

CAPITAL UNIVERSITY OF SCIENCE AND  
TECHNOLOGY, ISLAMABAD



**Outcomes of Person-organization  
Misfit; Examining the Mechanism  
through Workplace Loneliness  
and the Conditional Effects of  
Facades of Conformity**

by

**Ayesha Babar**

A thesis submitted in partial fulfillment for the  
degree of Master of Science

in the

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Department of Management Sciences

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*This humble effort*

*The fruit of studies and thoughts*

*Dedicated to*

***My parents, sisters and teachers***

***Especially my supervisor***

*Who always inspired and encouraged me to get on to higher ideals  
of life.*



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ISLAMABAD

**CERTIFICATE OF APPROVAL**

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## *Abstract*

This research investigates the link between value incongruence and employee's negative attitudes. Value incongruence established as an antecedent of employee's negative attitudes at workplace i.e. organization disidentification, job disengagement, intention to quit. To complement this mechanism we propose the workplace loneliness on conservation of resource theory which expresses that incongruent environment develop feelings of loneliness in employee. Consequently, individual manifests negative attitudes i.e. organization disidentification, job disengagement, intention to quit. Results from time lag study of 247 employees from multiple sectors reveal that value incongruence is positively associated with organization disidentification, job disengagement, and intention to quit. We focus on the person-environment misfit in explaining the value incongruence impact on employee. It predicts value incongruence demand extra job effort and dynamic set of strategies and also misfit is associated with developing feelings of workplace loneliness in employee. We also examine the moderating role of facades of conformity which evidences significant relationship. The relationship of value incongruence and workplace loneliness becomes weaker in presence of facades of conformity and becomes stronger in absence of facades of conformity. Mechanism of workplace loneliness between the relationship of value incongruence and employees negative attitudes i.e. job disengagement, intention to quit were also supported by results. The implications, limitations and future directions are discussed.

**Key words:** Value incongruence, Workplace loneliness, Job disengagement, Organization disidentification, Intention to quit, Facades of conformity.



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# Chapter 1

## Introduction

### 1.1 Background of the Study

Values are general beliefs and guidelines which provide the direction to an individual for decision making and to take action. These are "shared" and "acceptable" norms and beliefs on which consensus has been developed within an organization while at individual level, values are accepted, desirable behavior (Edwards& Cable, 2009).Organizational value system is based on common values of organization and its workers. It is also an imperative mechanism for an organization that indicates the allocation of resources and controls the behavior of employees while personal values of employees are 'fundamental and relatively enduring' (Schuh, Van Quaquebeke, Keck, Gritz, De Cremer, & Xin, 2016; Edwards & Cable, 2009; Chatman, 1991). When the values of organization become aligned with the employee's personal values, is known as value congruence.

Kristof (1996) and Chatman (1989) have found the value congruence as similarity between values held by individuals and organization. Value congruence is a kind of motivational aspect for the employees, due to which employee needs less intervention from external organizational environment to motivate himself to fully exert his skills and abilities on job (Ren & Hamann, 2015).Value congruence increases the employee's trust and attraction for organization and also has positive impact

on employee's work attitude (Deng et al., 2016 and Schuh et al., 2016; Edward & Cable, 2009).

On the other hand, whenever an employee feels difference in his personal values as compared to organizational values, it will be defined as 'value incongruence', which is opposed to value congruence (Bao, Vedina, Moodie, & Dolan, 2013). Scholars have scrutinized that from the employee's perspective, concept of misfit is always associated with negative outcomes (Vogel, Rodell, & Lynch, 2016). Value incongruence continues to be a challenge for diversity climate due to incompatibility or discomfort in organization (Follmer, Talbot, Kristof-Brown, Astrove, & Billsberry, 2018). Value incongruence between employees and organization can be described as person-environment (P-E) misfit and had been found as negative work condition that is harmful for employee performance (Deng, Wu, Leung, & Guan, 2016; Vogel, Rodell, & Lynch, 2016; Schneider, 1987).

Person-environment misfit had been a complicated area of organizational research from past 100 years and still there is room to develop an understanding regarding antecedent of work related outcomes of misfit (Arthur, Bell, Villado, & Doverspike, 2006; Vogel, Rodell, & Lynch 2016; Tong, Wang, & Peng, 2015). Because the scholars have explored in recent studies that most of the employees up to some extent consider themselves misfit in organizational environment (Hylén, Kjellin, Pelto-Piri, & Warg, 2017; Wheeler, Gallagher, Brouer, & Sablinski, 2007; Kristof-Brown & Guay, 2011). Literature found the negative consequences of value incongruence or person-organization misfit for employees in form of increase in employee's turnover, lower job satisfaction, lack in employee's task proficiency and conflict & burnout (Deng, Wu, Leung & Guan, 2016; Bao, Vedina, Moodie, & Dolan, 2013; Dolan, 2011; Rich et al., 2010; Edwards & Cable, 2009; Kristof Brown et al., 2005).

Value incongruence has been defined and also referred to by Kristof (1996) as 'misfit' in between employee's personal values and his organizational values. In quantitative terms, it refers to "having a greater or lesser amount of an element relative to others in the organization or the ideal amount or degree of some attribute" (Cooper-Thomas & Wright, 2013, p. 22). Due to have misfit in person's own and

the organizational values, employee suppresses his her own values in comparison to organizational value system and prefers even engages himself in unrelated activities (Deng et al., 2016). This is because at the personal level, values are the basis for privately held norms that control expressions of the ‘self’ through opinions, attitudes, and behaviors (Naus&Iterson, 2007). And at organizational level values manage the organization, embed in organizational working criteria and are shown through rituals and practices of organization (Naus&Iterson, 2007; Chatman, 1989). So, whenever organizational and personal values are discrepant, most often organizational values will remain dominant over employee’s values and will be given priority because of “a system of shared values” (O’Reilly & Chatman 1996, p. 166). Correspondingly, such misfit can be stressful, uncomfortable for employee and associated with negative working attitudes and behaviors of employees (Vogel, Rodell, & Lynch, 2016).

With compliance of literature we delineated that work-life of “misfits” related to values is the most negligible area of research (Follmer et al., 2018; Deng et al., 2016; Kristof-Brown &Guay, 2011). Dissimilar value system is even more harmful than employee’s negative attitude towards organization (Deng et al., 2016). And such adverse effects of incongruent organizational values on employees have attracted the practitioners and scholars attention alike (Schuh et al., 2016). Empirical evidences from previous research indicates that value incongruence negatively effect on employee’s attitude and behavior. Therefore, it is more appealing area to study for modern researchers (Bao et al., 2013). But to discover that which type of negative attitude emerges due to value incongruence is still not explored properly.

On the basis of literature, we have delineated and it is also the main goal of our study that whenever employee faces incongruent values at workplace, negative working attitudes and behavior develops in him accordingly such as, organizational disidentification, job disengagement and intention to quit. Organization disidentification is considered as root cause of employee’s negative attitude which is based on individual’s self-concept. When organizational value system differs from employee’s personal values, it stimulates a person to disidentify himself from



organization. In fact, disidentification is a state of defining oneself opposed from the organization due to have some distinctive attributes and principles (Elsbach, 1999; Kreiner & Ashforth, 2004). Literature also defines, if employee is satisfied and feels committed with organization, he tends to identify himself with the organization by showing relatedness. In contrast, whenever he feels less attachment with organization due to misfits in that environment, he exhibits organizational disidentification (Ashforth & Mael, 1989; Pratt, 1998; Zagenczyk, Gibney, Few, & Scott, 2011; Ning & Zhaoyi, 2017). There is plethora of research on organizational disidentification such as employee's psychological contract breach (Rani, Arain, Kumar, & Shaikh, 2018), employee fearful avoidant attachment (Chiaburu, Cho, & Thundiyil, 2017) it has even negative impact which an organization possesses. Organizational disidentification is the prevalent area in organizational research and also there is critical gap in literature (Chiaburu, Cho, & Thundiyil, 2017; Ning, & Zhaoyi, 2017). Moreover, in this research it is tried to bridge through value incongruence.

Value incongruence also has a significant impact on job disengagement, a negative attitude of an employee towards his work (Maslach, Schaufeli, & Leiter, 2001). In case of value incongruence, employee perceives himself like an actor on job (Kahn, 1990, 1992). In reality, employee has feeling of lost something which is important and valuable to him and fundamental need which is not quite fulfilled (Edwards & Shipp, 2007). Thus, employee starts distancing himself from his job, work content and work object (Demerouti, Mostert, & Bakker, 2010). Recent research has also explored that value congruence increases the job engagement (Rich et al., 2010). So, on basis of literature we say when employee has value incongruence he will be disengaged from job.

Intention to quit is also one of the major consequence of value incongruence (Deng et al. & Schuh et al., 2016; Edwards & Cable, 2009; Vogel, Rodell, & Lynch, 2016). If organizational values match with employee's, the employee becomes more committed to organization and less likely to leave that organization (Kristof-Brown et al., 2005; Verquer et al., 2003). In contrast, when employee grounds in misfit environment or he has to compromise or suppress his fundamental values, he intends to quit that organization.

In this study, the main focus is on the mediation ‘workplace loneliness’ demonstrated as stressor in the organization. Whenever, employee feels discrepancy in his own and organizational values, resultantly feeling of loneliness develops in himself. Due to lack of courage and insecurity of getting another job, he suppresses his core values and try to adjust by adopting organizational values. So, he feels he is alone who have to conform organizational values by suppression core values and in himself feels alone at workplace. Therefore, he tends to show negative attitudes like organization dis-identification, job disengagement and intention to quit. Workplace loneliness is about how people feel themselves at workplace and most importantly, how they respond and react behaviorally or attitudinally toward others (Cacioppo & Hawkley, 2009; Jones, 1982; Jones & Hobb, 2003). Therefore, in present research three most important but still uninvestigated attitudes are selected that are often supported by literature. Indeed, it is concluded that negativity in employee’s attitudes develops due to value incongruence and also due to mediating role of workplace loneliness. Current research exemplifies the facades of conformity as contextual variable between value incongruence and work place loneliness.

## 1.2 Gap Analysis

The consequences of person-environment misfit have already well studied (Arthur et al., 2006; Kristof-Brown et al., 2005; Follmer, Talbot, Kristof-Brown, Astrove, & Billsberry, 2018). But according to the views of modern researchers, there is still gap in literature, as the past relationships with value incongruence are most often weak and require further study (Follmer et al., 2018; Kristof-Brown & Guay, 2011: 38-39, Vogel, Rodell, & Lynch, 2016). Recent studies also emphasize the misfit impact on employee’s negative attitudes (Follmer et al., 2018; Bermiss & McDonald, 2018; Maynard & Parfyonova, 2013; Tong, Wang, & Peng, 2015; Greguras & Diefendorff, 2009). Therefore, in this study, organization disidentification, job disengagement and intention to quit has been selected as most obvious negative consequences which explain the detrimental effects of value incongruence on

employee. In turn, negativity emerges in the employee's attitude and behavioral development (Deng et al., 2016; Hewlin, Dumas, & Burnett, 2017; Spanjol, Tam, & Tam, 2015). In this research, mechanism of workplace loneliness has been used that has not studied before with value incongruence and employee's negative attitudes. This study used mediation of workplace loneliness because Wright (2007) has revealed that value incongruence has positive association with workplace loneliness and there is gap to explore how feeling of workplace loneliness brings change in employee attitudes and behavior. We want to explore through this research that how an employee's incongruent core beliefs trigger his feelings. Feelings of loneliness not only demonstrate that how lonelier people feel about themselves but also manifest the negative behavioral impact of such employees towards others (Cacioppo & Hawkley, 2009; Jones, 1982; Jones & Hebb, 2003; Heinrich & Gullone, 2006). We conclude the workplace loneliness as the most negative consequence of value incongruence which rise negative attitudes in employee.

As per COR theory, stress is a root cause of individual's resource depletion. While in stressful environment, individual try to prevent his physical, psychological and social resource loss. Therefore, with compliance of COR theory this research manifests that to avoid rapidly psychological resource loss due to value incongruence in organization, employee tries to interact with other (co-workers and supervisors) at workplace to get social interaction and thus tries to build more social resources as the replacement of psychological resources. But the lack of desired response from others increase deprivation of belongingness in employee which ultimately develop the more feelings of workplace loneliness in him.

In this research, it has been examined that facades of conformity moderates the relationship between value incongruence and workplace loneliness such that the relationship of value incongruence and workplace loneliness becomes weaker in presence of facades of conformity and becomes stronger in absence of facades of conformity. Hewlin (2009) and Stormer and Devine (2008) identifies that there are limited empirical studies have been found in literature on employee's pretense and value suppression. So, this is novel contextual variable which should study. Facades of conformity moderates the relationship between value incongruence and

workplace loneliness by weakening the relationship. In present research, it has been scrutinized that whenever employee considers himself suppressed due to dominating and shared value system of the organization, he might choose to engage in an interplay of self-presentation and conformity to gain acceptance at workplace and surely it is beneficial for both ends, on the employee's well-being and organizational effectiveness (Hewlin, 2009; 2017). Employee does it because he want to prevent himself from resource loss.

There is gap for these variables in the context of Pakistan because the relationship between value incongruence and employee's negative attitudes with the mediating role of workplace loneliness has not been studied before. This relationship will be useful to understand the consequences of value incongruence in the Pakistan where society is constrained (Werfhorst & Hofstede, 2007) and people have to conform the power distance culture due to job insecurity. Recently, no study has done on the impact of employee's negative attitudes in Pakistani context, so it would contribute significantly towards the literature as well as towards the research study in Pakistan for organizations.

### **1.3 Problem Statement**

Organization and managers desire optimum output of employee's performance. In this regard, research scholars found various factors which exemplifies the origin of rising negative employee's attitudes in term of lack in employee's engagement as well development of organization disidentification and intention to quit. However, we have explored the value incongruence as an antecedent. In the recent decades, there is a limited study of value incongruence and even there is no study along the mediating role of workplace loneliness. Some of the studies examined the value congruence and its impact on employee's attitudes i.e. organization commitment, job satisfaction and human relations. But to make diversity workforce in organization for innovation, managers hire employees from different cultural background which most of time face incongruent values. So, there is need of hour for the comprehensive framework which expresses the value incongruence and its effect

on employee's negative attitudes i.e. organization disidentification, job disengagement and intention to quit. Also, the main problem in Person-Organization (P-O) misfit domain is that underlying mediated and moderated mechanism through which value incongruence affect employee's negative attitudes is largely ignored

## 1.4 Research Question

From the problem statement, we will analyze some research questions. The present research will indicate the answers of some research questions, brief summary of the questions are as follows;

1. Does the relationship exist between value incongruence and employee's negative attitude such as job disengagement, organization disidentification and intention to quit?
2. Does workplace loneliness mediates the relationship between value incongruence and employee's negative attitude such as job disengagement, organization disidentification and intention to quit?
3. Does facades of conformity have moderating effect on the relationship of value incongruence to workplace loneliness?

## 1.5 Research Objectives

The overall objective of this study is to develop and test anticipated model to find out the relationship between value incongruence and employee's negative attitude such as job disengagement, organization disidentification and intention to quit. Additionally, workplace loneliness is covering the model as mediating variable and facades of conformity is added as the possible moderator for the relationship of the variables mentioned in the research model. All the variables interrelate with each other to deliver the desire results. And the main aim is to elucidate the

new dimension of employee's value incongruence in organization which causes the negative attitude.

