difference between this relationship between American and international Millennials. How job satisfaction mediates the relationship between value congruence and organizational commitment was also included. The purpose of the study was to increase the knowledge of Millennial employee values and their impact. Doing so, would facilitate organizational leaders to create cultures in which retaining employees is a greater likelihood.

Forty-five online questionnaires were completed after being posted online via social media and communicating with business leaders. An explanation of the study, consent form, and link to the questionnaire were sent to participants using email or by simply clicking on posted announcements. Participants were given three weeks to respond and participate before a reminder was posted or emailed.

The following research questions and hypotheses were analyzed resulting from the review of current literature on value congruence and organizational commitment in the Millennial generation:

Research Question 1: What is the relationship between value congruence and organizational commitment in Millennial employees?

Hypothesis 1: Congruence between employee and organizational values is positively related to commitment among employees.

Null Hypothesis 1: There is no relationship between employee and organizational value congruence and commitment.

Research Question 2: Does job satisfaction mediate the relationship between value congruence and organizational commitment in Millennial employees?

Hypothesis 2: Job satisfaction connects value congruence and organizational commitment in Millennial employees.

Null Hypothesis 2: Job satisfaction does not connect value congruence and organizational commitment in Millennials.

Research Question 3: Is there a significant difference between American and International employees and the relationship of value congruence and organizational commitment?

Hypothesis 3: A significant difference exists between American and International employees' relationship with value congruence and commitment.

Null Hypothesis 3: There is no significant difference between American and International employees in the relationship of value congruence and commitment.

This chapter will explain the results of the study. The results overview will first include the demographic numbers such as gender, country of residence, and job sector. Following a description of demographics, Chapter 4 summarizes the regression analyses and mediation analysis completed for each research question. A summary of the results will wrap up the chapter.

Descriptive Results

Results from the questionnaires were compiled from a sample of Millennial employees, of which there were 17 male, 26 female, and 2 participants who chose not to

report their gender. This translates to a sample consisting of approximately 37.8% male, 57.8% female, and 4.4% who did not report gender (Table 1). Table 1 also displays the frequency and percentage of US based versus international participants in which 15.6% of those who participated were doing so outside of the United States, while 84.4% were American participants. The countries of residence included Guatemala, India, Poland, Argentina, Netherlands, and Romania. Notable frequencies also included in Table 1 are the job sectors of the sample. The most reported job sectors were Business/Media/Communications with 24.4%, Education with 22.2%, and Tech/Engineering with 17.8% of the sample working in this sector. There were 10 respondents born in the year 1989 and the next most frequent birth year of 1994 with 6 respondents. The year of 1982 from the Millennial generation was the only year not represented within the sample.

Table 1

Sample Demographics

<i>Gender</i>		
	Frequency	Percentage
Male	17	37.8%
Female	26	57.8%
Prefer Not to Answer	2	4.4%
<i>Country</i>		
	Frequency	Percentage
US	38	84.4%
International	7	15.6%
<i>Sector</i>		
	Frequency	Percentage

Healthcare	2	4.4%
Tech/Engineering	8	17.8%
Business/Media/Communications	11	24.4%
Education	10	22.2%
Government/Military	3	6.7%
Social Work/Non-Profit	5	11.1%
Human Resources	5	11.1%
Construction	1	2.2%

Birthyear

	Frequency	Percentage
1981	2	4.4%
1983	1	2.2%
1984	2	4.4%
1985	3	6.7%
1986	1	2.2%
1987	2	4.4%
1988	4	8.9%
1989	10	22.2%
1990	4	8.9%
1991	1	2.2%
1992	2	4.4%
1993	4	8.9%
1994	6	13.3%
1995	2	4.4%
1996	1	2.2%

To better understand the reliability of the three scales used in the study, Table 2 displays the reliability statistics in Cronbach's α and the number of items per scale. The Work Values Survey (WVS) has 32 items and $\alpha = .88$. The revised Organizational Commitment Scale has 16 items with $\alpha = .80$. Finally, the Job Satisfaction Scale includes 36 items with $\alpha = .92$. The Cronbach's α scores indicate good internal consistency and reliability.

Table 2*Reliability Statistics*

Scale	Cronbach's α	N of Items
WVS	.88	32
Commitment	.80	18
JSS	.92	36

Table 3 displays the descriptive statistics, including mean and standard deviation of the study variables. The variables specific to Table 3 are Value Congruence – with each section of the Work Values Survey (Cable & Edwards, 2004), Organizational Commitment – with each section of Allen and Meyer's Revised Organizational Commitment Scale (1993), and the descriptive statistics of Spector's Job Satisfaction scale (1985). Because the means and standard deviations did not indicate a substantial amount of maximum or minimum scores, there is less likely to be ceiling or floor effects.

