

LEADING RESEARCH AREAS OF PERSONAL, ORGANIZATIONAL VALUES AND THEIR CONGRUENCE: A BIBLIOMETRIC ANALYSIS

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Abstract

In recent decades, with the growing interest of researchers in personal and organizational values and their congruence, the number of areas of interest to researchers in this field of research is also increasing. However, due to the huge amount of data and the different methods applied, it becomes complicated to identify themes important for management science and predict promising directions for further research. Therefore, this study aims to reveal the most important thematic areas related to the field of research on personal and organisational values congruence.

The research sample consisted of 33626 articles, of which 6527 articles corresponded to the field of personal values research; 27011, to the field of organizational values research; and 98, to the field of research on personal and organizational values congruence. The articles in the field of management science were searched for in The Web of Science Core Collection database, covering the period from 1995 to 2023. A qualitative research method was employed, performing a keyword co-occurrence analysis and drawing up maps of co-occurrence network of keywords.

In the field of personal values, 7 themes were identified, among which the focus on leadership, competition, organizational value, and cultural context was most evident. The field of organizational values research consisted of 5 themes, where the researchers paid most attention to the areas related to organizational value, organizational culture and management. In the field of research on personal and organizational values congruence, 7 other themes were found with a predominant focus on originality value and work engagement.

This study contributes to a greater understanding of the trends of research on personal and organizational values and their congruence in the field of management science and shows possible directions for further research.

Keywords: *personal values, organizational values, personal and organizational values congruence, analysis of co-occurrences of keywords, bibliometric methods.*

JEL Codes: M14, M19.

Introduction

The importance of research on congruence of personal and organizational values can be evaluated considering the benefits of cognizing this phenomenon for management practice that is aimed at ensuring employee well-being and improved performance (Ariail, Smith & Smith, 2020; Dunning et al., 2021; Liang, Su & Wong, 2021; Wang & Hall, 2019). More clearly perceived organizational values and their compatibility become an important prerequisite for the employee's adaptation to the organization and often leads to the employee's better well-being in the

organization (Wang & Hall, 2019). In addition, the research overview carried out by Arieli, Sagiv and Roccas (2020a) showed that the broadness and stability of values allowed predicting the behaviour of individuals at various organizational levels.

Employee well-being and performance are only part of the research topics, the number of which has increased rapidly in recent decades. Starting from the 1990s, 326 articles were registered on the Web of Science Core Collection database in the first decade, while in the last decade, there were as many as 2893 articles that in one way or another touched on the topic of value congruence in organizations. In recent years, this phenomenon was

investigated in the aspects of burnout (Dall’Ora et al., 2020), organizational commitment (Dunaetz et al., 2022), involvement in organizational budgeting (Macinati, Nieddu & Rizzo, 2020), different generations (Vveinhardt & Foktas, 2020), cultural trends (Jing, Lupton & Ansari, 2021), and many other.

To predict the main directions of research or gaps that have not yet been filled, the bibliometric analysis method has been increasingly used. This method provides an opportunity to process large amounts of data, to overview key themes and scientific research trends (Gu, Meng & Farrukh, 2021; Subramanian, Billsberry & Barrett, 2022). Although the bibliometric analysis can be combined with literature review, it offers a different approach (Donthu et al., 2021; Subramanian, Billsberry & Barrett, 2022). Unlike the systematic literature reviews, which are usually based on qualitative methods, the bibliometric analysis is based on quantitative methods that allow avoiding or mitigating the bias of qualitative research (Donthu et al., 2021).

Despite the growing number of bibliometric studies (Donthu et al., 2021; Mukherjee et al., 2022), a comprehensive analysis of personal and organizational values congruence, which would reveal the most prominent research themes, could not be found. Some studies touch on value congruence only partially. The bibliometric study conducted by Subramanian et al. (2022) touched on value congruence in the context of person-organization fit, while map of espoused organizational values, drawn up by Bourne, Jenkins and Parry (2019), was based only on publicly announced values of organizations in the United Kingdom and the United States. Therefore, this study aims to identify leading research areas of personal, organisational values and their congruence by performing the bibliometric analysis.