The specific objectives of the study are stated below:

1. To explore the relationship between value incongruence and employee's negative attitude such as job disengagement, organization disidentification and intention to quit.
2. To explore the relationship between value incongruence and employee's negative attitude such as job disengagement, organization disidentification and intention to quit through mechanism of workplace loneliness.
3. To examine the moderating effect of facades of conformity on the relationship of value incongruence and workplace loneliness (IV TO MED).

## 1.6 Significance of the Study

This dissertation contributes to the literature in several ways. First, it offers a new theoretical framework to understand the effects of value incongruence on employee's negative attitudes. Research on misfits is important because of its potential negative impact on employee's well-being and performance. This study is contributing by defining some important negative attitude of employees due to value incongruence. As past study has already elucidated that employees are most likely attracted towards those organizations which share similar characteristics with them (Edwards & Cable, 2009). Drawing upon conservation of resource theory, current research provides new knowledge on this front by suggesting that value incongruence causes not only negative attitudes, but also the feelings of workplace loneliness develop in employees.

Second, by establishing the mediation effect of workplace loneliness on the association between value incongruence and negative employee's attitudes i.e. job disengagement, organization disidentification and intention to quit, this study is contributing to the literature about how value incongruence shapes employee's

performance (Arthur et al., 2006; Kristof-Brown & Guay, 2011). Through novel mechanism of workplace loneliness my results will show the impact of value incongruence to negative work attitudes i.e. job disengagement, organization disidentification and intention to quit.

Finally, by examining the moderating effect of facades of conformity, this study manifests its impact on the value incongruence to workplace loneliness relationship. It is entirely new moderating effect on workplace loneliness mechanism which predicts that if an employee has to face value incongruence, feelings of workplace loneliness will develop in him. Though, an employee who has incongruent values in comparison to organization, will feel himself alone. In fact, having desire to retain personal values as well as contending will to fit in environment may pressurize the member to engage in unauthentic behavior whereby he pretends to embrace the values of the organization (Hewlin, Dumas, & Burnett, 2017). The suppression of one's own values and pretend to embrace organizational values, termed as "creating facades of conformity (Hewlin, 2003). There are myriads of pernicious emotional, cognitive, attitudinal, and behavioral outcomes that have been found as a result of being lonelier (Cacioppo & Patrick, 2008; Hawkey & Cacioppo, 2010; Heinrich & Gullone, 2006; Masi, Chen, Hawkey, & Cacioppo, 2011) such as organization disidentification, job disengagement and intention to quit. Moreover, through past literature it is plausible to assume that due to high facades of conformity, employee will not move towards negative attitudes because pretending to adopt organizational values requires conformation to the organizational values which decrease the chances of emerging negative attitudes in employees. To survive in organization employee creates facades of conformity (Hewlin, 2003) and try to be an actor in organization for his personal some other gain such as good performance appraisal report, bonuses and promotions etc. Employee creates facades of conformity to enhance his legitimacy and social standing in the organization (Bolino, Kacmar, Turnley, & Gilstrap, 2008; Hewlin, 2009; Stormer & Devine, 2008). Lopez & Rice (2006) and Ryan, LaGuardia, & Rawsthorne (2005) identified that through creating facades of conformity employees also lowers their level of stress. Therefore, if employee can increase his resources through false representation, he will

definitely less stressful and feeling of workplace loneliness will also not much triggers him to show job disengagement. So, it seems plausible to define that whenever employee has incongruent values with the organizational values. By pretending to embrace organizational values, employee feel less stressful and also it enhances the employee's well-being at work (Ryan, LaGuardia, & Rawsthorne, 2005).

## 1.7 Supporting Theory

The underpinning theory in my research thesis is conservation of resource theory that is supporting all the variables of my research and linking those variables directly and indirectly to each other.

### 1.7.1 Conservation of Resource Theory

Hobfoll (1989) formulated "Conservation of Resources" theory as a way of applying basic stress concepts to burnout. The basic tenet of COR theory that people are motivated to acquire or build, retain, protect and foster the acquisition of those things which they value, is known also as resources (Hobfoll, 1988). The degree of valuing the resources varies among individuals and is tangled to their personal experiences and situations. The things that threaten the people is actual and potential loss of those valued resources which is basis of stress occurring. Examples of resources comprise mastery (Pearlin & Schooler, 1978), self-esteem (Rosenberg, 1965), learned resourcefulness (Rosenbaum & Smira, 1986), socioeconomic status (Worden & Sobel, 1978), and employment (Parry, 1986). COR acknowledges that environmental circumstances specifically, those that threaten or deplete the resources are objectively stressful. To respond the stress, people tries to minimize the losses primarily and secondly do effort for maximize gain, with the loss aspect of equation disproportionately dominant. Accord to Hobfoll (1989), resource loss is more salient than resource gain. Sometimes, people invest some other resources to have enrichment in resources.



With compliance of conservation of resource theory, present study shows that COR theory (Hobfoll, 1989) is a useful lens for exploring the negative attitude of employees. Hobfoll (1989) demonstrates that human seek for pleasure and success. In this study, it has identified that whenever an employee has to suppress his values, he will have negative feelings in himself such as workplace loneliness which is a reason of stress because he is unable to switch his enduring values. Some resources are essential for survival and are inherently reinforcing across humans (Hobfoll, 1989) and it is noted that personal values for someone are core, stable resource such as those linked to one's identity and rooted in one's upbringing, socioeconomic status, and cultural background (Lachman, 1988; Rokeach, 1973). Therefore, suppression of core values arouse feeling of workplace loneliness in employee that provokes interpersonal issues with co-workers, make employee misfit in environment, which is stressor and origin of social and psychological resource depletion (Alexander & Hegarty, 2000; White et al., 2006). Thus, whenever depletion of resources increasesd is proportionately to build or acquisition of resources, this situation emotionally exhausts the employee and he becomes stressful and shows negative attitudes towards his job in form of job disengagement, in his cognition in form of having intention to leave the organization and towards organization in form of organization disidentification.

In current research, we have used facades of conformity as another resource investment option for employee to enrich his resources. Align to COR theory whenever employee feels depletion of resources due to value incongruence, he starts pretending to conform the organizational values and develop more social connections to enhance his social resources, as well as conforming to the organizational values will also have a gain for employee in monetary term such as bonus, salary etc. So whenever his psychological resource starts depleting, employee will start investing in physical and social resources. Thus, he saves himself from being lonelier. Ultimately, he saves himself from resource loss.

# Chapter 2

## Literature Review

### 2.1 Value Incongruence and Organization Dis-identification

Values are independent, desirable, righteous and personal for every employee and mostly measured through perceptions, which is difficult to evaluate (Kristof, 1996; Suar&Khuntia, 2010). Values are too central for an individual's personality that conducts his emotional and cognitive structure (Pitts & Woodside, 1991), and influences every facet of human behavior (Rokeach, 1973, p. 24). And when an employee found congruity in personal and organizational values, he starts owing and sharing the organizational values effortlessly. Thus, a kind of affiliation generates in himself regarding organization. For example, schools are considered as educational institutes less than a profit earning way, but when a teacher has been fostered by institute to increase in number of students regardless polish their learning abilities, teachers have to face value incongruence and institute might would promote those teachers who have good management skills as compare to the having best teaching method. Thus, actual teachers might would start distancing themselves from school and ultimately start disidentifying who believe on treating child as parent. Organizational researchers acknowledge that "when members are not free to leave an organization whose actions are inconsistent with their core values, beliefs, and priorities, they feel compelled to psychologically distance

themselves from the organization (i.e., 'I'm a member in name only')" (Whetten, 2007, p.259).

Literature has demonstrated that for an employee his/her emotions play central value to define the identification and dis-identification with the employing organization (Weiss, Suckow, & Cropanzano, 1999). As the previous research has clarified and suggested on social identification that perceived social group or organization identification enhances a person's self-esteem, self-distinctiveness, and self-continuity (Hogg and Abrams, 1988; Dutton et al., 1994). And when there is difference in value system as compare to the personal value of employee, he has signal of organization unattractiveness (Deng et al., 2016) which contributes more in develop disidentification cognitions which further plays a part in making negative attitude of employee in term of organization disidentification. On other hand, it is also possible that due to value difference such organization will not acceptable by the rest of society. So, the employee starts disidentifying himself with organization to gain acceptance socially (Elsbach & Bhattacharya, 2001).

"Disidentification is demonstrated as a degree to which a person defines him/herself not having the same attributes and principles that he/she believes define an organization (Elsbach & Bhattacharya, 2001). Organization disidentification is not the opposite of organization identification but the disidentification is a particularly separate variable (Ashforth, 2001; DiSanza & Bullis, 1999; Dukerich, Kramer, & McLean Parks, 1998; Pratt, 2000). It is explicitly demonstrated as 'disconnecting aspect from oneself', just as having the deep feelings of confliction of person with his organization. Perceiving values confliction is the root cause of organizational disidentification (Kreiner & Ashforth, 2004). Researchers have identified that when employee face value incongruence with organization because of having the values misfits and also for facing challenges to cope with that misfit environment, they start disidentifying themselves from organization (Kristof, 1996; Kristof-Brown, Zimmerman, & Johnson, 2005; Verquer, Beehr, & Wagner, 2003). As value congruence shapes the attitude of human (Edward & cable, 2009), we delineated incongruent organizational values rise negative attitudes which in turn

foster the employee to disidentify the organization. Disidentification is consequence of employee's threat of loss for his "self" (Bentein, Guerrero, Jourdain, & Chnevert, 2017). He wants to have positive social identity so, he refuses to opt for some of its organizational values which are considerably incongruent for him and due to which he consider himself as having the "loss of self-identity". So, to save himself from losing personal identity he or she start disidentifying the organization (Kreiner & Ashforth, 2004).

We argue that conservation of resource theory (Hobfoll, 1989; 1998; Hobfoll & Shirom, 2001) is a comprehensive theoretical framework which explains the psychological process underlying negative attitudes of employees such as organization disidentification. We took organizational disidentification as the stressful response of employees. When an individual scrutinizes depletion of his cognitive and emotional resources (psychological resources), he starts disidentifying the organization because (Hobfoll, 1989) formulated that stressful (misfit) environment rapidly reduce the psychological resources of individual. And resource gain is less than depletion of resources make individual emotionally exhaust. Consequently, he shows organization disidentification.

So, we accumulated that employee has to suppress his own values as it is also a requirement of organization. Aside from, employee need to suppress his personal values, he also have to face the arising challenge in that unattractive environment (Deng et al., 2016). Therefore, these environmental challenges plays a big role in threatening or actual depletion of employee emotional and cognitive resources (Hobfoll, 1989). Consequently, employee shows disidentification to cope with personal values. According to Hobfoll (1989) resources are important more than their tangible worth for an individual. Thus, resources loss effects on individual's sense of worth. Because losing resources is such an aversive psychological state that individual start disidentifying the organization because of value incongruence.

**H1:** value incongruence has positive and significant impact on organization disidentification

## 2.2 Value Incongruence and Job Disengagement

Now a days value incongruence has been a controversial subject in business environment (Moore, 2010; Sthapit, 2010). Fit in organizational values is significant area of research and is overwhelmingly focused by scholars (Kristof-Brown & Guay, 2011).

Some new comers continuously face incongruent organizational values, resultantly they have to pass all his tenure in organization experiencing mismatched and misfit (Moore, 2010; Vogel, Rodell, & Lynch, 2016). And thus, this situation takes the employee towards stressful condition which makes an employee attitude negative. According to Vogel et al. (2016), it is the need of hour to specifically and attentively do research on value incongruence because of its detrimental effects on employee's performance in organization. Therefore, we have explored significantly negative attitudes of employees such as job disengagement which most often employee exhibits due to value incongruence. We have argued and it is supported from literature that value incongruence plays an important role in employee job disengagement. "Job Disengagement refers to distancing oneself from one's work in general, work object, and work content" (Demerouti, Mostert, & Bakker, 2010, p. 210). Literature has manifested that employee disengaged from his/her job when he found workplace values misfit in his organization. Employee wastes his time and energy on alignment the personal values with organizational, and he tends to believe that his actual work lacks importance and value (Kahn, 1990, 1992).

Misalignment of core and important values can leads to create a sense of unfulfilling for employee at job (Edwards & Shipp, 2007; Rich, LePine, & Crawford, 2010). For example, employee feels lack of self-fulfilling if he believes on honesty and hard work, and in his organizational value system, it is okay to move with shortcuts but task-completion on time is mandatory. So, such discrepant values will stress out the employees. Consequently, employee disengaged from his job (Edwards & Cable, 2009; Kristof-Brown, Zimmerman, & Johnson, 2005; Rich et al., 2010; Schneider, 1987). So, it is considered that due to job disengagement employee feels himself detached from work, and finally reduction in personal accomplishment

resulted in less effectivity in fulfilling one's job responsibilities (Maslach, Jackson, & Leiter, 1996).

Depersonalization is also characterized as disengagement which manifests employee withdrawal from his job (Cherniss, 1980). By facing the personal core values confliction with organization, employee conceive himself less motivated to manage the work related difficulties and exhaust from his own job (Simbula & Guglielmi, 2010) resultantly, disengaged. The underlying reasoning is that the fit between organization and personal values satisfies their psychological needs (Baumeister & Leary, 1995; Edwards & Shipp, 2007; Kahn, 1990). When an employee satisfies with his or her job, he or she will fully exert his knowledge, skills and abilities and ultimately become engaged on his job. On the other hand when an employee is psychologically distress, he or she will dissatisfy and tend to have high job disengagement.

Previous research also support this assertion i.e. Job demand-resources (JD-R) model (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001), demand-control model (Karasek, 1979) and effort-reward imbalance model (Siegrist, 1996). Thus, on prior research based we predict that similar pattern between value incongruence and job disengagement

Therefore, we examine that Conservation of resource theory (Hobfoll, 1989) well explores the relationship of value incongruence which is a basic reason of employee job disengagement. As we have already denoted above in literature that personal values are very important for the employees and these values is a resource for his/her when aligned with the organizational values (Kristof, 1996; 2005). Whenever an employee survives by facing value incongruence in misfit organizational environment, the personal resources of employee's such as psychological resources start depleting and employee tries to save his resources while investing more resources in pursuing the alignment of organizational values which are contrary to personal values. Individual also invest more resources into coping personal values with organizational because he/she seeks a world which provide him the pleasure and satisfaction (Hobfoll, 1989). Value congruence is premise of job satisfaction (Schneider, Kristof-Brown, Goldstein, & Smith, 1997). People also behave in a way

to shape their environment satisfactory for them (Grant & Ashford, 2008; Parker, Bindl, & Strauss, 2010; Hobfoll, 1989) where they feel comfortable. Therefore, individual tries his best in matching the personal values with organizational, but misbalancing ratio of less resources with high job demand suppresses the personal values of employee as well as rise the challenge of doing job at misfit environment, which prompt psychologically stress for employee. As Hobfoll (1989) defined that a lack of resource gain is aversive for individual. Consequently, this stress for individual resulted in job disengagement. Moreover, we hypothesized that value incongruence has the positive impact on employee job disengagement.