Table 3*Descriptive Statistics of Variables*

	N	Minimum	Maximum	Mean	Std. Deviation
Value Congruence	45	2.47	4.78	3.3264	.48971
Personal Values	45	3.40	8.00	5.7022	.81086
Org Values	45	2.40	8.00	5.0578	1.21702
Personal Needs	45	4.00	8.00	5.6178	.74201
Org Supplies	45	3.00	7.40	4.9111	1.00141
Org Comm Total	45	1.89	5.67	3.9716	.89922
Affective Com	45	1.00	5.71	3.7714	1.15954

Continuance Com	45	1.14	5.14	3.4000	1.10051
Normative Com	45	.86	6.00	3.0413	1.20667
Job Sat	45	1.69	5.14	3.8272	.74111

In Table 3's depiction of mean and standard deviations, the mean Value Congruence standard is 3.33 with a standard deviation of .49. Organizational Commitment had a mean score of 3.97 with a standard deviation of .89. Job Satisfaction had a mean of 3.83 and a standard deviation of .74. The means and standard deviations of the variables suggest that there is a good distribution.

Study Findings

Using SPSS Version 29, regression analyses were completed to understand the relationships between value congruence and organizational commitment, as well as facilitating the mediation of job satisfaction. By using regression analyses, the relationships and correlations between variables should be able to be examined. Regression analysis can also suggest the goodness of fit (Xiao et al., 2019). The statistical assumption of homoscedasticity was tested utilizing scatter plots. Normal distribution assumptions were tested with normal probability plots. The mediating variable of job satisfaction required the regressions completed through mediation analysis. The specific considerations of the mediation analysis included analyzing a) the effect of X (organizational commitment) onto the mediator, b) the effect of mediator onto Y (value congruence), with the final regression estimating c) the total effect of X onto Y (Feingold et al., 2019). An independent samples t-test was utilized to compare the American and

International groups of responses. The following will address each research question and related hypothesis' results.

Research Question 1

Research Question 1: What is the relationship between value congruence and organizational commitment in Millennial employees?

Hypothesis 1: Congruence between employee and organizational values is positively related to commitment among employees.

Null Hypothesis 1: There is no relationship between employee and organizational value congruence and commitment.

Regression analysis was utilized to test Hypothesis 1, analyzing the relationship between value congruence and organizational commitment. Table 4 displays the model summary for this data. R Square, seen in Table 4, indicates that 1.5% of the variability in organizational commitment of Millennial employees can be explained by increased value congruence. However, 16.4% of the variability is predicted for the model including the mediator job satisfaction. The Durbin-Watson test of assumption at 2.34 is relatively close to 2, indicating that the regressions are not creating autocorrelations. The VIFs showing as lower than 10 with 1.000 and 1.083, suggesting that the evidence of multicollinearity is not present. Shown in Figure 1, the histogram displaying the regression standardized residual indicates a normal distribution.

Table 4

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					VIF	df1	df2	Sig. F Change Durbin-Watson

1	.121 ^a	.015	-.008	.90293	1.000	1	43	.429	
2	.405 ^b	.164	.124	.84163	1.083	1	42	.009	2.340

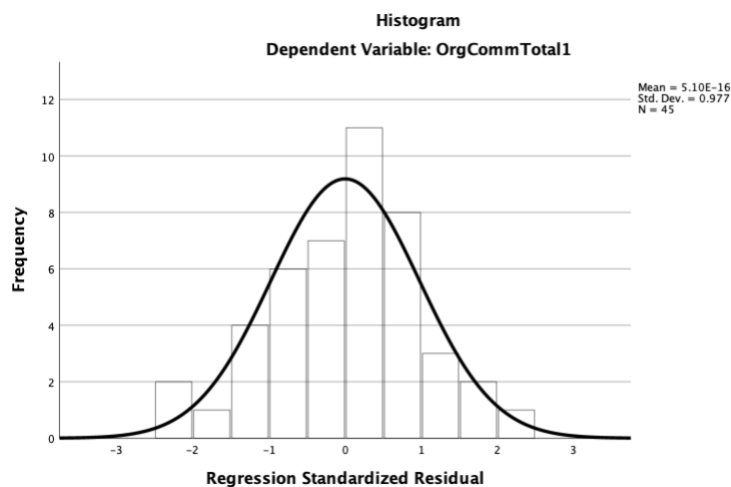
a. Predictors: (Constant), ValuesTotal1

b. Predictors: (Constant), ValuesTotal1, JobSat1

c. Dependent Variable: OrgCommTotal1

Figure 1

Histogram of the Regression Standardized Residual



By observing Figure 2, the P-P plot also suggests a normal distribution and the assumption of normality is confirmed. Figure 3 shows the scatterplot of the regression standardized predicted value, and the lack of a cone shape indicates a lack of heteroscedasticity.