The article consists of three parts: (1) presentation of the conceptions of personal values, organizational values, personal and organizational values congruence; (2) description of the research method, the sample of documents under consideration and the data

processing process; (3) presentation of research results and discussion.

Literature review

Personal values. According to Sagiv and Schwartz (2022, p. 519-520), values are “cognitive representations of basic motivations as goals to be pursued”. Individuals classify values according to their importance into hierarchies showing certain value priorities that persist over time too. The hierarchy of values means that the individual may place more importance on a particular value (i.e., honesty or achievements) than other values (e.g., caring for family or broad-mindedness) (Weber & Urlick, 2021). In addition, research shows that values play an important role both in choices determining personal behaviour (Arieli, Sagiv & Roccas, 2020a) and when assessing events or other persons.

Organizational values. Values are the main part of any organization’s ideology (Malbašič, 2020). Values in organizations manifest themselves in four forms: (1) values formally upheld by top management, (2) values attributed to the organization by its members, (3) values shared by members, and (4) aspirational values (Bourne & Jenkins, 2013). In other words, it is a dynamic system in which all members of the organization are active participants.

Thus, organizational values embody those common values that the organisation’s members follow when choosing or assessing behaviour (Bourne & Jenkins, 2013). In addition, they set norms for how one should behave in the organization (Edwards & Cable, 2009) and can be efficient measures of social influence, influencing individuals’ choices (Arieli, Lee & Sagiv, 2020b). That is, there is an interaction between personal and organisational values. However, as pointed out by Bourne, Jenkins and Parry (2019), organizational values are not collections of individual values. They differ from individual, cultural and societal values but are related to them.

Values congruence. Values congruence is defined in the literature as the similarity or coincidence of personal and organizational values (Arieli, Sagiv & Roccas, 2020a;

Dunning et al., 2021; Edwards & Cable, 2009; Subramanian, Billsberry & Barrett, 2022). It can be measured from subjective and objective perspectives. That is, depending on how organizational values are understood by employees or by comparing the values of the employees and the organization (Edwards & Cable, 2009; Kim & Legendre, 2021).

According to Arieli, Sagiv and Roccas (2020a), personal and organizational values congruence can be the result of selection (when organizations choose employees and employees choose organizations), socialization, or both. Values congruence signals that certain needs and wishes of employees are being satisfied (Saether, 2019). This benefits both the organization and employees, since values congruence is positively related to their intrinsic motivation. Meanwhile, values incongruence leads to opposite consequences, which can be mitigated by alternative activities supplementing the essential needs of employees, since they remain unsatisfied (Vogel, Rodell & Lynch, 2016).

Method

The co-occurrence (also called co-word) analysis was chosen to achieve the purpose of the research. This is one of the science mapping methods, which allows to investigate the content of the publication (Donthu et al., 2021; Zupic & Čater, 2015). The co-occurrence analysis finds links between concepts that occur together in article titles, keywords or abstracts (Zupic & Čater, 2015). In this case, it is assumed that clusters of keywords reveal key themes (Mukherjee et al., 2022; Ronda-Pupo & Guerras-Martin, 2012), while keyword co-occurrences and co-absences can be interpreted as reflecting links between key concepts (Ronda-Pupo & Guerras-Martin, 2012). According to Zupic and Čater (2015), this is the only method where the similarity measure is identified according to the actual content of documents, while other bibliometric methods link documents indirectly through citations or co-authorship.

The study consisted of two stages. In the first stage, scientific studies that corresponded to the purpose of the research were selected. Articles were searched in the Web of Science Core Collection database by entering keywords “organizational values”, “personal values”, “personal and organizational values congruence”. A filter was set according to which the articles assigned to the management research field were filtered out. The sample consisted of 33626 articles, of which 6527 articles corresponded to the personal values research field; 27011, to the organizational values research field; and 98, to the personal and organizational values congruence research field. The search for research in the database was conducted in June 2023; therefore, the results reflect the static view of the research field at that time (Zupic & Čater, 2015).