**H2:** value incongruence has positive and significant impact on job disengagement.

### 2.3 Value Incongruence and Intention to Quit

We have also hypothesized in our research that value incongruence enhances the employee's intention to quit. Although past researchers have also analyzed that value incongruence leads to high employee intention to quit (Dolan, 2011; Bao et al., 2013; Kristof-Brown et al., 2005; Verquer et al., 2003) and value congruence is inversely related to turnover intentions (Scroggins, 2007; Amos & Weathington, 2008; Cennamo & Gardner, 2008). Perhaps, no other construct studied in organizational literature too thoroughly that would draw same conclusion each time and offer the same advice every time (Wheeler, Coleman Gallagher, Brouer, & Sablinski, 2007). Because misfits are likely to leave their organizations in search of a work environment in which they might better fit (Deng et al., 2016). As past literature signified that workplace misfit perception in organization impact on high turnover intentions (Cable & Judge, 1996; Lauver & Kristof Brown, 2001; Cable & DeRue, 2002).

Intentions are the most immediate determinants of actual behavior we still do not know what actually determines such intentions (Igarria & Greenhaus, 1992; Firth, Mellor, Moore, & Loquet, 2004). We have used the construct of intention to quit which are better predictors of actual turnover. Intention to quit characterizes as

“an attitudinal orientation or a cognitive manifestation of the behavioral decision to quit” (Elangovan, 2001, p.159).

Whenever an employee considers himself misfit in the organization, his or her intentions to quitting job is always high despite of what he is gaining in form of incentives (Cable&DeRue, 2002). As it has been mentioned that values are the core beliefs of an employee and compromising on them by conforming organizational values is a challenge for employee. Under this situation, it is most probably happens that high intentions to quit the organization develops in employee.

Mostly, in organization at one platform diverse kind of people have different core values. But it happens that all they have some similar values which matches organizational value system and provide them ease in survival. But, for an employee who has wholly distinguished core values as compare to all other at workplace and organization itself, it is difficult to align his personal values (Fulford et al., 2006). Therefore, we have analyzed that value incongruence contribute in high intention to quitting for employees.

For example, Bill gates is workaholic, he developed the organizational culture in which promotions and incentives are for those people who do work hard and would like to stay after off time as well co-operate with other employees after completion one's own task. So, only those people will afford to have job in Microsoft who are workaholic, other than beyond the best reputation of Microsoft it is difficult to stay for those employee in that environment who are creative and have high intellectual level but moody.

Kristof-Brown et al. (2005) and Verquer et al. (2003) has recognized that due to value incongruence employee found lack of satisfaction in himself and ultimately, intention to quitting the job develop in him. Although (Moore, 2002) explored the two major reason of having intention to quitting or leaving the organization are job stressor and lack of satisfaction. Moreover, we have revealed in this research value incongruence as the job stressor as well it increases the dissatisfaction in employees.

We have asserted theory of ‘conservation of resource’ which exemplifies that resources are scarce, individual does extra effort to align the personal values with



value system or invest more resources for align the personal values with organizational to survive and to save himself from loss of resources (stress). So, according to the conservation of resource theory we analyzed that individual has intention to quit the job to save his resources and he wants to switch the work role to diminish the impact of stress due to mismatch values of workplace. Rapid depletion of one's resources as compare to production makes him stressful, resultantly employee tries his best to save the remaining resources. So, conservation of resource theory explains that quitting a job would conserve the resources being lost from the stress of that role. Moreover, value incongruence at workplace enforces the employees to change their environment to save resources.

**H3:** value incongruence has positive and significant impact on intention to quit

## **2.4 Workplace Loneliness mediates the relationship between value incongruence and organizational disidentification**

In our research, we have hypothesized that value incongruence has effect on organizational disidentification. And whenever, individual feels workplace loneliness due to value incongruence, it enhances his organizational disidentification.

Loneliness refers to the meaning of isolation, aloneness, solitude or reflects as breakdown of social interaction as well poor quality interpersonal relationship (Wright, 2007). According to the Killeen (1998: 763) being in loneliness sometimes “one moment you are feeling alone but comfortable; the next minute you feel like you are the only person in the world”. So, it shows description of loneliness differently in form of cognitive, attitudinal and in behavioral study.

Workplace loneliness would might occur for an individual due to some workplace characteristics, for example value incongruence which leads to the human towards emotional isolation and the individual socially consider himself alone. Workplace loneliness has been delineated as “employees’ subjective affective evaluations of,

and feelings about, whether their affiliation needs are being met by the people they work with and the organizations they work for” (Ozcelik & Barsade, 2018, p.55).

Feelings of workplace loneliness would be denoted as employee’s inability to motivate for belonging and having interaction at workplace and with his organization. Affiliation is a key module of social interactions (Hess, 2006; Mehrabian & Ksionzky, 1974). So, whenever employees will not interact with others on workplace because of incongruent values and having different attribution which is dissimilar from coworkers and organization, will not find any affiliation or sense of emotional attachment with the people as well with the environment where he is working. Moreover, employee obviously will disidentify himself from organization. Literature explains that personal characteristics (such as individual’s personality, perceptions, values, motives, abilities) and situational factors both effects on shaping the attitudes and behavior of people (Lewin, 1951; Magnusson & Endler, 1977; Terborg, 1981). In an organization, values of all employees’ most probably not enduring but still personal values construes with multiple norms and values. Therefore, it is complex context in which people spend time on yearly basis (Chatman, 1989). On the other side, at individual level values are something which is belief of an individual and to be apart from his values sometimes create stress to that individual. So, in this research, we have delineated first time through this research that the stress of value incongruence develop feelings of workplace loneliness.

The feelings of being alone at work is very aversive and emotionally unpleasant (Rook, 1984; Ozcelik & Barsade, 2018). Therefore, when one feels that there is not someone in the organization alike him or her, only he having difference from others on basis of values, attribution, and beliefs. Hence, factor of emotionally deprivation develops in him. Subsequently, he tries to be independent and shows organization disidentification.

Conservation of resource theory also explores this relationship. According to conservation of resource theory people produce the resources in form of satisfactory and happy work environment. When employees find difference in his core personal

beliefs as compare to organizational values, it is difficult for the person to live in such misfit environment where he has entirely dissimilar values. And therefore, he has a sense of workplace loneliness.

For example, organization connects people from different culture at one platform where people share their traditions and values. On the other hand, organization itself also has systematic value system which is developed and according to the aggregation of those values at individual level. The individual in actual spends the most of time of its life in organization, therefore, a sense of belonging, and a sense of 'shared values' develop in him. But the people who have contradiction in values, they are unable to compromise because values are fundamental upbringing part of their lives. In such situation, employee bears the loss of his psychological resources by suppressing own core values and try to build more social resources to align his values with organizational values, but the lack of desired response develop feelings of deprivation in employee and he feels more workplace loneliness and when the depletion of resources increases than resources gain, stress occurs. Ultimately, such condition arise the negative attitude in employee and he shows organization disidentification.

**H4:** workplace loneliness mediates the relationship between value incongruence and organization

## **2.5 Workplace Loneliness mediates the relationship between Value Incongruence and Job Disengagement**

We have explored that value incongruence influences on employee's negative attitudes and workplace loneliness mediates the relationship. In this research we explore that Job disengagement occurs because people have innate need to form social relation (Murray, 1938; Schachter, 1959). As people spent mostly part of their time on job in a day. So, they want to be affiliated with the people at work

and workplace. They suffer when their expectations do not meet and they do not get what they expect in response (Baumeister & Leary, 1995).

To best fit in work environment, it is mandatory and foremost part to have compatibility and well match in personal and organizational characteristics (Kristof Brown et al., 2005). Whereby, job is itself a demanding process. Demands of jobs can be defined as “things that need to be done”. In all its aspects i.e. physical, psychological, social, or organizational, job requires sustained physical and psychological (i.e., cognitive or emotional) effort (Schaufeli & Bakker, 2004). Employees do not feel pressure of their job who find themselves affiliated and congruent with their job. Value incongruence dissatisfies the employee and enhances the feelings of workplace loneliness in him. As a consequence of misfit in organization, one may find himself alone at workplace. It happens due to inability of suppressing one’s own values and coping the organizational value system.

As the organizational value system is based upon shared phenomena. Therefore, consensus of people has been developed on organizational values which are might be not enduring but the aggregation of all worker’s values and norms as well past history. In misfit situation either individual should change his own values or try to cope with organizational values because most of employees have same values as organization itself. The feelings which will emerge in employees right after facing the value incongruence is workplace loneliness. He might having thinking that only he is the one who has to suppress his values at workplace or due to having dissimilarity in co-workers values, there is possibilities that one may feel uneasy and reluctant in making social connections. Loneliness influences not only how lonelier people feel about themselves, but also how they feel about and behave toward others (Cacioppo & Hawkley, 2009; Jones, 1982; Jones & Hebb, 2003).

Job disengagement is the output or consequence of workplace loneliness. Job disengagement is an attitudinal and behavioral effect of workplace loneliness. Workplace loneliness and value incongruence raise the negative attitude in employee by grinding him with bunch of job pressure and he shows negative behavior conclusively such as job disengagement. It had been already and predominantly studied

that whenever employee's values will be incongruent with the organization's values, a lack of social connectedness at work associated with levels of loneliness accelerating.

Moreover, feelings of loneliness develops in employee, make him stressful. Consequently, he detaches emotionally or socially from that organization by psychologically withdrawing himself from that environment (wright, 2007). Job is also a part of misfit environment from which employee tries to withdraw himself. So, he takes his job as burden. According to Vandenbergheet al. (1999) workload for an employee consists of the quantitative daily demands of the work situation. To carry such an overload job in misfit work environment is stressor for employee. Consequently, he disengaged from his job. As the (Kahn, 1990) also defines disengagement as the process through which people withdraw and defend themselves physically, cognitively, or emotionally during their role performances.

**H5:** workplace loneliness mediates the relationship between value incongruence and job disengagement.

## **2.6 Workplace Loneliness mediates the relationship between Value Incongruence and Intention to Quit**

As it had been scrutinized that value incongruence is a fundamental reason of workplace loneliness. Feelings of loneliness predict employee's withdrawal behaviors and negative attitudinal response (wright, 2007). Although past literature identifies, satisfaction of employee has direct link with the turnover intentions (Hom, Caranikas-Walker, Prussia & Griffeth, 1992).

And value incongruence dissatisfies the employee from his job as well he also conceive deprivation in social belongingness at workplace. So, it creates high intentions to quitting the job in employees. Hom and Kinicki (2001) also exemplifies that dissatisfied employees tend to withdraw from their organizations, either through

psychological disconnection or actually quitting job. Workplace loneliness elicit emotional deprivation in employees. In turn, employee shows negative attitude towards organization in form of having intention to quit the job. Additionally, Lee, Mitchell and Wise (1996) identifies an association between lack of interpersonal relationships at work and turnover intentions.

Employees also use the performance-protection strategy whenever they have to face stressor at workplace (Hockey, 1993). As Wright (2007) define the workplace loneliness as the workplace stressor. So, it seem plausible that employees have the intentions to leave the organization whenever they have to face incongruent values and disconnection from social circle at workplace.

**H6:** workplace loneliness mediates the relationship between value incongruence and intention to quit.

## **2.7 Facades of Conformity moderate the relationship between Value Incongruence and Workplace Loneliness**

Facades of conformity moderate on the value incongruence and workplace loneliness. Facades of conformity are “false representations created by employees to appear as if they embrace organizational values” (Hewlin, 2003, p. 634). It could elaborate as the facial expression or attire nods of employees that he is comfortable with his job. Sometimes, members of organization opportunistically manifest that they are adopting organizational values to fulfill some of their personal desired goals (Hewlin, 2003). Moreover, it is all about acting to express organizational values are comprehensively endorsing by the personal values.

Although, it is fact that a person has to endorse the organizational values, policies, rules, regulations, norms to live and survive there. It is also understood that personal values are core values of a person and is dear to him. For example, if a person is possessing values of honesty and hard work but his organization is

demanding the task on time by any means or increase in profitability through shortcuts, he will be misfit in such organization but to live and survive there to get more pay, promotions, he has to adopt organization environment. And through pretense to conform organizational value system, individual perceives easy to fit in that environment which ultimately provides a great help to him in gaining more social and physical resources. And we concluded that the pretending to endorse organizational values gradually becomes the nature and habit of that employee, and he start internalizing the organizational values. As well surplus in physical and social resources negate the effect of psychological resource depletion. This is really happens because individual create the world of happiness and long term success (Hobfoll, 1989).

Now, in organizational literature it has been increasingly acquainted that self-expression in organization has also its benefits (Cable & Kay, 2012; Roberts et al., 2005; Cable, Gino, & Staats, 2013). In such benefits, lowering stress level is also included (Lopez & Rice, 2006; Ryan, LaGuardia, & Rawsthorne, 2005). Therefore, the employee if fulfilling his personal desire through facades of conformity he will definitely will be less stressful. Consequently, will have less feelings of workplace loneliness because such person would never prioritize his values more than organization values and try to be an actor in organization for his personal some other gain such as good performance appraisal report, promotion, bonuses etc.

Additionally, supervisor and managers also encourage positive response of employees at work (Hewlin, Dumas, & Burnett, 2017). Hence, positive relationship build between supervisors and employees at workplace. Ultimately, it reduces the risk of work-related mistake and job insecurity because of having good interpersonal skill with management at workplace (Liu, Zhu & Yang, 2010; Nembhard & Edmondson, 2006). So, it seems plausible to define that whenever employees have incongruent values with the organizational values. By suppressing his/her own values, employee will be less stressful and also it will enhance the employee well-being at work (Ryan, LaGuardia, & Rawsthorne, 2005). In turn, he will less feel workplace loneliness.

**H7:** *facades of conformity moderates the relationship between value incongruence and workplace loneliness such that the relationship of value incongruence and workplace loneliness becomes weaker in presence of facades of conformity and becomes stronger in absence of facades of conformity.*

## 2.8 Research Model

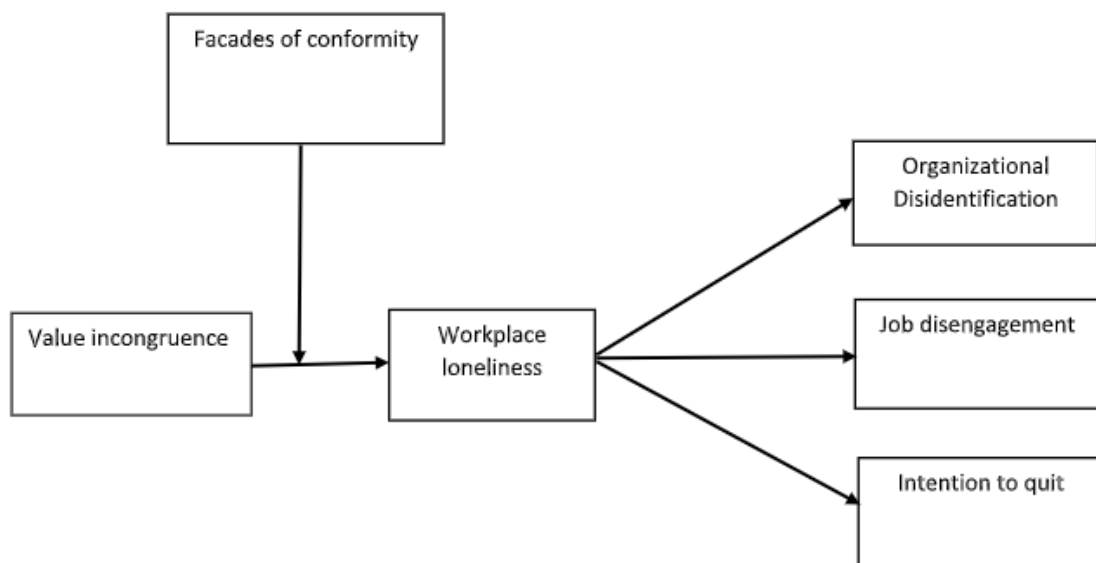


FIGURE 2.1: outcomes of Person-organisation Misfit; examining the mechanism through workplace loneliness and the conditional effects of facades of conformity

## 2.9 Research Hypotheses

**H1:** value incongruence has positive and significant impact on organization disidentification

**H2:** value incongruence has positive and significant impact on Job disengagement

**H3:** value incongruence has positive and significant impact on intention to quit



**H4:** workplace loneliness mediates the relationship between value incongruence and organization disidentification

**H5:** workplace loneliness mediates the relationship between value incongruence and job disengagement.

**H6:** workplace loneliness mediates the relationship between value incongruence and intention to quit.

**H7:** facades of conformity moderates the relationship between value incongruence and workplace loneliness such that the relationship of value incongruence and workplace loneliness becomes weaker in presence of facades of conformity and becomes stronger in absence of facades of conformity.