Figure 2

P-Plot of Regression Standardized Residual

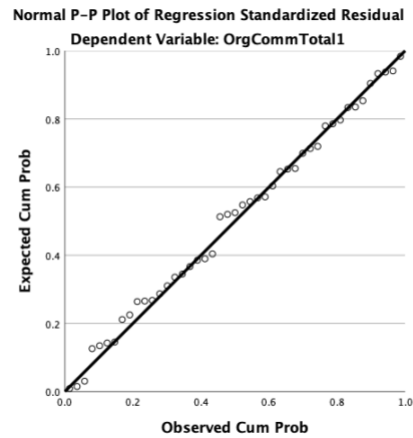
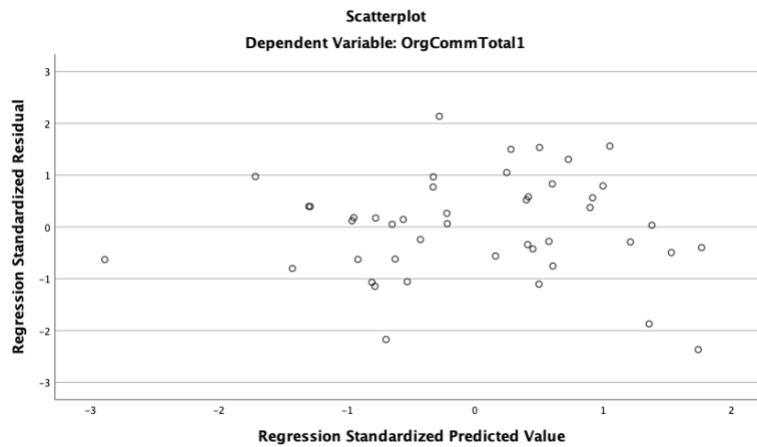


Figure 3

Scatterplot of the Regression Standardized Residual



The results of the regression analysis for Hypothesis 1 revealed a relationship between value congruence and organizational commitment that is not significant, $\beta = .12$, $t(43) = .799$, $p > .05$. This is shown in Table 5.

Table 5

Coefficients of Regression Analysis

	Unstandardized Coefficients		Standardized Coefficients	95.0% Confidence Interval for B			
	B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
Model							

1 (Constant)	3.233	.934		3.460	.001	1.348	5.117
ValuesTotal1	.222	.278	.121	.799	.429	-.338	.783

a. Dependent Variable: OrgCommTotal1

Research Question 2

Research Question 2: Does job satisfaction mediate the relationship between value congruence and organizational commitment in Millennial employees?

Hypothesis 2: Job satisfaction connects value congruence and organizational commitment in Millennial employees.

Null Hypothesis 2: Job satisfaction does not connect value congruence and organizational commitment in Millennials.

Due to the assumptions not all being met and Hypothesis 2 requiring analysis of the mediating variable, mediation analysis was conducted. As described above, the mediation analysis included analyzing a) the effect of X (organizational commitment) onto the mediator, b) the effect of mediator onto Y (value congruence), with the final regression estimating c) the total effect of X onto Y (Feingold et al., 2019). Effect a is statistically significant, $B = .49$, $p < .05$. Effect b and c are statistically insignificant, $B = .02$, $p > .05$, $B = .22$, $p > .05$. The effects indicate that job satisfaction does not mediate the relationship between value congruence and organizational commitment, but the effect of organizational commitment is mediated by job satisfaction. Table 6 and Figure 4 summarize the results of the mediation analysis.

Table 6

Mediation Analysis Summary

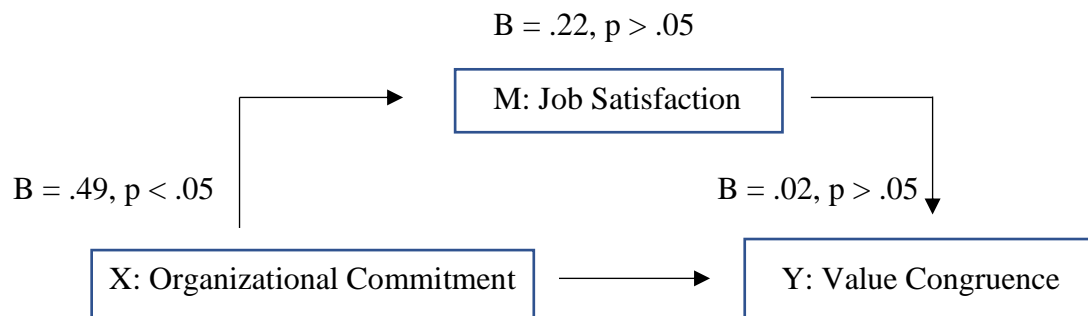
Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
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		B	Std. Error	Beta		
1	(Constant)	3.233	.934		3.460	.001
	ValuesTotal	.222	.278	.121	.799	.429
2	(Constant)	2.045	.973		2.101	.042
	ValuesTotal	.018	.270	.010	.068	.946
	JobSat	.488	.178	.402	2.737	.009

a. Dependent Variable: OrgCommTotal1

Figure 4

Mediation Analysis Overview



Research Question 3

Research Question 3: Is there a significant difference between American and International employees and the relationship of value congruence and organizational commitment?