# Chapter 3

## Research Methodology

In this chapter, we have used some methods and procedures to get accurate result. The discussion of this chapter includes details regarding Design of research, population, sampling techniques, sampling characteristics, instruments and reliability of all the variables and items.

### 3.1 Research Design

This research is fundamentally designed to find out the impact of value incongruence on employee's negative attitudes at work. We explore that due to value incongruence employee has feelings of loneliness in himself, and these loneliness feelings practices as stressor for the individual and pushes him to show the negative work attitude. Facades of conformity as one possible moderator on value incongruence and workplace loneliness demonstrates that if employee is capable so much to compromise on his value and can do act to adapt the values of organization, can distinguish his personal values from the organizational value system to avoid the confliction. This process is known as "creating the facades" to conform the rules and regulations of organization. The questionnaires we distributed in multiple sectors such as educational sectors, multinational companies and through online forum etc.

## **3.2 Type of Study**

This study is used to highlight the impact of value incongruence on employee negative attitude. As our primary goals of this study were to (a) examine the factor structure of our value incongruence scale and (b) maximize the generalizability of our results across job levels and get the results across a range of employee negative attitudinal and behavioral outcomes. We have distributed 500 questionnaires but responsive rate which we get was 300. From these 300 we found 247 questionnaires fully attempted with concentration by respondents. The sample that was selected for this research was assumed to represent the whole population of Pakistan. This will help to generalize the results from the sample statistics that will likely to be exhibited by the whole population of Pakistan.

## **3.3 Research philosophy and quantitative research**

We empirically tested our hypothesis by following the hypothetical deductive research method which is wholly based on the determinism philosophy, in which previous research and existing theories were demonstrated and it supports our hypothesis. We have used quantitative methods, as it covers the large scale of population. It is valued by researchers to use quantitative method. Hence, in this research quantitative research method has been used in order to collect the quality data and valid measure through questionnaires instrumentation. For the purpose of correlating variables with each other and for demonstrating the nature of relationship between the variables we have selected the quantitative method which is easy and precisely measurable (Hinkin, 1998).

## **3.4 Time Horizon**

It is taken approximately a long time for data collection of this study. Data has collected in time lag study. In T1, we have collected data about employee's value incongruence and facades of conformity and in T2 we collected the data regarding

his workplace loneliness and organization disidentification, job disengagement and intention to quit the organization. We have assigned the code in form of ID and names of employees. For the convenience of employees, we have collected data either if he just want to mention ID in coding form or mention his name and organization name. We preferred the choice of respondents to make him comfortable.

## **3.5 Unit of Analysis**

Unit of analysis is an important portion of research which analyzed in social sciences research specifically. It comprises individuals, groups, social organizations and social artifacts. From population one element which we pick for brief study is known as unit of analysis. As the current research is focusing on employee's negative attitudes which is regarding the attitudinal response of employee. So, we have the individual employee as unit of analysis which is working somewhere in any organization.

## **3.6 Population and Sample**

### **3.6.1 Population and sample size**

The population which has been denoted in current study contains the employee working in different organizations in Pakistan. For this purpose we have selected the companies from multiple sectors randomly just as public, private, educational, and service sectors from Islamabad and Faisalabad.

We recruited participants through online as well as by personally meeting the employees in their organization. Anmol School, Punjab college, GC University, Agriculture University, post graduate college of science and others academic institutions like Johar academy, step zone academy, Nestle Company and Pepsi company, Saffron pharmaceutical and Saremco group, Rafhanmaiz products limited, bin ilyas, Dawood family takafulare the companies and educational areas and the

fast food restaurants such as fork and knives, pizza hut, burger king and malls i.e. RCG, Sitara, Al-fateh are areas of data collection. Thus, data has collected from multiple sectors i.e. public and private, educational sector and service sectors. They were all assured regarding confidentiality of their responses. Ultimately, it was requested to them regarding honestly fill the questionnaire.

We have targeted multiple sectors for data collection because values are the core beliefs of individual and every company and sector has employee who has incongruent values with comparison of organization. And it is surprising fact concerning Pakistan that value incongruence has mostly observed in educational sector.

We have targeted 20 companies and 500 sample. Companies were further divided in its departments such as Human resource, production, first line managers, and marketing etc. So, some of their department has given back the responses and most of them refuse of misplacing the data. Therefore, we have the less response rate of 247 only.

Values are considered something core source for an individual living in Pakistan as it is the religious based country. Therefore, current research is too genuine to understand the affiliation of people with their values in value incongruent environment and with employee negative attitudes. This is useful study for multinational companies operating in Pakistan because they have some different value system and culture but to operate in Pakistan country they have to opt and adapt the cultural value system of Pakistan to survive and grow. It is also important because the company have to hire the employees from the area of Pakistan. So, they need to opt the value system of Pakistan to save their employee and organization from adverse conditions.

### **3.6.2 Sample and sampling techniques**

Due to scarcity of resources and limitation of time, it is not possible to collect data from whole population. Therefore, we have selected convenient sampling technique to collect data. Through convenient sampling it was easy to randomly

select the organizations from Pakistan which predict the authentic picture of whole population.

Respondents were approach on their workplace to fill the questionnaires. The researcher herself collected the data from these sample by providing an introductory information to the respondents regarding introduction herself, academic institution and confidentiality of the data and it is assured to them that data will only use for research purpose and if the respondent would be willing to check the results, the output result would be shared with them. 500 questionnaire has been distributed to the respondents in 20 different companies, schools, restaurants, malls, universities, colleges. And we obtained 49% response rate. Some questionnaires have been distributed through online e-mail and Facebook, Linked in by personally contacting the employees randomly. And mostly has been distributed to employees by meeting them on their workplace. It was hard to collect data from any organization regarding value incongruence. As Pakistani culture has distrust and security issues due to which employee reluctant to provide the data regarding their core beliefs and organization. Data was collected in time lag. Therefore, after analyzing the value incongruence of employee and their creation of facades of conformity, after 15 days lag, we again visited the organization to check the rate of feelings of employee workplace loneliness and negative attitude regarding its organization and job such as organization disidentification, job disengagement and intention to quit. Thus, we got clear and accurate results of our data, demonstrating value incongruence impact on employee negative attitude as well mediating role of workplace loneliness and moderation impact of facades of conformity.

### **3.7 Sample Characteristics**

We have analyzed and controlled these demographics in this study. These are employee gender, age, education, job tenure, organization tenure and organization size which is control variables in this research. Although this research is in time lag and about the value incongruence which is only examined and need to be filled

by the employee. So, we have only one questionnaire which has mentioned all demographics in section 1.

Sample characteristic's details are following

### 3.7.1 Age

Age is considered as one of the demographics. To remove the impact for employee hesitation as most of time females do reluctant to openly mention her age. So, we range the basis of age because respondents sometimes feel uncomfortable to disclose openly.

TABLE 3.1: Frequency by Age

Age	Frequency	Percent
less than 25	44	17.6
25-30	48	20.4
31-34	64	25.6
35-40	31	12.4
41-44	32	12.8
45-50	21	8.4
51 and above	7	2.8
<b>Total</b>	<b>247</b>	<b>100</b>

It has been shown in Table 3.1 that most of the respondents were having age between the range of 31-34, that means 25.6 of majority respondent were having age ranging 31-34, 20.4% of respondents were having age ranging between 25-30 which is depicting new comers tolerate more problems while adapting the organization value system. So, they face value incongruence and they feel themselves alone at workplace. 17.6% respondents were having age ranging between less than 25 and 12.8 % ratio is of those employees who are in the age of 41-44 and 12.4% ratio is of 35-40 ranging age employees. 8.4% only those respondents who have age limit of 45-50 and only 2.8% of the employees were having age range of 51 and above.

### 3.7.2 Gender

We have differentiated the gender in order to maintain the data quality. As gender is an important demographical element which cannot be overlooked in any organizational behavior research, because behaviors and attitude varies across genders. In Pakistan under study research, it has been observed that the ratio of male employees are more than the ratio of females. Table 3.2 depicts ratio of male and female respondents. We analyze that ratio of male members are more than female. Table shows that 54.4% of the respondents were male and 45.6% respondents were female.

TABLE 3.2: Frequency by Gender

Gender	Frequency	Percent
Male	<b>136</b>	<b>54.4</b>
Female	<b>111</b>	<b>45.6</b>
<b>Total</b>	<b>247</b>	<b>100</b>

### 3.7.3 Education

We have control the level of qualification. Education is something which is not only important at national but to compete internationally it is basic element for a country. It was so important in this research to control the education because normally people having broad exposure with the upgradation of their educational level due to which become able to separate their values from their organization. They start to leave their innate values or sometimes they can be a great actor to pretend themselves. It is also acknowledged that people who are highly qualified have mostly face value incongruence in their organization at first when they start and join organization. Through past literature we accumulated that it is possible that underqualified employees may struggle hard to finish their jobs and overqualified employees may suffer from a sense of deprivation (Erdogan & Bauer, 2009).



TABLE 3.3: Frequency by Education

<b>Qualification</b>	<b>Frequency</b>	<b>Percent</b>
Matric	<b>9</b>	<b>3.6</b>
Intermediate	<b>12</b>	<b>4.8</b>
Bachelors	<b>67</b>	<b>26.8</b>
Masters/ M.Phil.	<b>141</b>	<b>57.6</b>
Doctorate	<b>18</b>	<b>7.2</b>
<b>Total</b>	<b>247</b>	<b>100</b>

It has been articulated through result that most of respondents were qualified from whom we collected data. 57.6% ratio is of masters and M.Phil. Respondents. 26.8% were bachelor's degree holder. And 7.2% ratio is of respondents who is educated at doctorate level and 4.8% respondents were intermediate. Only 3.6% respondents were in Matric level among 247 respondents.

### 3.7.4 Organization tenure

We have collect the data regarding organization tenure in this research in order to understand the value system of organization. Organization tenure gives the meaning regarding time of organization is operating. We have controlled the impact of organization disidentification by control organization tenure. It is possible that with newly established company employee has no affiliation and individual might remain with organization where they have spent a lot of time and psychologically association with that organization (Schneider, Hall, & Nygren, 1971; Wan-Huggins et al., 1998)

TABLE 3.4: Frequency by organization tenure

<b>Organization tenure</b>	<b>Frequency</b>	<b>Percent</b>
1-3 years	<b>41</b>	<b>16.4</b>
4-6 years	<b>35</b>	<b>14</b>
7-9 years	<b>28</b>	<b>11.2</b>
10-12 years	<b>57</b>	<b>24</b>
13 and more	<b>86</b>	<b>34.4</b>
<b>Total</b>	<b>247</b>	<b>100</b>

We explored through the data that respondents are 34.4% from those organization which has the tenure more than 31 years or which are operating from past 30 and more years. Thus, the result covers the whole population because most of organizations are too old and have the tenure more than 30 years. 24% respondents are from those organizations which has the 10-12 years tenure. Newly established organization which has tenure 1-3 years having the respondent rate 16.4%. 14% responses were generate from those organizations who have 4-6 years organization tenure. And organizations which are operating from 7-9 years, we have collected 11.2% respondent rate from there.

### 3.7.5 Job tenure:

As job tenure has not been controlled before on any prior (Kreiner&Ashforth, 2004). Although, it has worth to control this variable to get quality data. Job tenure is an important facet of this result. We have collected the data of employee job tenure because the research describes that most of time newly hire employee feels more workplace loneliness. According to the past research it has been articulated that employee whenever enter in an organization, he/she find difficulty in alignment the organizational value system at first but with the passage of some time they get know the difference of their values as compare to organizational value system. Therefore we have controlled the effect of job tenure in our research.

TABLE 3.5: Frequency by job tenure

<b>Job tenure</b>	<b>Frequency</b>	<b>Percent</b>
1-3 years	<b>102</b>	<b>40.8</b>
4-6 years	<b>48</b>	<b>19.2</b>
7-9 years	<b>39</b>	<b>15.6</b>
10-12 years	<b>38</b>	<b>15.2</b>
13 and more years	<b>20</b>	<b>9.2</b>
<b>Total</b>	<b>247</b>	<b>100</b>

The job tenure 1-3 years of the employees have percentage 40.8%. 40.8% data had been collected from those employees which has the job tenure 1-3 years. The respondents who have 4-6 years job tenure have the ratio 19.2%. With 7-9 years

job tenure, employee's ratio is 15.6% and 10-12 years respondents' job tenure have the ratio of 15.2%. The least ratio is of those respondents who have the job tenure more than 13 years.

### 3.7.6 Organization size

We also have controlled the organization size which demonstrate the number of employees working in an organization. Because it may be confounded with the organizational antecedents: organizational reputation, and values system.

TABLE 3.6: Frequency by organization size

<b>Organization size</b>	<b>Frequency</b>	<b>Percent</b>
less than 20	<b>33</b>	<b>14</b>
21-40	<b>40</b>	<b>16</b>
41-60	<b>68</b>	<b>27.6</b>
61-80	<b>22</b>	<b>8.8</b>
81-100	<b>18</b>	<b>7.2</b>
100 and more	<b>66</b>	<b>26.4</b>
<b>Total</b>	<b>247</b>	<b>100</b>

The data defines that respondents mostly 27.6% belongs to that organization which has the organization size 41-60. 26.4% employees are from that kinds of organization which has the maximum organization size 100 and more. The organization which has the size of 21-40 employees, from them data has collected at the ratio of 16%, and the 14% was collected from the least organizational size less than 20 members. Minimum ratio 8.8% and 7.2% respondents were from those organization which has the organization size 61-80 and 81-100 respectively.

## 3.8 Instrumentation

The nature of all the items included in the questionnaire is such that all the variables including value incongruence, workplace loneliness, facades of conformity, organization disidentification, job disengagement, intention to quit is to be filled by the employees themselves.

All items in the questionnaire were rated by using a 5-points Likert-scale where 1 (strongly disagree) to 5 (strongly agree), unless otherwise stated.

### **3.8.1 Measures**

Data was collected through the questionnaires selected from authentic sources through adoption of those questionnaires. Thus, we collected the data through these questions which were in English language but has been translated in Urdu where the respondent demand. Some questionnaires were also distributed through e-mail, social media to the employees and collected the data through google doc questionnaire. As this is technological era, it is more convenient for the employees to fill the questionnaire online as compare to paper-pencil method. Although, both of them used for data collection purpose and have not any impact on the quality of data (Church, Elliot, & Gable, 2001).

All variables items such as value incongruence, workplace loneliness, facades of conformity and intention to quit, organization disidentification, job disengagement were responded by employees. All the items of the questionnaire are to be filled on a 5-points Likert-scale where 1 represents (strongly disagree), 2 represents (disagree), 3 represents (Neither agree nor disagree), 4 represents (Agree) and 5 represents (strongly agree). The scale was approved by reliability test.

The questionnaire has 7 sections. First section is about the demographics and control variables which is must be answered by respondent. In section 2 we have asked about the value incongruence items and in section 3 the facades of conformity items has placed. On the other hand, in section 4, we have asked about the workplace loneliness items. In 5, 6 and 7 sections, all dependent variable's items such as intention to quit, job disengagement and organization disidentification has been asked correspondingly.

As it is time lagged study from 15 March to 6 April. We have thoroughly collected the data from employees in t1 and t2. In t1 employee responded his value incongruence and creation facades of conformity. And in t2 employee mark his feelings of workplace loneliness as well rising negative attitudes on Likert scale ranged from

1 (strongly disagree) to 5 (strongly agree). The data for value incongruence and facades of conformity was collected along with demographic data at t1. In t1 we visited the colleges, universities, restaurants, academies and companies during 3 days in Islamabad and Faisalabad. And we get the response rate 80%.

At second time interval t2 (15 days after t1), data for workplace loneliness was collected along with the dependent variables. In order to match the questionnaires, secret codes or employee ID were assigned to each employee. A total of 247 responses were collected and used for analyses. In t2, many of employees has refused to again fill the data. And many employees from university and companies were on holiday. Some of the institutes such as schools and production departments also misplace the data.

The data was collected by providing the confidentiality assurance to respondents. So, they feel free to provide accurate data. Questionnaire were distributed 500 in number, but the response rate was 49% only 247 questionnaire we got back. Time lag study is the major reason behind the large amount of loss questionnaires.

### **3.8.2 Value incongruence**

Three items developed by Cable and DeRue (2002) were adapted to measure value incongruence. Likert-type scales ranging from 1 (strongly disagree) to 5 (strongly agree) were used. Items are “The things that I value in my life are very similar to the things that my organization values,” “My personal values match with my organization’s values and culture,” and “My organization’s values and culture provide a good fit with the things that I value in life.” The items were reverse scored to reflect incongruence.

### **3.8.3 Workplace loneliness**

We measured employees’ workplace loneliness using adapted version of the 20-item UCLA Loneliness Scale (Ozcelik & Barsade, 2018) which is based on the developed UCLA Loneliness Scale (Russell et al., 1980), the most widely used

loneliness measure in the psychological literature. Sample items included “I feel left out in this organization. “I lack companionship at my work,” “There is no one I can turn to in this organization,” and “I am no longer close to anyone in this organization.” The responses will be obtained through 5 point Likert scale ranging from 1 (**strongly disagree**) to 5 (**strongly agree**).

### 3.8.4 Intention to quit

Intention to quit was measured by a scale developed by Colarelli (1984) composed of the following three items “If I have my own way, I will be working for (name of organization) one year from now” (reverse scored), “I frequently think of quitting my job,” “I am planning to search for a new job during the next 12 months” These items were anchored from 1 (**strongly disagree**) to 5 (**strongly agree**).

### 3.8.5 Job disengagement

We have adopted the OLBI (Oldenburg Burnout Inventory) scale of (Demerouti & Mostert, 2010) for job disengagement, composed of the 16 items. Answering categories are 1 (**strongly disagree**) to 5 (**strongly agree**). Sample items included “I always find new and interesting aspects in my work”, “There are days when I feel tired before I arrive at work” and “It happens more and more often that I talk about my work in a negative way”.

### 3.8.6 Organization dis-identification

For organization dis-identification we have adopted the scale of (Kreiner & Ashforth, 2004). The scale is included six (6) items. Sample items are “I am embarrassed to be part of this organization” and “This organization does shameful things”, “I have tried to keep the organization I work for a secret from people I meet”. The responses will be obtained through 5 point Likert scale ranging from 1 (**strongly disagree**) to 5 (**strongly agree**).

### 3.8.7 Facades of conformity

We assessed facades of conformity using a 6-item scale by Hewlin (2009). The response ranged from 1 (**strongly disagree**) to 5 (**strongly agree**). An example of an item is: “I behave in a manner that reflects the organization’s value system even though it is inconsistent with my personal values”.

TABLE 3.7: Instruments

Variables	Source	Items
Value incongruence (IV)	Cable and DeRue (2002)	3
Work place loneliness (Med)	Ozcelik and Barsade (2018)	20
Organization disidentification (DV 1)	Kreiner and Ashforth (2004)	6
Job disengagement (DV 2)	Demerouti and Mostert (2010)	16
Intention to quit (DV 3)	Colarelli (1984)	3
Facades of conformity (Mod)	Hewlin (2009)	6

### 3.8.8 Statistical tool

At first, single linear regression was carried out in order to study the casual relationship between the Independent variable “value incongruence” and Dependent variables “organization disidentification, job disengagement and intention to quit” one by one. Regression analysis normally run for the purpose to study the impact of multiple factors on the dependent variables under the study. Regression analysis assured the previous study regarding the variables is still supporting the acceptance or rejection of the proposed hypothesis or not.

Then for further analysis three steps of Preacher and Hayes (2004) were tested. In these three steps, first we put our dependent variables i.e. organization disidentification, job disengagement and intention to quit in the outcome column one by one, then our independent variable i.e. value incongruence in the IV column

and after that we have to put all the demographics in covariant column. Along with all these steps, we chose our Model number, as we will perform both mediation and moderation through Preacher and Hayes. Therefore, we will separately perform the analysis both for mediation and moderation by selecting model 1 for moderation and model 4 for mediation respectively for both analyses.

### 3.8.9 Reliability analysis of scales used

Reliability is about giving consistent and the same result again and again when item is used to test over a number of time for scale. Reliability of scale depicts the ability of the scale to give consistent results when it is being tested for number of times. In this research. We have used the value of Cronbach alpha to have an idea about the reliability of our scale items. This value states the internal reliability of the variables. The value of Cronbach alpha tells about if variables have a link between them or nor along with that it also measures the single construct. Cronbach alpha have a range from 0 to 1. The higher the value, the higher is the reliability of the scale to measure the construct it is meant to measure. Value of alpha above 0.7 is considered to be reliable and standard. On the other hand below 0.7 value is considered to be less reliable in measuring the selected set of construct. Under the defined table 3.6, the values of Cronbach alpha has shown about all scales used in the data.

TABLE 3.8: Scale reliabilities

Variables	Cronbach's Alpha	Items
<b>Value incongruence</b>	<b>0.901</b>	<b>3</b>
<b>Facades of conformity</b>	<b>0.733</b>	<b>6</b>
<b>Workplace loneliness</b>	<b>0.895</b>	<b>20</b>
<b>Job disengagement</b>	<b>0.876</b>	<b>16</b>
<b>Intention to quit</b>	<b>0.73'</b>	<b>3</b>
<b>Organization disidentification</b>	<b>0.806</b>	<b>6</b>

It is declared from table that all the values of Cronbach alpha for the items used under the study are above 0.7. The items such as organization dis-identification, value incongruence, workplace loneliness and job disengagements are above the



value of even .8 which demonstrates that these scales are highly reliable to be used in this study according the context of Pakistan.

### **3.9 Data Analysis Techniques**

We have collected the entire responses 247 and run test and analyze the data on the SPSS software version 21. We have gone through a number of procedures in the period of data analysis. Some of them are as follows:

1. First of all, we have selected only those questionnaires for analysis purpose which were accurately filled by respondent.
2. Each variable of the questionnaire were coded and each coded variable was used for data analysis.
3. Frequency table has drawn in regard to explain the sample characteristics.
4. Descriptive statistics was conducted in form of numerical values Reliability of all the variables was checked through Cronbach coefficient alpha.
5. Correlation analysis was conducted in order to know whether there is a significant relationship exist between the variables understudied in this research or not.
6. Single linear regression analysis of Independent and Dependent variables was conducted.
7. Preacher and Hayes Process was used for conducting mediation and moderation to determine the existence of the role of mediator and moderator between the Independent and dependent variables.
8. Through correlation and Preacher and Hayes method, the intended hypotheses were tested to check the rejection and acceptance of the proposed hypothesis.

# Chapter 4

## Results

Chapter 4 contains the brief interpretation of analysis and findings of the data. The chapter comprises the summary of all findings such as descriptive statistics, correlation analysis, and mean, moderating and mediating regression analysis. It is also involves description of acceptance and rejection of each hypothesis along with results, discussion and summary of hypothesis.

### 4.1 Descriptive Statistics:

Descriptive statistics is a process which numerically defines the characteristics of data in meaningful order. Current study findings and measurements delineate important information. These useful results of analysis replicates the sample size, minimum and maximum values, mean values and standard deviation values of the data.

This analysis reflects the sample size, least and greatest esteem, and mean values and standard deviation values of the data. Mean esteem is about the average value of whole responses while standard deviation depicts the variation of responses from their mean values. In this study all variables were measured through 5-point Likert scale.

Moreover, all the findings and distinctive measurements had been outlined into masterminded and outlined shape. The gathered data under this examination

has been shown in tabular form as beneath. Subsequent Table represents some significant figures which further representing the whole data.

TABLE 4.1: Descriptive Statistics

<b>Variables</b>	<b>N</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>S.D</b>
<b>Value incongruence</b>	247	2	4.67	3.19	0.81
<b>Facades of conformity</b>	247	1.67	5	3.43	0.68
<b>Workplace loneliness</b>	247	1.55	4.2	3	0.66
<b>Intention to quit</b>	247	1	5	3.08	0.92
<b>Job disengagement</b>	247	1.63	4.5	3.18	0.68
<b>Organization disidentification</b>	247	1	5	2.16	0.72

The table 4.1 reveals descriptive of whole data into six segments. The principle segment is about brief detail of factors. In the second segment the sample size explained. In third and fourth segment the minimum and maximum values has been demonstrated of the collected information. All the six variables has been examined were estimated from value 1 to 5. We have reported mean and standard deviation values in 5 and 6 segments of all 6 variables. Thus, the mean value of the value incongruence is 3.19 and standard deviation value is 0.81. The mean value of facades of conformity is 3.43 and the standard deviation value was 0.68 respectively. The autonomous variable i.e. workplace loneliness has a mean of 3.00 and a standard deviation of 0.66. The mean value of intention to quit is 3.08 and standard deviation value is 0.92. The variable job disengagement demonstrates a mean and standard deviation estimations of 3.18and 0.68 individually. By going through this way to find the result, organization dis-identification turned up a mean of 2.16 and a standard deviation 0.72.

## 4.2 Correlation Analysis

Correlation analysis tells us about the nature of variation among two variables. The variation is examined between two variables that either variables vary together at the same time or not. Hence, correlation always entails in between the ranges of -1 to +1. Principally, this analysis of correlation doesn't entail relationship

between two or more than two variables as it is different from the regression analysis.

The relationship of factors broke down in perspective of affecting in the same or inverse course while eliminating the zero association. Positive correlation state the degree to which both variables increase and decrease in parallel form while negative correlation specify the degree to which one variable increase as other decrease.

Pearson correction analysis computes the correlation coefficient which is usually approach for examining dependence among two quantities. Correlation coefficient limit ranges in between -1.00, +1.00 (+1.00 values specifies a positive association, while negative esteems i.e. -1.00 demonstrate negative association among the factors). However, strong/high correlation values extends up to -1.0 to -0.5 or 1.0 to 0.5. Value ranges from -0.5 to -0.3 or 0.3 to 0.5 is moderate correlation. And the value ranked under range -0.3 to -0.1 or 0.1 to 0.3 involve in weak/lowcorrelation. When the worth of association is 0, this represents that there is no correlation between the variables.

TABLE 4.2: Correlation analysis

<b>Sr. no.</b>	<b>Variables</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
1	<b>Value incongruence</b>	1					
2	<b>Workplace loneliness</b>	.471**	1				
3	<b>Intention to quit</b>	.471**	.362**	1			
4	<b>Job disengagement</b>	.617**	.538**	.505**	1		
5	<b>Organization Disidentification</b>	.176**	.147*	.156*	.197**	1	
6	<b>Facades of conformity</b>	.160*	0.07	.183**	0.092	0.117	1

$N = 247, *p < 0.05, ** p < 0.01$

The values of correlation are depicting the magnitude and nature in between variables relationship. Table 4.2 exhibiting the correlation among variables, in which some variables are highly and some are correlating with moderate degree. Through the output we found that there is positive and significant correlation exist between value incongruence and workplace loneliness where  $r = 0.471$  and  $p < 0.01$ . There is

positive and significant correlation exist between value incongruence and intention to quit where  $r = 0.471$  and  $p < 0.01$ . Moreover, value incongruence is positively and significantly correlating with job disengagement where  $r = 0.617$  and  $p < 0.01$ . And there is positive and significant correlation exist between value incongruence and organization disidentification  $r = 0.176$  and  $p < 0.01$ . Value incongruence is positively and significantly correlated with facades of conformity where  $r = 0.160$  and  $p < 0.05$ .

Workplace loneliness is highly and significantly correlated with intention to quit, ( $r = 0.362$ ,  $p < 0.01$ ), and workplace loneliness is highly and significantly correlated with job disengagement where  $r = 0.538$  and  $p < 0.01$ . Workplace loneliness is moderately positive and significantly correlated with organization disidentification with ( $r = 0.147$ ,  $p < 0.05$ ). Intention to quit is positively and significantly correlated with job disengagement (where  $r = 0.505$ ,  $p < 0.01$ ), While correlation between intention to quit and organization disidentification is moderately and significant with ( $r = 0.156$ ,  $p < 0.05$ ). Intention to quit is highly and significantly correlated with facades of conformity with ( $r = 0.183$  and  $p < 0.01$ ). Job disengagement is highly and significantly correlated with organization disidentification with ( $r = 0.179$  and  $p < 0.01$ ). Results reveals that there is positive association between dependent variables (intention to quit, job disengagement and organization disidentification), mediator (workplace loneliness) and independent variable (value incongruence) whereas moderator (facades of conformity) has significant association with intention to quit and value incongruence.

### **4.3 Regression Analysis**

As it has been already explained above that correlation demonstrates the existence of relationship between variables but we could not only rely on the existence of relationship between variables but we also needed the information of causal relationship which tells us about how much other variable effected due to the change in one variable. Therefore, there is strong need to practice the regression analysis. We able to know the dependence of one variable on one more variables. The

correlation analysis is not sufficient to driving the connections between factors. To have information of causal relationship between factors, regression investigation is utilized. Regression analysis revealed the result regarding cause and effect relationship. It expresses that how much variation in dependent variable covers by independent variable as well as how much change occur in dependent variable due to the one unit change in independent variable. The regression analysis can proceed through different tools such as Baron and Kenny(1986). We have use the Hayes (2013) method for convenience and suitability of the study. This research has used the Hayes (2013) for both mediation and moderation regression analysis. Moderation regression analysis is conducted to examine the interaction effect of facades of conformity on value incongruence and workplace loneliness. Hence, mediation regression analysis was conducted to examine the effect of workplace loneliness in between value incongruence and intention to quit, job disengagement and organization disidentification. According to the proposed study, there are all three dependent variables i.e. intention to quit, job disengagement and organization disidentification, so we have regress all one by one and it has been shown in tables below.