Hypothesis 3: A significant difference exists between American and International employees' relationship with value congruence and commitment.

Null Hypothesis 3: There is no significant difference between American and International employees in the relationship of value congruence and commitment.

An independent samples t-test was completed to analyze Research Question 3 and determine if there was a significant difference between the American and International

employees' relationship between variables. The critical $t_{.05}(43) = 1.681$ and the observed t-values were less than this number. This indicates that the null hypothesis failed to be rejected at the .05 level of significance. The independent samples t-test suggests that there is not a significant difference between the American and International Millennial employee response in the study.

Table 7

Independent t-Test Summary

		Levene's		t-test for Equality of Means				
		Test	Significance					
					One-	Two-	Mean	Std. Error
		Sig.	t	df	p	Sided p	Difference	Difference
OrgCommTotal1	Equal variances assumed	.494	-.671	43	.253	.506	-.24979	.37218
	Not assumed		-.598	7.677	.283	.567	-.24979	.41764
ValuesTotal1	Equal variances assumed	.300	-	43	.037	.074	-.35891	.19626
			1.829					
	Not assumed		-	13.700	.010	.020	-.35891	.13663
			2.627					
JobSat1	Equal variances assumed	.809	.297	43	.384	.768	.09137	.30803
	Not assumed		.292	8.253	.389	.778	.09137	.31316

Summary

Completing the quantitative analysis of the study resulted in an understanding of the results of the research questions and corresponding hypotheses. Interestingly, the study moved in a different direction than initially anticipated. The null hypothesis related to Research Question 1 failed to be rejected and indicated that there is no relationship

between employee and organizational value congruence and commitment. The use of mediation analysis for Research Question 2 concluded that while job satisfaction does influence organizational commitment, job satisfaction did not impact value congruence or the relationship between the two. A final analysis of Research Question 3 was completed using an independent sample t-test. The information indicated that there is no significant difference between American and International employees in their relationship between value congruence and organizational commitment.

The results of the study were delivered as a summary in Chapter 4. To begin, the descriptive data of the demographics were presented, including gender, job sector, birth year, and country. Next, an overview of the measures used in the study was shown including normality and variability. Each research question and hypothesis were reiterated and discussed based on statistical results. Chapter 5 will summarize and discussion of the study findings, any limitations or recommendations, and a final synopsis of the report.

CHAPTER 5: DISCUSSION

Overview

The purpose of this study was to examine the relationship between value congruence and organizational commitment in Millennial employees. To analyze this relationship, the study also sought to understand if there is a significant difference between American and International employees and the value – commitment relationship. Finally, this study investigated how job satisfaction mediated the value – commitment relationship in Millennials. To help increase employee retention and overall well-being of employees, the study aimed to acknowledge the values of this workforce. The quantitative correlational approach to the study allowed for an opportunity to closely assess the variables of value congruence, organizational commitment, and job satisfaction.

Chapter 5 will contain a summary of the study findings, with a thorough discussion of how these relate to the corresponding theories and biblical constructs. Implications of the study on practice and theory will also be discussed including any major limitations that occurred. Following the analysis of any study limitations, it will be crucial to next consider the possible recommendations for future research. This chapter will close out the study with any remaining conclusions and key results.

Summary of Findings

Statistical analysis of the study results was collected following the administration of questionnaires to Millennial employees. A majority of the study sample were female (57.8%) and only 15.6% of participants represented from countries outside of the United States. As the employee job sector and year of birth were also noted, 24.4% of

participants come from the Business/Media/Communications sector, 22.2% work in Education, and most respondents were born in the Millennial years of 1989 or 1994. While most years of the Millennial defined generation were represented in the sample, there were no responses of those born in 1982. Each scale utilized in the study – The Work Values Survey, the revised Organizational Commitment Scale, and the Job Satisfaction Scale – indicated good internal consistency and reliability using Cronbach's α .

Using SPSS Version 29, regression analyses were completed to test the first hypothesis. It was determined that there was not a significant relationship between value congruence and organizational commitment in the Millennial employee sample, $\beta = .12$, $t(43) = .799$, $p > .05$. Hypothesis 2 investigated the impact of the mediating variable of job satisfaction. A mediation analysis conducted which resulted in understanding the following: a) the effect of job satisfaction and organization is significant, $B = .49$, $p < .05$, b) the effect of job satisfaction and value congruence is not significant, $B = .02$, $p > .05$, c) the total effect of organizational commitment and value congruence is not significant, $B = .22$, $p > .05$. Overall, the mediation analysis showed that while job satisfaction influences organizational commitment alone, job satisfaction does *not* connect value congruence and organizational commitment in Millennials.