TABLE 4.3: Regression Analysis Results for intention to quit, job disengagement and organization disidentification

Predictors	DV1 OD			DV2 JD			DV3 ITQ		
	B	R <sup>2</sup>	ΔR <sup>2</sup>	B	R <sup>2</sup>	ΔR <sup>2</sup>	B	R <sup>2</sup>	ΔR <sup>2</sup>
<b>IV:</b>									
Step 1									
Control variables		0.027			0.056			0.049	
Step 2									
Value incongruence	.194**	0.064	.037**	.608***	0.419	.363***	.484***	0.279	.230***

Control Variables: age, education, organization tenure, job tenure, organization size  
N=247, \*\*\*p<0.001, \*\*p<0.01, \* p<0.05

## Value incongruence and organization disidentification

Table 4.3 delineating the result of hypothesis testing. Hypothesis 1 affirms the positive association between value incongruence and intention to quit. The result

also reveals the direct and positive association of value incongruence and organization disidentification. Our primary step was to control the demographics i.e. Age, education, organization tenure, job tenure, organization size through one way ANOVA. Then in next step we investigated the result through regression analysis. In above table 4.3, regression analysis examined the degree to which a unit change in value incongruence (IV) brings an adjustment in organization disidentification (DV coefficient) of .194 was found with the p value 0.002. Which fulfils the states of a profoundly connection between value incongruence and organization disidentification. So, Hypothesis 1 is accepted.

### **Value incongruence and job disengagement**

Understudy the 2nd hypothesis reveals that value incongruence has the positive association with job disengagement. And the result of regression expresses the strength of proposed relationships. We regress the job disengagement on value incongruence and accumulated result demonstrate that standards are meeting the threshold values. Regression analysis of value incongruence is a reason to employee job disengagement which profoundly huge connection. The  $R^2 = .419$  and  $\beta = 0.608$ , while  $p = 0.000$  which depicts the positive and significance of direct relationship between value incongruence and job disengagement. So, thus, it proves the acceptance of hypothesis 2.

### **Value incongruence and intention to quit**

3rd hypothesis also proposed positive relation between value incongruence and intention to quit. According to the above mentioned values in table 4.3, it shows that one unit change in value incongruence brings about 48% (DV coefficient) change in intention to quit where  $p=000$ , demonstrate the significance of relationship and  $R^2=0.279$ . A simple linear regression analysis was conducted to evaluate how well value incongruence predicts intention to quit. The demographics were controlled in first step and value incongruence was added in second step to check

the relationship. All values shows significant result, on that basis we can accumulate result about acceptance of hypothesis 3. Hence we finalize that all prior 3 hypothesis are accepted.

### 4.3.1 Mediation Analysis Results

TABLE 4.4: Mediation analysis

DV	Effect of IV on M (a path)		Effect of M on DV1 (b path)		Total effect of IV on DV1 (c path)		Direct effect of IV on DV1 (c' path)		Bootstrap results for indirect effects		Indirect effect size
	B	t	B	T	B	t	B	t	LL 95% CI	UL 95% CI	B
VI	.36***	8.14	.13	1.6	.17**	3.1	.12*	1.98	-.0100	.1146	.0481

Control Variables: age, education, organization tenure, job tenure, organization size  
*N*=247, \*\*\* $p < 0.001$ , \*\* $p < 0.01$ , \* $p < 0.05$ , No. of bootstrap resample = 5000 \*IV = Value incongruence, M = workplace loneliness, DV1 = organization disidentification

To test the hypothesis 4 we have to run the mediation analysis. In hypothesis 4, it is proposed that workplace loneliness mediates the relationship between value incongruence and organization disidentification, which further identifies an employee's state of emotional exhaustion due to feelings of being loneliness at workplace that makes him disidentify from his organization. Following to the stated results, we concluded that value incongruence has the direct effect on the organization disidentification, but workplace loneliness do not mediate the relationship. As the effect of M on DV demonstrates that  $B = .13$  and is insignificant due to  $p$  value is  $.09$  which is above the threshold value which is  $< .05$ .  $t$  value is also less than 2. Moreover, the lower limit of bootstrap value is  $-0.100$  and upper limit is  $0.1146$ , declares having the zero value between both limits. Hence, it proves the rejection of hypothesis. So, we concluded that workplace loneliness does not mediate the relationship between value incongruence and organization disidentification and hypothesis 4 is rejected.

In hypothesis 5 we propose that workplace loneliness mediates the relationship between value incongruence and job disengagement. We argue that if employee found incongruent values system at workplace as compare to his own, he will feel

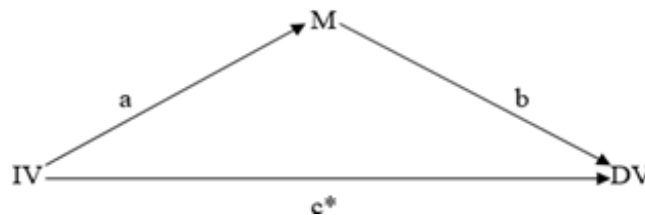


TABLE 4.5: Mediation analysis

DV	Effect of IV on M (a path)		Effect of M on DV2 (b path)		Total effect of IV on DV2 (c path)		Direct effect of IV on DV2 (c' path)		Bootstrap results for indirect effects		Indirect effect size
	B	t	B	t	B	t	B	t	LL 95% CI	UL 95% CI	B
VI	.36***	8.14	.32***	5.9	.50***	12.3	.38***	8.92	.0763	.1738	.1197

Control Variables: age, education, organization tenure, job tenure, organization size  
*N*=247, \*\*\**p*<0.001, \*\**p*<0.01, \**p*<0.05, No. of bootstrap resample = 5000 \*IV = Value incongruence, M = workplace loneliness, DV2 = job disengagement

alone himself at workplace due to having distinguish values as compare to the systematic values. Thus, this mechanism leads employee towards disengagement from job. We have run this mediation test on SPSS Hayes (2013) PROCESS macro by applying model 4. In next step, we investigate multiple paths a, b, c and c' respectively. According to Preacher and Hayes process there are total three effects that has to ascertain total effect, direct effect and indirect effect.



**Total Effect:**

Total effect demonstrates the effect of IV value incongruence on DV job disengagement. Total effect of value incongruence on job disengagement is 0.50 with the significant p value 0.000. It displays that 50% variance occurs in job disengagement of employee due to value incongruence. The lower limit of bootstrap is .0763 and upper is .1738 and zero is absent in the 95% certainty interim. Hence, we concluded that H5 is accepted.

### Direct Effect:

Through the result of direct effect we find out the effect of IV value incongruence on DV job disengagement with the effect of mediating role workplace loneliness. Hence, we found the outcome with the presence of mediation workplace loneliness  $B = 0.38$  with the significant p value ( $p = 0.000$ ). Eventually we compile the result with disclosure about variance occur in job disengagement 38% while in presence of workplace loneliness. The bootstrap limits also have no zero between lower and upper limits.

### Indirect Effect:

Indirect effect demonstrates the existence of mediation i.e. value incongruence mediates the relationship between value incongruence and job disengagement. The bootstrap values are predicting the significant results because the lower limit and upper limit are .0763 and .1738 individually. There is absence of zero value between both limits lower limit and upper limit. Therefore, the results are supporting the H5 and this hypothesis is accepted.

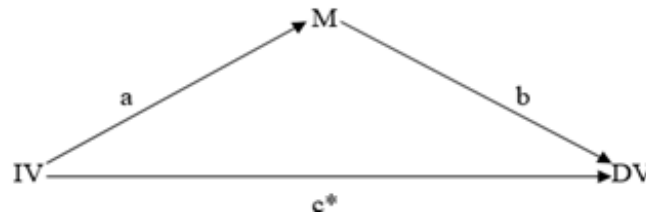
TABLE 4.6: Mediation analysis

DV	Effect of IV on M (a path)		Effect of M on DV3 (b path)		Total effect of IV on DV3 (c path)		Direct effect of IV on DV3 (c' path)		Bootstrap results for indirect effects		Indirect effect size
	B	t	B	t	B	t	B	t	LL 95% CI	UL 95% CI	B
VI	.36***	8.14	.29***	3.38	.55***	8.80	.44***	6.40	.0431	.1935	.1085

Control Variables: age, education, organization tenure, job tenure, organization size  
 $N=247$ , \*\*\* $p<0.001$ , \*\* $p<0.01$ , \* $p<0.05$ , No. of bootstrap resample = 5000 \*IV = Value incongruence, M = workplace loneliness, DV3 = intention to quit

From Table values mentioned above, it can be articulated that impact of value incongruence on intention to quit through workplace loneliness is significant. In other words it is proved that hypothesis 6 is accepted where we argue that workplace loneliness mediates the relationship between value incongruence and intention to quit. The upper and lower points of bootstrap results are .0431 and .1935 and zero is absent in the 95% certainty interim, which manifests that mediator links

this relationship between IV and DV, and provides a strong support in acceptance of hypothesis 6. We have run the analysis on Hayes 2013, so, the all paths a, b, and c are investigated through the result.



### **Total Effect:**

Total effect demonstrates the effect of IV value incongruence on DV intention to quit. Total effect of value incongruence on job disengagement is 0.55 with the significant p value 0.000. It displays that 55% variance transpires in employee's intention to quit due to value incongruence. Hence, we determined the acceptance of H6.

### **Direct Effect:**

Through the result of direct effect we find out the effect of IV value incongruence on DV intention to quit through the mechanism of workplace loneliness. Hence, we found the outcome where,  $B = 0.44$  with the significant p value ( $p = 0.000$ ). , we found and result expose that variance occur in job disengagement 44% in presence of workplace loneliness. The bootstrap limits also have no zero between lower and upper limits which shows that values are significant of hypothesis.

### **Indirect Effect:**

Indirect effect demonstrates the existence of mediation i.e. value incongruence mediates the relationship between value incongruence and intention to quit. Results reveals that the bootstrap values are also describing the significant results because there is absence of zero value between both limits lower limit and upper

limit. The lower limit of bootstrap is .0431 and upper is .1935 and zero is absent in the 95% certainty interim. Therefore, the results are supporting the H6 and this hypothesis got acceptance.

### 4.3.2 Moderation Analysis:

For moderation analysis, we employ model 1 of Process macro through SPSS Hayes (2013). In hypothesis 7, we have hypothesized that facades of conformity moderates the relationship between value incongruence and workplace loneliness such that the relationship of value incongruence and workplace loneliness becomes weaker in presence of facades of conformity and becomes stronger in absence of facades of conformity.

TABLE 4.7: Moderation analysis

DV	Effect of VI on WPL		Effect of FOC on WPL		Effect of VI × FOC on WPL		Bootstrap results for indirect effects		Indirect effect size
	B	t	B	T	B	t	LL 95% CI	UL 95% CI	B
	.94***	4.24	.57**	2.71	-.17	-2.68**	-.3014	-.0462	-.1738

*N=247, \* p<0.05, \*\* p<0.01, \*\*\* p<0.001, No. of bootstrap resample = 5000 \* VI= Value Incongruence, WPL = workplace loneliness, FOC = Facades of conformity.*

We have conducted the result of hypothesis 7. Table 5 shows the results of moderation analyses. It is found that the interaction term of facades of conformity on workplace loneliness which displayed the significant result. According to the above mentioned table values effect of (IV) Value incongruence on (MED) workplace loneliness is significant where B=.94 with the significant p value (P = 0.000). The bootstrap values also show significant relationship, upper limit and lower limit are (-.3014 .and -.0462 respectively) thereby accepting the hypothesis 7 and proposed that facades of conformity moderates the relationship between value incongruence and workplace loneliness such that the relationship weakened in the presence of facades of conformity.

The Result of Moderation is also supported through Moderation Graph shown in figure 4.1

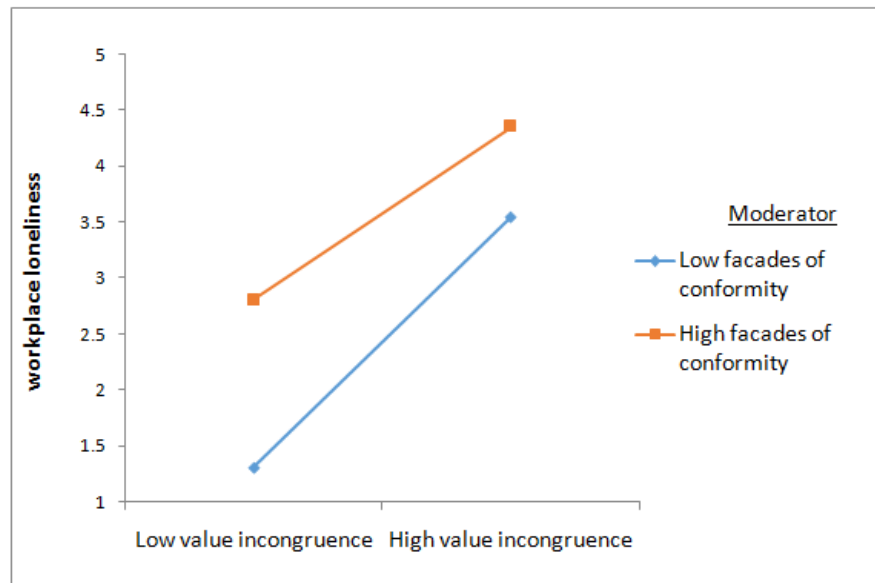


FIGURE 4.1: Moderation Graph

In figure 4.1 upward slope of the lines indicates a positive association between value incongruence and workplace loneliness. The orange line represents high FOC whereas blue line reflects low FOC. Position of the lines represents the relationship between value incongruence and workplace loneliness. As orange line lies below the blue line with a steeper slope, it represents that in case of high FOC, the association between value incongruence and workplace loneliness is weaker, while the blue line lies above the orange line with a more steep slope which shows that in case of low FOC, the association between value incongruence and workplace loneliness is stronger. The graph clarifies the buffering role and direction of FOC between value incongruence and workplace loneliness.

TABLE 4.8: Summary of Accepted and Rejected Hypotheses

<b>Hypotheses</b>	<b>Statements</b>	<b>Results</b>
<b>H1</b>	Value incongruence has positive and significant impact on organizationdisidentification	<b>Accepted</b>
<b>H2</b>	Value incongruence has positive and significant impact on Job disengagement	<b>Accepted</b>
<b>H3</b>	Value incongruence has positive and significant impact on intention to quit	<b>Accepted</b>
<b>H4</b>	Workplace loneliness mediates the relationship between value incongruence and organization-disidentification	<b>Rejected</b>
<b>H5</b>	Workplace loneliness mediates the relationship between value incongruence and job disengagement.	<b>Accepted</b>
<b>H6</b>	Workplace loneliness mediates the relationship between value incongruence and intention to quit.	<b>Accepted</b>
<b>H7</b>	facades of conformity moderates the relationship between value incongruence and workplace loneliness such that the relationship of value incongruence and workplace loneliness becomes weaker in presence of facades of conformity and becomes stronger in absence of facades of conformity.	<b>Accepted</b>

# Chapter 5

## Discussion, Conclusion, Practical and Theoretical Implication, Research Limitations and Future Directions

### 5.1 Discussion

The main objective of present research is to analyze the linkage between value incongruence and employee's negative attitudes i.e. organization disidentification, job disengagement and intention to quit by focusing on workplace loneliness and facades of conformity. The findings suggest many unanswered questions, as we have conducted this research in the context of Pakistan. The data has been collected from the multiple sectors in Pakistan. Results of my research reveals some particular contribution to literature.

First of all, consistent with previous studies (Kristof, 1996; Deng et al.,&Vogel, Rodell,& Lynch 2016; Edwards & Cable,2009), current study has found positive association between value incongruence and employee's negative attitudes. The first hypothesis of current study reveals that value incongruence has positive association with organization disidentification. This hypothesis provides evidence of

being accepted through understudy result. Value incongruence proves to be an origin of many negative attitudes of employees but it is concluded that organization disidentification is also one of the great factors which employee demonstrates due to incongruousness to their own personal and organizational values.

Elsbach and Bhattacharya (2001) describes that due to mismatch of personal and organizational values' most of the time individual separates his identity from organization and expresses disidentification. In current research, results also prove this hypothesis 1 that value incongruence has positive and significant association with organization disidentification.

The results also corroborate the positive outcomes of our second hypothesis that value incongruence leads to job disengagement which is also supported from previous studies. Literature manifests that job disengagement is a consequence of lack of organizational support (Rastogi, Pati, Krishnan, & Krishnan, 2018). When there is value incongruence, individual considers himself less esteemed by the organization (Edwards & Cable, 2009). Thus, the authenticity of this hypothecation is finally proved in present research that value incongruence has positive association with job disengagement. It is also beyond doubt that there is a positive link of value incongruence and intention to quit (Bao et al., 2013; Kristof-Brown et al., 2005; Cennamo & Gardner, 2008). Moreover, workplace loneliness efficiently plays a role of mediator between value incongruence and dependent variables i.e. organization disidentification, job disengagement and intention to quit. Thus, current study has brought into light that hypothesis 5 and 6 also gained acceptance respectively.

The element of workplace loneliness proves to be an antecedent of job disengagement and intention to quit. However, contrary to our initial expectations, the workplace loneliness does not mediate the relationship between value incongruence and organization disidentification. So, it is evinced that due to value incongruence there are detrimental effects occur on employee's job performance. After conducting analysis, this fact is unveiled that facades of conformity also plays the role of moderator between value incongruence and workplace loneliness. So, the



findings divulge that H7 is accepted. The detailed discussion on each hypothesis is as following:

### 5.1.1 Hypothesis H1:

This hypothesis 'there is affirmative association between value incongruence and organization disidentification, has been supported by reason. The repercussions of understudy examination demonstrate noteworthy relationship ( $B = .172$ ,  $t = 3.100$ ,  $p = .002$ ). The  $t$  value is 3.1, which is above the 2 esteem indicates the credibility of the relationship.

Moreover, the  $B$  co-efficient turns out to be .172 which exhibits one unit change in value incongruence that will lead to increment in organization disidentification by 17.2%. The relationship between value incongruence and organization disidentification also has linkage to the past study as well (Brown & Williams, 1984; Elsbach & Bhattacharya, 2001) which provides evidence for the positive relationship of value incongruence with organization disidentification. According to the disidentification definition, "a cognitive separation between one's identity and one's perception of the identity of an organization" (Elsbach & Bhattacharya, 2001, p.397) it is declared that either employee identifies or disidentifies from the organization is solely based on the personal perception and cognition of that employee. It is noticeable that personal values are core and stable values which are the part of one's upbringing and deeply associated with one cultural background and social status (Lachman, 1988). Moreover, Values are the personal beliefs for an individual which provides for him/her the direction of decision making to take action. From above stated evidences, it is showed to be true that these values are congruent and align with the organizational values, it will be more convenient and easy for individual to survive in such type of organization. Thus, employees also perceive that they are valuable for the organization. Hence, they will be more committed to their organization. On the contrary, employee will be pressurized to suppress his own values for the sake of organizational value system. As organizational values are the developed system of shared values which is problematic for one individual to challenge. Therefore, incongruent values are alike competing

values for the individual due to which employee starts distancing himself from the organization because he finds the difference in attribution between him and organization (Elsbach& Bhattacharya, 2001). Organization disidentification also prompts disconnection between oneself and the organization (Kreiner&Ashforth, 2004). Therefore, when there is value incongruence, employee tries to disconnect himself from those values which are against of his personal values. In result, he disidentifies himself from the organization. So, incongruent values are the major source of organization disidentification.

### 5.1.2 Hypothesis H2:

The hypothesis that 'Value incongruence has positive and significant impact on job disengagement' is also accepted.

Results shows the conspicuous relationship between value incongruence and job disengagement( $B = .508$ ,  $t = 12.329$ ,  $p = .000$ ). Value incongruence has a t value 12.329 which declares the high importance of relationship. The t esteem which is more than 2 demonstrates that the results are fair and up to standard. Hence, the remarkable t estimation which is 12.39 shows measurably noteworthy connection of value incongruence with job disengagement. B coefficient value is .508 which again describes the strong relationship between value incongruence and job disengagement. As the one unit increase in value incongruence will lead to increase 50.8% change in job disengagement. That's why accordance to the given results, we can say that employees' job disengagement is particularly associated with their incongruent values in organization. In literature it has been tested that there is positive association between value incongruence and job disengagement (Rastogi, Pati, Krishnan,& Krishnan, 2018). Values are the core beliefs which play a vital and dominant role in one's life. Therefore, it is difficult for anyone to be apart from his enduring values which are also his core beliefs. The values also provide the way for living standards to human beings. And in the organization level, when an employee faces incongruence values, he/she needs to suppress personal values which is a great trouble for him. To suppress one's own values and the extra effort to align the personal and organizational values demand more time and energy

that is squeezing and intolerable for a long time. Moreover, the whole procedure and extra efforts make actual work meaningless for the employee. And still the managers evaluate that employee's performance is inadequate. The misbalance of extra job effort and poor result of performance appraisal makes employee emotionally exhausted. Which in turn, disengaged the employee from his job. However, if organization focuses on this problem and tries to overcome it, employees will become more committed to their jobs.

### 5.1.3 Hypothesis H3:

3rd hypothesis of the study also provides the well supported results through data collection. It is hypothesized that Value incongruence has positive and significant impact on intention to quit. When there is value incongruence in organization, employees have high intention to quit the job. Previous literary works also support this hypothesis by providing evidence about positive association between value incongruence and intention to quit (Dolan et al., 2011; Bao et al., 2013; Kristof-Brown et al., 2005; Verquer et al., 2003; Cable & Judge, 1996; Lauver & Kristof Brown, 2001; Cable & DeRue, 2002). Value incongruence leads to job dissatisfaction and in case of having some optimal opportunity of employment, employee quits job. Otherwise, he or she will has the high intentions to quit the job (Wheeler et al., 2007).

To decrease the turnover ratio from organization is a great challenge for managers. Subsequently, through this research, more authentic results are exhibited about exploring the reason of high intention to quit. So, managers should try to reduce the incongruent values of employees with organizational value system and try to align them with organizational value system. Thus, this will be helpful for the organization to have reduction in turnover rate. In former study, it has been identified that employees who have high intention to quit the job, often they quit (Elangovan, 2001). Hence, if there is value congruence between employee and organization, employee will be more satisfied from his job. In result, he will be more committed with his organization and has the least intention to quit job.

#### 5.1.4 Hypothesis H4:

Concerning this hypothesis 'Workplace loneliness mediates the relationship between value incongruence and organization disidentification' no empirical data from previous research is found. The results related to it, can only be considered a beginning and the findings represent a work-in progress. Workplace loneliness is related to the evaluation of one's affiliative relations at work place. It also tests that innate requirement of belongingness is being met by the organization and coworkers or not. In previous research, it has been mentioned that workplace loneliness is different from the other related constructs i.e. workplace ostracism and solitude (Heinrich & Gullone, 2006; Ozelik & Barsade, 2018). Workplace loneliness negatively affects the job performance of employees.

In present research, it is hypothesized that workplace loneliness mediates the relationship between value incongruence and organization disidentification. This hypothesis is rejected for having dissatisfactory results. The effects of workplace loneliness on organization disidentification show insignificant results. As the results are ( $B = .132$ ,  $t = 1.66$ ,  $p = .097$ ).  $t$  value is less than 2 and  $p$  value is greater than .05 that is above than threshold estimates.  $B$  coefficient is .132. Less than 2  $t$  value declares that results are statistically insignificant.

There could be a bundle of reasons for the rejection of current hypothesis. In past literary works, it is declared that identification with an organization enhances the employee's self-esteem, distinctiveness and self-continuity (Hogg and Abrams, 1988; Dutton et al., 1994). And it is also proved through past research that due to value incongruence, employee exhibits organization disidentification (Elsbach & Bhattacharya, 2001). But according to current research, it is investigated that workplace loneliness does not mediate the relationship between value incongruence and organization disidentification and is rejected. As workplace loneliness itself creates negative effects on employee's job performance and develops the cognition of high intention to quit. But in reality workplace loneliness does not mediate the relationship between value incongruence and organization disidentification. There could be some other possible mediation. The main reason behind this workplace loneliness is the "deprivation" of relationship at workplace which

one desires. On the other hand, 'disidentification' term demonstrates someone or something as "opponent" or "rivals" etc. So, on the basis of above mentioned contrast ideas, it is clarified that if one employee is already have the feelings of deprived relationship at one place, he will not disidentify that place further. According to past research, disidentification is about the psychological distance of someone from that organization. (Whetten, 2007, p.259). Moreover, it is concluded through previous research that people have innate desire to form social bonds and association (Lawrence & Nohria, 2002). Therefore, if the employee already has the feelings of social deprivation, he will not go for further distancing himself from the organization in order to survive in that organization. Cacioppo and Patrick(2008) define that for an individual, belongingness to others is considered fundamental human need just like hunger and thirst. With compliance of conservation of resource theory,current study finds out that people tries to avoid the resource loss because man tries to create the world which provides him success and happiness in long-standing (Hobfoll, 1989). Therefore, this dissertation concludes that if an employee already has the resource loss in form of workplace loneliness, he further tries to secure resources from depletion. Therefore, he does not disidentify the organization due to workplace loneliness.

### 5.1.5 Hypothesis H5:

The results of this hypothesis 'Workplace loneliness mediates the relationship between value incongruence and job disengagement' are genuine and significant, as the upper limit is .0763 and lower limit is .1738 that are taken from unstandardized regression co-efficient. Both upper and lower limits are positive and there exists no zero in the boot strapped 95% interval around the indirect effect of the relationship of value incongruence and employee job disengagement through the mediating role of workplace loneliness.

Employee does not feel loneliness because he is alone at workplace but for an employee it is due to have the deprivation of belongingness which has not been fulfilled by his existing social group (ge, etin, & Top, 2018). Therefore, employee perceives the workplace less supportive and tries to withdraw himself from his

social circle (wright, 2007). Consequently, performance of employee is affected. Ozcelik and Barsade (2018) describe that people who feel workplace loneliness, they attain less relational and task resources from their colleagues and organization that are resultantly harmful for the employee's performance at workplace. Thus, they get disengage from their job.

Past literary works well support that there is strong link between workplace loneliness and job disengagement (Ozcelik&barsade, 2018; 2011). It is found in this study that value incongruence is major reason in order to develop the feeling of workplace loneliness among employees which is also proved by the present research and past studies (Wright, 2007). According to the (Deng et al., 2016) value incongruence is a predominant burden on employee. Not only an employee suppresses his values but also engages himself to organizational values that are opposite to his personal values. Therefore, he becomes pressurized when observes his colleagues and coworkers so hassle free while surviving in that misfit organizational environment comparatively. According to Wright (2007) Coworkers are also the indirect competitors. At one place, all employees have to manage the scarcity of resources of organization and everyone wants to get more on his credit. This insatiability proves detrimental to workplace camaraderie and the development of interpersonal connections. Hence, feelings of workplace loneliness develop. For example, the employee who is very passionate and devoted in his job by remaining committed to organization, he has to face difficulties while surviving in that organization where employees can upgrade his post through short cuts and impression management by grabbing hold of the minimum resources of organization in an illegal way. Thus, in organization employee feels workplace loneliness because he is unable to develop cohesion with such coworkers by compromising his own values. Jones and Hebb (2003) have identified that in his interpersonal relationship, the degree of employee's workplace loneliness depends upon the security and supportsof that organization and the deprivation of this need leads them towards loneliness. Therefore, on the basis of past results, it is concluded that workplace loneliness mediates the relationship between value incongruence and job disengagement. Therefore, by establishing strong connection, managers can support those

employees who find incongruent values with them, even can enrich their confidence and level of competence in them. So, they remain motivated and committed to the organization.

### 5.1.6 Hypothesis H6:

This hypothesis 'Workplace loneliness mediates the relationship between value incongruence and intention to quit' is also supported by favorable results in current research. The results show significant relationship of workplace loneliness as a mediator between value incongruence and intention to quit, as the upper and lower limits are (.04, .19) indicated by the unstandardized regression coefficient. Both are positive and there exists no zero in the bootstrapped 95% interval around the indirect effect of the relationship of value incongruence and intention to quit through mediating role of workplace loneliness.

All these results have come out with the past literary works which support the significant role of workplace loneliness as a mediator between value incongruence and intention to quit. This is already tested in past literature that value incongruence is positively associated with workplace loneliness. And workplace loneliness has the ultimate consequence in form of increment in employee's absenteeism and turnover intention. (Hackett, Bycio, & Hausdorf, 1994; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). Literature demonstrates that employee feels workplace loneliness when he is even interacting at his social level but find no closeness in his relationship up to his desired level (Ozcelik & Barsade, 2018). And for some people, the meaning of working is related to some social institution which demands the full time cooperation of coworkers (Berman, West, & Richter, 2002). Consequently, this deprivation of closeness enforces him to extract himself from such environment. Therefore, he has the high intention to quit the job.

For all human affiliation considered as equally important due to having the desire of physical and psychological well-being across the life span, including life at work (Cacioppo, Hawkley & Bernston, 2003). Workplace can develop emotional and social loneliness in some employee through some of its characteristics in turn affected

the employee attitude and wellbeing. That's why the workplace loneliness is an organizational as well personal problem and cannot be overlooked. So, managers should try to avoid the impact of deprivation in employee's relationships. Addressing the problem of workplace loneliness is great challenge for the managers, as the loneliness not only refers a person who lives alone but also a person who interacts with others by having the feeling of loneliness. So, I've identified through this research that value incongruence could be an antecedent of workplace loneliness which leads to the employee towards high intentions to quit.

### 5.1.7 Hypothesis H7:

This hypothesis 'Facades of conformity moderates the relationship between value incongruence and workplace loneliness; such that if facades of conformity is high than the relationship between value incongruence and workplace loneliness would be weaker' is also acknowledge through this research. As the aftereffects of the present investigation indicate unimportant relationship ( $B = -.17$ ,  $t = -2.68$ ,  $p = .007$ ). Facades of conformity has the B coefficient estimation of  $-.17$ , which demonstrates the level of relationship. As the t esteem is  $-2.68$ , which demonstrates that the outcomes are significant. In this way, in this theory the t estimation of  $-2.68$  shows that there is significant connection of facades of conformity as an arbitrator between value incongruence and workplace loneliness. Furthermore, the B co-effective turns out to be  $-.17$  which demonstrates that if there is a one unit change in facades of conformity then it will bring a negative impact of 17.3% in the relationship between value incongruence and workplace loneliness by weakening the relationship. There could be many reasons for the acceptance of the hypothesis.