Lastly, Hypothesis 3 examined if there was a significant difference between American and International value-commitment relationships. To assess this an independent samples t-test was completed. The observed t-values were less than the critical $t_{.05}(43) = 1.681$ and therefore indicated that there is not significant difference between the American and Millennial responses in this study.

Discussion of Findings

Results stemming from this study were not altogether surprising. Current literature about value congruence and organizational commitment has indicated that there is a positive relationship (Byza et al., 2019; Dunaetz et al., 2020; Husted, 2020; Kabat-Farr et al., 2018). The hole in research was regarding the specifics of the Millennial generation and whether this age group had similar correlations to values and commitment as others. This study did well to fill a part of the research gap and provide more information about how the specificity of the Millennial generation is influential for workplace leaders. Millennials are steadily rising as the largest working population (Delgado et al., 2020; Rank & Contreras, 2021), and understanding more of how value congruence and organizational commitment do not correlate may be helpful in retaining these employees. While the research suggested that Millennials tend to seek out more ethical places of work and are shown to be one of the more valued generations (Chatzopoulou & de Kiewiet, 2020; Delgado et al., 2020), it is noteworthy that the study findings were opposite of this notion.

As the workplace becomes increasingly diverse thanks to the development of more technology, research suggests that employees from differing nationalities may have similar values at work (Basinska & Rozkwitalska, 2022). Interestingly, the study findings indicated that there was not a significant difference in the Millennial response between American and International employees. This may be due to the fact that more diverse and inclusive organizations have created environments in which employees are introduced to other mindsets. The results from this hypothesis suggest that individual identity and

values are more influential than the country of origin on its own, as Puncheva-Michelotti et al. (2018) described.

Mediation analysis of job satisfaction may have indicated an overall lack of effect, but that job satisfaction's impact on organizational commitment was significant. Knowing this, workforce leadership can make decisions on the knowledge that the happiness of their employees influences overall morale and dedication (DiPietro et al., 2020). Although the study results did not show a significant effect of this mediating variable on value congruence, research explained that satisfied employees tend to have less turnover and higher performance (Illies & Reiter-Palmon, 2020). Crucial to this point is the understanding that while the significance of this study is minimal, the overall influence of job satisfaction is notable for employee managers and changemakers. Not to be dismissed as entirely insignificant, job satisfaction remains impactful for work behaviors such as organizational commitment, efficacy and results, contribution, and psychological engagement (Kumar, 2019; Alkhadher et al., 2020).

The work motivation theory guiding this study connects the individual employee with their environment. Latham (2012) explained that the needs of an employee are both psychological and physiological. Because these needs are holistic, they lend to what motivates an employee. Important to note about Latham's discussion of this theory and the Need Hierarchy is that "it is unlikely that strong evidence ever be found for a 'built-in' need hierarchy for employees" (Latham, 2012, p. 133). This point emphasizes that everyone will assess their needs based on their own values. Notably, however, is the fact that the hierarchy of needs still plays in when examining importance at work: in a scenario of safety at work versus efficiency employees will almost always prefer security

(Latham, 2012). Work motivation theory therefore suggests the importance of employee values as they direct individual needs. However, it seems to remain an order of importance when the needs of the employee are not prioritized.

In relation to the biblical foundations of this study, it is crucial to recognize how the insignificant relationship between value congruence and organizational commitment may be indicative of how individualized values are to employees. While it may be possible to make a representative statement regarding Millennial employees, the results of this study show that this is not the case regarding these hypotheses. There is no neutrality when it comes to the values of God, and those who follow him will know His values described by Paul (Martyn, 1997). If Christian employees are less committed to their organizations due to value incongruence, it is impossible to note by this study's results. As discussed earlier in the study, true contentment is a product of a life committed to Christ (*New International Version Bible*, 2011, Matthew 16:25). Whether Christian Millennials find their contentment through workplace value congruence is insignificant to their overall well-being through their sacrifice to a holy God.

Implications

Following the results of the study it would be pertinent for organizational leaders and managers to make the understanding of employee values a priority. While the study results did not indicate that value congruence is significantly correlated to organizational commitment, the literature continues to show that values and job satisfaction play major roles in employee well-being (DiPietro et al., 2020; Saridakis et al., 2020). It would be particularly beneficial for organizations to analyze their jobs and job structures to determine what is needed for the role. When employees are able to experience transparent

guidelines on expectations, they know what needs and values will need to be met (Glazer et al., 2019). Knowing this will allow for a possible increase in job satisfaction and may help in reducing the staff renewal rate. A recommendation to changemakers within organizations would be to implement workplace surveys to gain a better view of what is working and what their own population values. To go deeper, each manager could conduct a smaller survey within their own team. Some may consist of one generation and group, while others may have a more diverse set of opinions based on demographics. Without the consideration of employee values, it will be difficult to make positive changes to impact retention and performance.

Cultural awareness of ethics and values has become more front facing. Organizations are increasingly communicative and advocating for diversity and inclusion, social justice, environmentalism, and other social values (Kafka, 2023). Of course, these are not negative values on which to focus, but the question becomes whether organizations are as considerate of employee values. Implications for social change in this way would include having leadership take the initiative to take the temperature of their environment. Kafka (2023) warns against demonstrative values and encourages companies to focus on making employees feel valued amid introducing structural value change.

Limitations

No study remains without some limitations, and this included several. The study was conducted utilizing self-report assessments via online questionnaires, which can increase the possibility of method bias. Of course, all data gathered from respondents was kept anonymous, but the participants may have experienced the pressure to still provide

responses deemed socially conventional. While the response rate was fairly strong at 78%, the smaller sample size may not necessarily be representative of the Millennial population or generalizable to other generations. Additionally, the international participants only made up 15.6% of the sample. This is certainly a limitation in understanding if the international responses were indicative of a greater outlook among these employees.

Recommendations for Future Research

As the hypotheses results suggested a lack of significance in the correlation between these variables, it can be determined that individual characteristics of employees are highly influential. A qualitative study to determine more intricacies of the Millennial generation through their experience would be informational for a more in-depth understanding of how this age group differs. In addition, further research into the specifics of job satisfaction among Millennials could be beneficial. The mediation analysis in this study suggested a low effect, but that job satisfaction still has some impact on commitment. Knowing this and what current research has shown for other age groups could enlighten researchers in this field.

Summary

Results of this study have found that there was not a significant relationship between value congruence and organizational commitment in Millennial employees. There was also not a significant difference between employees based in the United States or internationally when it comes to the commitment value – commitment relationship. Although job satisfaction acting as a mediator was found to influence organizational commitment, there was not a significant effect overall. Despite the overwhelmingly

insignificant results of the hypotheses, Millennials continue to grow into the largest working American population (Delgado et al., 2020; Rank & Contreras, 2021). The gap in current research relating to these variables and Millennials was certainly filled, and there is more of an understanding of what may be impactful for their employee experience.

Learning more about Millennial employees and how they engage with values will help to retain great employees and increase competency and results (Hurtienne et al., 2021). This study highlighted the need for more of an investigation into the Millennial employee experience and how they may be motivated. A qualitative study interviewing Millennial employees or observing within an organization might produce differing results to explain these behaviors more. While companies continue to monitor the social changes within culture, it is pertinent to implement structural change or diverse programs in a way that supports employee needs. By doing so, the Millennial generation will continue to grow stronger and feel more valued, resulting in organizations that hopefully produce purposeful, contented employees in addition to monetary gain.

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APPENDIX A: Demographic Questionnaire

1. In which of the following years from the Millennial generation were you born?
 - a. 1981
 - b. 1982
 - c. 1983
 - d. 1984
 - e. 1985
 - f. 1986
 - g. 1987
 - h. 1988
 - i. 1989
 - j. 1990
 - k. 1991
 - l. 1992
 - m. 1993
 - n. 1994
 - o. 1995
 - p. 1996
2. Please list your country of residence. _____
3. Please list your job sector (i.e., technology, hospitality, retail, business, health, etc.)
4. What is your gender?
 - a. Male
 - b. Female
 - c. Prefer not to answer

APPENDIX B: Work Values Survey (Cable & Edwards, 2004)

Personal values - “How important is this to you?” on a 5-point scale ranging from 1 (not important at all) to 5 (extremely important).

1. Altruism
2. Relationships
3. Pay
4. Security
5. Authority
6. Prestige
7. Variety
8. Autonomy

Organizational values - “How important is this at your organization?” on a 5-point scale again ranging from 1 (not important at all) to 5 (extremely important).

9. Altruism
10. Relationships
11. Pay
12. Security
13. Authority
14. Prestige
15. Variety
16. Autonomy

Personal needs - “How much is the right amount for you?” on a 5-point scale ranging from 1 (none) to 5 (a very great amount).

17. Altruism
18. Relationships
19. Pay
20. Security
21. Authority
22. Prestige
23. Variety
24. Autonomy

Organizational supplies - “How much is present in your work?” on a 5-point scale again ranging from 1 (none) to 5 (a very great amount).

25. Altruism
26. Relationships
27. Pay
28. Security
29. Authority
30. Prestige
31. Variety
32. Autonomy

APPENDIX C: Allen & Meyer's Organizational Commitment Scale Revised (1993)

Affective Commitment Scale

1. I would be very happy to spend the rest of my career with this organization.
2. I really feel as if this organization's problems are my own.
3. I do not feel a strong sense of "belonging" to my organization. (R)
4. I do not feel "emotionally attached" to this organization. (R)
5. I do not feel like "part of the family" at my organization. (R)
6. This organization has a great deal of personal meaning for me.