According to past literary works, people try to get acceptance where they work because belongingness is fundamental need of human being (Baumeister & Leary, 1995; Fiske, 2009; Ozcelik & Barsade, 2018). People try to behave in a manner so that they get valued and reduce the effect of being rejected. According to the proposed hypothesis value incongruence has a strong link with workplace loneliness, but when employee creates facades of conformity then there are less chances to feel workplace loneliness due to incongruent values. In an organization, people create



facades of conformity by creating 'false representation' of embracing the organizational values and pretending as they suppress personal values (Hewlin, 2003; 2009; Hewlin, Kim, & Song, 2016). Employee creates facades of conformity to enhance his legitimacy and social standing in the organization (Bolino, Kacmar, Turnley, & Gilstrap, 2008; Hewlin, 2009; Stormer & Devine, 2008). We therefore, expect that facades of conformity has the moderating effect upon relationship between value incongruence and workplace loneliness. If facades of conformity is high there is weaker relationship between value incongruence and workplace loneliness.

While relating it with the cultural context of Pakistan, this study is very important in order to illuminate the fact that Pakistan is power distance and restrained society (Hofstede, 1982). There is also collectivistic culture in Pakistan. Most of the time only one member supports the whole family. This financial pressure to earn livelihood for the whole family is a great stress for him. So, in such restrained and power distance culture, one has to conform all rules of society. When employee starts work in some organization, he has to suppress his personal values for the security of his job. And if he is unable to suppress own values, he creates false representation to embrace organizational value system. He has to do it because of job insecurity and unemployment issues in Pakistan. Hewlin (2016) also proves through empirical study that due to job insecurity people create facades of conformity.

Another indication is that Pakistan is among the top most bribery payers as well as corruption is increasing with the rate of 77% in Pakistan (Yazdani & Siddiqi, 2013). Therefore, most of the time, people try to get promotions and bonuses through shortcuts. So, in order to support his family and to survive in organization, the employee most of the time pretends to suppress his own values and tries to create facades of conformity and masking true self by embracing the organizational value system.

## 5.2 Conclusion:

This study developed a domain of value incongruence and its impact on employee's negative attitudes in an organization. It is considered the most important and popular area of research in order to compete globally amongst all the emerging multinational organizations around the world. The main focus of this study is to find out the antecedents of negative employee's attitudes i.e. organization disidentification, intention to quit and job disengagement. Under study dissertation, discovered that value incongruence is the major reason of employee's negative attitudes i.e. organization disidentification, intention to quit and job disengagement. Also, this study has demonstrated the role of workplace loneliness as a mediator between the relationship of value incongruence and organization dis-identification, intention to quit and job disengagement. At the end of length, this research has inspected an exclusive task of facades of conformity as a moderator among the association of value incongruence and workplace loneliness in an organization.

Data collection for the investigation of this research was composed throughout questionnaires, which were distributed to the multiple organizations of Pakistan based on different sectors i.e educational sector, multinational companies, service sector, public and private sector. This study and the proposed hypotheses are being supported through conservation of resource theory. In total 500 questionnaires were disseminated but only 247 were used for the study reason since those 247 questionnaires were having the most appropriate and full information required for the analysis of the study.

The major involvement of this research is that this research has thrown a lot in the obtainable writing for the reason that there has been an incomplete work on research of the impact of value incongruence on the employee negative attitudes i.e. organization disidentification, job disengagement and intention to quit with workplace loneliness as mediator and facades of conformity as moderator. In this investigation, H1, H2, H3, H5 and H6, H7 are being accepted by the Pakistani setting and H4 is being rejected according to the context of Pakistan alongside the help of past writing.

## 5.3 Implications

### 5.3.1 Theoretical implications:

The present study has presented theoretical implications that can help future researchers to work further on different domains. In this present study, we have developed relationship of value incongruence and employee's negative attitudes i.e. organization disidentification, job disengagement and intention to quit. Value incongruence is about the mismatch of personal values with organizational value system. As it has demonstrated that Personal values are part of one's cognitive process which further develop the sense of perceiving, interpreting, understanding, and communicating information (Bao et al., 2013). So, people could not separate from their personal values, it is really hard for them to work in incongruent value system by suppressing their own values.

Although, in past research, incongruence has the multiple consequences such as employee's turnover, lower job satisfaction, lack in employee task proficiency and employee conflict & burnout which are the form of adverse effects of misfit environment on employees. Therefore, in present dissertation, the impact of value incongruence with employee negative attitudes i.e. organization disidentification, job disengagement and intention to quit is mainly studied which has not been touched before, with the mediating role of workplace loneliness and moderating role of facades of conformity. Value incongruence can be studied with the personality types, diversity workforce, and effects on newcomers as well as different challenging behaviors.

The study is based on theory of conservation of resource which is Broaden and build theory. So by including any other negative type of employee's attitude with value incongruence can impact differently. Current research can result differently by using ASA (attraction-selection-attrition) model (Schneider, 1987).

Moreover, workplace loneliness is used as mediator in present study to support the relationship between value incongruence and dependent variables one by one

i.e. organization disidentification, job disengagement and intention to quit respectively. Future researcher can add different mediators as ego depletion, perceived organizational support, psychological contract breach etc., and future researcher can also find out the impact of diverse workforce and value incongruence on innovative work behavior etc.

The present study has added facades of conformity as moderator on the relationship of value incongruence and workplace loneliness. Future studies can add different contextual and dispositional moderators like positive effectivity, negative effectivity to identify the possible effects on workplace loneliness and employee negative attitudes just as organization disidentification, job disengagement and intention to quit. At last, present study has not mentioned any particular industry, to establish a comprehensive framework of value incongruence. In future, researchers can select any particular industry.

### **5.3.2 Practical implications:**

The present study has identified the positive relationships between value incongruence and dependent variables i.e. organization disidentification, job disengagement and intention to quit correspondingly. Thus, this study has elucidated some unique points that were still unnoticed and are equally important for the managers, employees and the organization as a whole. As the managers have to manage the organization environment as well as to satisfy the employees from organization and from his job, therefore, present study is of worth-mentioning for the HR managers. So that the employee can exert his all skills, abilities and knowledge on job. Thus, Findings of this research suggest that manager should reduce the element of mismatch values of employees with organization by keeping the check and balance for recruiting and hiring. Because value incongruence leads to negative attitudes of employees towards his job and organization, therefore, it is very important to design selection process that maximize the fit between organizational value system and employee's personal values (Deng et al., 2016). Consequently, Employees will feel less loneliness at workplace and then there are least chances for them to

demonstrate negative attitudes such as organization disidentification, job disengagement and intention to quit. In fact, managers should align the important axes of mismatch values both of an employee and organization.

This is mandatory to develop the culture of socialization in organization and lower the power distance culture by appreciating the employee's performance, giving him autonomy and assuring his job security. Thus, the environment will be created in which employee can effortlessly align his values with organizational value system. Moreover, employee will have less feelings of workplace loneliness. In turn, he will be less likely to show organization disidentification, job disengagement and intention to quit.

This study is important from the employee's view point, because merely employee knows his personal values which are incongruent with organizational value system. So, if there is supportive management in an organization, with the help of them, employee can overcome his feelings of workplace loneliness which will not lead him towards organization disidentification, job disengagement and intention to quit. Moreover, this thing can also cover communication gap between employees and their organization. Therefore, upper management should take actions to create the environment by designing the selection process in a way which attracts the employees of similar values. This will be helpful for the managers as well as employees to reduce incongruence values.

Secondly, employee who creates high facades of conformity by developing the ability to suppress personal values and prioritizing organizational values makes him less stressful. Thus, through verbal and non-verbal gestures, the employee's creation of facades of conformity affects his feelings of workplace loneliness such as having the ability to mask his own true self and embracing organizational values.

As COR theory demonstrates that an individual creates the world in order to survive happily. Accordingly, we conclude that employee who has high facades of conformity can easily suppress personal values by avoiding his resource depletion and thus he doesn't develop the feelings of workplace loneliness. For example, organization has to change its environment according to the market demand and

instability and when there is changing in the environment of organization, sometime, it becomes difficult for an employee to adjust himself with new organizational environment (Hewlin, 2003). So, he creates facades of conformity to hint others that he is best able to adapt this change, in this way he tries to conceal his feelings regarding workplace loneliness. An employee who has low facades of conformity to cope with this new organizational environment in comparison to those who are best able to adjust, therefore, he is alone at workplace. Hence, the feelings of loneliness has developed in him. In turn, he will show the negative attitudes i.e. organization disidentification, job disengagement and intention to quit. Past literature elucidate that if managers and organization support their employees, then employees will have the autonomy for decision making. Due to which, he will relate himself with organization and will be satisfied with his job. This relatedness and satisfaction lead employees towards internalizing the organizational values (Greguras&Diefendorff, 2009; Lynch, Plant, & Ryan, 2005). Sequentially, for an employee, there will be less chance to develop the feelings of loneliness which is the root cause of employee's negative attitudes.

## 5.4 Limitations and Future Research:

Time lag data collection method is applied in current study in order to get more significant results. Data has been collected in two time lags t1 and t2 but due to the time shortage it was hard to recover the whole data. It was the major reason of small sample size. Another limitation is the use of convenience sampling. Convenience sampling is used to collect data randomly from a large population. Therefore, it is hard for a researcher to generalize current study results because of its small sample size, limited geographical and convenience sampling procedure. Despite of small sample size, the current study brings several shortcomings that can be covered by the future researchers.

Data were collected only from 2 cities of Pakistan i.e. Faisalabad and Islamabad. Secondly, it is collected from various industries and multiple sectors but this study

needs to research in future from some specific industrial area such as only multinational companies of Pakistan.

Thirdly, the study was conducted only in Pakistan that could raise the question of cultural influence. So, future researchers can test these relationships in other cultures or countries.

The present study has not measured current relationships with categorically the new hiring and their job effects due to values incongruence. Future researchers can take this into consideration to get some authentic results.

At last, current study has only taken into account the conditional factors such as facades of conformity for enhancing the relationship between value incongruence and workplace loneliness. Future researchers can investigate other contextual and conditional factors such as positive effectivity, perceived organizational support, etc.

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# Appendix

## Appendix-A

### Questionnaire

DEPARTMENT OF BUSINESS ADMINISTRATION

Faculty of Business Administration Social Sciences

CUST

Dear Participant,

I am student of MS Management Sciences at Capital University of Science and Technology. I am conducting a research on “outcomes of Person-organisation Misfit; examining the mechanism through workplace loneliness and the conditional effects of facades of conformity”. You can help me by completing the attached questionnaire. I will appreciate your participation in my study and I assure that your responses will be held confidential and will only be used for educational purposes.

Sincerely,

**Ayesha Babar**

## Employee questionnaire

T1

Name of the organization: \_\_\_\_\_ Employee ID: \_\_\_\_\_

Employee name \_\_\_\_\_

**Section 1:**

Gender:

1	2
Male	Female

Age:

1	2	3	4	5	6	7
Less than 25	25-30	31-34	35-40	41-44	45-50	51 & above

Education:

1	2	3	4	5
Matric	Intermediate	Bachelors	Masters	Doctorate

Organization tenure:

1	2	3	4	5
1-3 years	4-6 years	7-9 years	10-12 years	13 & more

Job tenure:

1	2	3	4	5
1-3 years	4-6 years	7-9 years	10-12 years	13 & more

Organization size:

(Members)

1	2	3	4	5	6
Less than 20	21-40	41-60	61-80	81-100	More than 100

Name of the organization: \_\_\_\_\_ Employee ID: \_\_\_\_\_  
 Employee name \_\_\_\_\_

**Section 2:**

1= Strongly Disagree	2= Disagree	3= Neither Agree nor Disagree	4= Agree	5= Strongly Agree
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1.	The things that I value in my life are very similar to the things that my organization values.	1	2	3	4	5
2.	My personal values match with my organization's values and culture	1	2	3	4	5
3.	My organization's values and culture provide a good fit with the things that I value in life.	1	2	3	4	5

**Section 3:**

1= Strongly Disagree	2= Disagree	3= Neither Agree nor Disagree	4= Agree	5= Strongly Agree
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1.	I don't share certain things about myself in order to fit in at work.	1	2	3	4	5
2.	I suppress personal values that are different from those of the organization.	1	2	3	4	5
3.	I withhold personal values that conflict with organizational values	1	2	3	4	5
4.	I don't "play politics" by pretending to embrace organizational values.	1	2	3	4	5
5.	I behave in a manner that reflects the organization's value system even though it is inconsistent with my personal values.	1	2	3	4	5
6.	I say things that I don't really believe at work.	1	2	3	4	5



Name of the organization: \_\_\_\_\_ Employee ID: \_\_\_\_\_  
 Employee name \_\_\_\_\_

**Section 4:**

	1= Strongly Disagree	2= Disagree	3= Neither Agree nor Disagree	4= Agree	5= Strongly Agree
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
11.					
12.					
13.					
14.					
15.					
16.					
17.					
18.					
19.					
20.					

**Section 5:**

	1= Strongly Disagree	2= Disagree	3= Neither Agree nor Disagree	4= Agree	5= Strongly Agree
1.					
2.					
3.					

**Section 6:**

<b>1= Strongly Disagree</b>	<b>2= Disagree</b>	<b>3= Neither Agree nor Disagree</b>	<b>4= Agree</b>	<b>5= Strongly Agree</b>
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1.	I always find new and interesting aspects in my work (r).	1	2	3	4	5
2.	There are days when I feel tired before I arrive at work.	1	2	3	4	5
3.	It happens more and more often that I talk about my work in a negative way.	1	2	3	4	5
4.	After work, I tend to need more time than in the past in order to relax and feel better.	1	2	3	4	5
5.	I can tolerate the pressure of my work very well (r).	1	2	3	4	5
6.	Lately, I tend to think less at work and do my job almost mechanically.	1	2	3	4	5
7.	I find my work to be a positive challenge (r)	1	2	3	4	5
8.	During my work, I often feel emotionally drained.	1	2	3	4	5
9.	Over time, one can become disconnected from this type of work.	1	2	3	4	5
10.	After working, I have enough energy for my leisure activities (r)	1	2	3	4	5
11.	Sometimes I feel sickened by my work tasks.	1	2	3	4	5
12.	After my work, I usually feel worn out and weary	1	2	3	4	5
13.	This is the only type of work that I can imagine myself doing (r).	1	2	3	4	5
14.	Usually, I can manage the amount of my work well (r).	1	2	3	4	5
15.	I feel more and more engaged in my work (r).	1	2	3	4	5
16.	When I work, I usually feel energized (r).	1	2	3	4	5

**Section 7:**

<b>1= Strongly Disagree</b>	<b>2= Disagree</b>	<b>3= Neither Agree nor Disagree</b>	<b>4= Agree</b>	<b>5= Strongly Agree</b>
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1.	I am embarrassed to be part of this organization	1	2	3	4	5
2.	This organization does shameful things	1	2	3	4	5
3.	I have tried to keep the organization I work for a secret from people I meet	1	2	3	4	5
4.	I find this organization to be disgraceful	1	2	3	4	5
5.	I want people to know that I disagree with how this organization behaves	1	2	3	4	5
6.	I have been ashamed of what goes on in this organization	1	2	3	4	5