Continuance Commitment Scale

1. Right now, staying with my organization is a matter of necessity as much as desire.
2. It would be very hard for me to leave my organization right now, even if I wanted to.
3. Too much of my life would be disrupted if I decided I wanted to leave my organization now.
4. I feel that I have too few options to consider leaving this organization.
5. If I had not already put so much of myself into this organization, I might consider working elsewhere.
6. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.

Normative Commitment Scale

1. I do not feel any obligation to remain with my current employer. (R)
2. Even if it were to my advantage, I do not feel it would be right to leave my organization now.
3. I would feel guilty if I left my organization now.
4. This organization deserves my loyalty.
5. I would not leave my organization right now because I have a sense of obligation to the people in it.
6. I owe a great deal to my organization.

Note. (R) indicates a reverse-keyed item. Scores on these items should be reflected (i.e., 1 = 7, 2 = 6, 3 = 5, 4 = 4, 5 = 3, 6 = 2, 7 = 1) before computing scale scores.

APPENDIX D: Spector's Job Satisfaction Scale (1985)

1. I feel I am being paid a fair amount for the work I do.
2. There is really too little chance for promotion on my job. *
3. My supervisor is quite competent in doing his/her job.
4. I am not satisfied with the benefits I receive. *
5. When I do a good job, I receive the recognition for it that I should receive.
6. Many of our rules and procedures make doing a good job difficult. *
7. I like the people I work with.
8. I sometimes feel my job is meaningless. *
9. Communications seem good within this organization.
10. Raises are too few and far between. *
11. Those who do well on the job stand a fair chance of being promoted.
12. My supervisor is unfair to me. *
13. The benefits we receive are as good as most other organizations offer.
14. I do not feel that the work I do is appreciated. *
15. My efforts to do a good job are seldom blocked by red tape.
16. I find I have to work harder at my job than I should because of the incompetence of people I work with. *
17. I like doing the things I do at work.
18. The goals of this organization are not clear to me. *
19. I feel unappreciated by the organization when I think about what they pay me. *
20. People get ahead as fast here as they do in other places.
21. My supervisor shows too little interest in the feelings of subordinates. *
22. The benefit package we have is equitable.
23. There are few rewards for those who work here. *
24. I have too much to do at work. *
25. I enjoy my coworkers.
26. I often feel that I do not know what is going on with the organization. *
27. I feel a sense of pride in doing my job.
28. I feel satisfied with my chances for salary increases.
29. There are benefits we do not have which we should have. *
30. I like my supervisor.
31. I have too much paperwork. *
32. I don't feel my efforts are rewarded the way they should be. *
33. I am satisfied with my chances for promotion.
34. There is too much bickering and fighting at work. *
35. My job is enjoyable.
36. Work assignments are often not fully explained. *

Note: Items marked with * should be reverse scored.

APPENDIX E: Questionnaire Consent Form

Title of the Project: The Role of Value Congruence on Millennial Employee Organizational Commitment

Principal Investigator: Victoria H. Weatherbee, M.Ed., Graduate Student, Liberty University

Invitation to be Part of a Research Study

You are invited to participate in a research study. To participate, you must have been born between the years of 1981 and 1996 and currently be employed. Taking part in this research project is voluntary.

Please take time to read this entire form and ask questions before deciding whether to take part in this research.

What is the study about and why is it being done?

The purpose of the study is to understand how value congruence influences organizational commitment in millennial employees. In the exploration of value alignment, the goal is to increase overall job satisfaction and retention of employees.

What will happen if you take part in this study?

If you agree to be in this study, I will ask you to do the following things:

1. Complete an online questionnaire, which should take 30 minutes to complete.

How could you or others benefit from this study?

Participants should not expect to receive a direct benefit from taking part in this study.

Benefits to society include alleviating burnout and fatigue, contributing to the overall well-being of employees and performance of organizations.

What risks might you experience from being in this study?

The risks involved in this study include a breach of confidentiality should the study data be stolen or lost. This could lead to a risk of employer knowledge of any responses, and potential economic impact. The risks involved in this study are minimal, which means they are equal to the risks you would encounter in everyday life.

How will personal information be protected?

The records of this study will be kept private. Research records will be stored securely, and only the researcher will have access to the records.

- Participant responses will be anonymous.
- Data will be stored on a password-locked computer and may be used in future presentations. After three years, all electronic records will be deleted.

Is study participation voluntary?

Participation in this study is voluntary. Your decision whether or not to participate will not affect your current or future relations with Liberty University or your employer. If you decide to participate, you are free to not answer any question or withdraw at any time prior to submitting the questionnaire without affecting those relationships.

What should you do if you decide to withdraw from the study?

If you choose to withdraw from the study, please exit the questionnaire and close your internet browser. Your responses will not be recorded or included in the study.

Whom do you contact if you have questions or concerns about the study?

The researcher conducting this study is Victoria Weatherbee. You may ask any questions you have now. If you have questions later, **you are encouraged** to contact her at [REDACTED]. You may also contact the researcher's faculty sponsor, Dr. Gilbert Franco, at [REDACTED].

Whom do you contact if you have questions about your rights as a research participant?

If you have any questions or concerns regarding this study and would like to talk to someone other than the researcher, **you are encouraged** to contact the Institutional Review Board, 1971 University Blvd., Green Hall Ste. 2845, Lynchburg, VA 24515, or email at irb@liberty.edu.

Disclaimer: The Institutional Review Board (IRB) is tasked with ensuring that human subjects research will be conducted in an ethical manner as defined and required by federal regulations. The topics covered and viewpoints expressed or alluded to by student and faculty researchers are those of the researchers and do not necessarily reflect the official policies or positions of Liberty University.

Your Consent

Before agreeing to be part of the research, please be sure that you understand what the study is about. You can print a copy of the document for your records. If you have any questions about the study later, you can contact the researcher using the information provided above.

APPENDIX F: Recruitment Email

Dear Recipient:


As a graduate student in the School of Psychology at Liberty University, I am conducting research as part of the requirements for a Doctor of Philosophy degree. The purpose of my research is to understand how value congruence influences organizational commitment in millennial employees, and I am writing to invite eligible participants to join my study.

Participants must have been born between the years of 1981 and 1996 and currently be employed. Participants, if willing, will be asked to complete an online questionnaire, which will take 30 minutes. Participation will be completely anonymous, and no personal, identifying information will be collected.

To participate, please click [here](#).

A consent document is provided as the first page of the questionnaire. The consent document contains additional information about my research. After you have read the consent form, please click the link to proceed to the questionnaire. Doing so will indicate that you have read the consent information and would like to take part in the questionnaire.

Sincerely,

Victoria Weatherbee
Graduate Student, Department of Psychology
Liberty University


APPENDIX G: Recruitment Follow-Up Email

Dear Recipient:

As a graduate student in the School of Psychology at Liberty University, I am conducting research as part of the requirements for a Doctor of Philosophy degree. Last week an email was sent to you inviting you to participate in a research study. This follow-up email is being sent to remind you to complete the questionnaire if you would like to participate and have not already done so. The deadline for participation is April 1, 2023.

Participants, if willing, will be asked to complete an online questionnaire, in which all responses will remain anonymous. It should take approximately 30 minutes to complete the procedure listed. Participation will be completely anonymous, and no personal, identifying information will be collected.

To participate, please [click here](#).

A consent document is provided as the first page of the questionnaire. The consent document contains additional information about my research. After you have read the consent form, please click the link to proceed to the questionnaire. Doing so will indicate that you have read the consent information and would like to take part in the questionnaire.

Sincerely,

Victoria Weatherbee
Graduate Student, Department of Psychology
Liberty University
[REDACTED]

APPENDIX H: Permission to Recruit Email

March 23, 2023



Dear [REDACTED],

As a graduate student in the School of Psychology at Liberty University, I am conducting research as part of the requirements for a Doctor of Philosophy degree. The title of my research project is The Role of Value Congruence on Millennial Employee Organizational Commitment, and the purpose of my research is to understand how value congruence influences organizational commitment in millennial employees.

I am writing to request your permission to contact members of your organization to invite them to participate in my research study.

Participants will be asked to complete the attached survey. Participants will be presented with informed consent information prior to participating. Taking part in this study is completely voluntary, and participants are welcome to discontinue participation at any time.

Thank you for considering my request. If you choose to grant permission, respond by email to [REDACTED].

Sincerely,

Victoria Weatherbee
Graduate Student, Department of Psychology
Liberty University
[REDACTED]

APPENDIX I: Social Media Recruitment

Facebook

ATTENTION Facebook: I am conducting research as part of the requirements for a Doctor of Philosophy at Liberty University. The purpose of my research is to understand how value alignment with organizations impacts employee commitment. To participate, you must have been born between the years of 1981 and 1996 and be currently employed, as this is a study of Millennial employees. Participants will be asked to complete an online questionnaire, in which all responses will remain anonymous. If you would like to participate and meet the study criteria, please [click here](#). A consent document will be provided as the first page of the questionnaire. Please review this consent page and click the “Begin Questionnaire” button at the end of the page if you agree to participate in this study.

LinkedIn

ATTENTION LinkedIn: I am conducting research as part of the requirements for a Doctor of Philosophy at Liberty University. The purpose of my research is to understand how value alignment with organizations impacts employee commitment. To participate, you must have been born between the years of 1981 and 1996 and be currently employed, as this is a study of Millennial employees. Participants will be asked to complete an online questionnaire, in which all responses will remain anonymous. If you would like to participate and meet the study criteria, please [click here](#). A consent document will be provided as the first page of the questionnaire. Please review this consent page and click the “Begin Questionnaire” button at the end of the page if you agree to participate in this study.