In the second stage, the collected data were processed using VOSviewer software version 1.6.18. It is a freely available software designed to draw up and view bibliometric maps (van Eck & Waltman, 2010). The analysis was performed with words used by the authors in the titles, abstracts and texts of articles (e.g., Donthu et al., 2021). The threshold of 5 minimum number of occurrences was set. By default in the software 60% of the most important terms were selected, which is considered the optimal selection (van Eck & Waltman, 2023). After that, words unrelated to the purpose of the research (e.g., variable, author, questionnaire, methodology, and the like) were removed. Finally, keywords were obtained: personal values (44), organizational values (41), values congruence (45).

The results were visualized using association strength and network visualization options. The latter shows keyword co-occurrence according to total link strength (TLS).

In the created map, circles represent the words used by authors, their size depends on the number of publications containing the corresponding term, while lines show the existing link. Terms that co-occur are usually close to each other in the visualization, and the

colour indicates which cluster the elements belong to (van Eck & Waltman, 2014). It should be noted that plural words used in phrases are converted to their singular forms in the map, considering the last word of the phrase. If the second word is used in plural, it is converted to a singular word (van Eck & Waltman, 2023). Since the maps presented in the figures show only general trends, 25 strongest keywords are presented in more detail in tables.

However, the co-word analysis has its drawbacks too. According to Donthu et al. (2021), some words can be used in different contexts and it is difficult to assign them to one

cluster. In order to understand the relations between words, the publications need to be read; therefore, when questions about keywords arose, scientific articles included in the research sample were analysed.

Results

Identifying leading areas of personal values research

The documents making up the research sample contain 44 keywords, which were divided into 7 clusters with colours assigned to them. They form a semantic map of the field of *personal values*, the visualisation of which is presented in Figure 1.

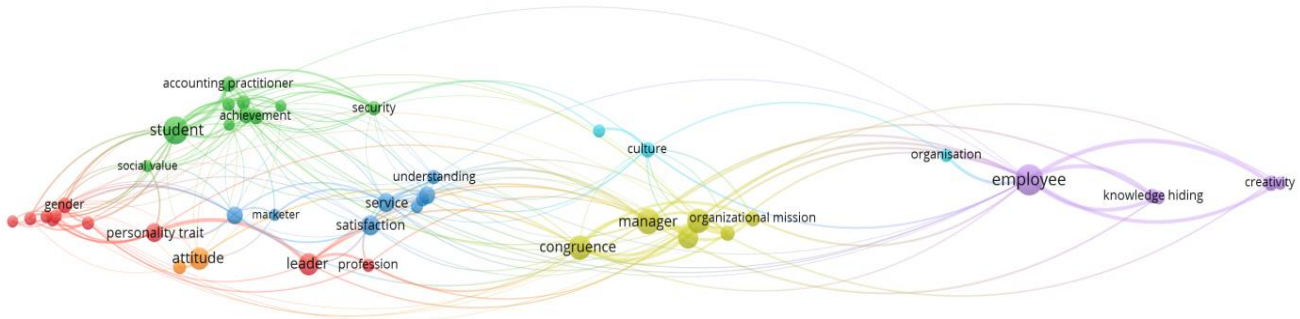


Figure 1. Co-occurrence network of keywords in the field of personal values research

In total, 218 links were identified, and TLS was 2090. The strongest keywords in each cluster were: *employee* (TLS – 370, cluster 5); *organizational value* (TLS – 228, cluster 4); *student* (TLS – 224, cluster 2); the strongest keyword in cluster 1 was *leader* (TLS – 121, cluster 1); in cluster 3 – *service* (TLS – 85, cluster 3); in cluster 6 – *culture* (TLS – 73,

cluster 6); in cluster 7 – *attitude* (TLS – 48; cluster 7 is not included in Table 1).

Twenty five strongest keywords making up the field of personal values research are presented in more detail in Table 1. Not a single keyword from cluster 7 fell among the 25 strongest keywords.

Table 1. Keywords forming the field of personal values research

Keywords	Cluster	Links	Total link strength (TLS)	Occurrences
employee	5	18	370	30
organizational value	4	12	228	15
student	2	16	224	24
organization	4	20	218	18
manager	4	17	215	21
congruence	4	13	194	19
accounting practitioner	2	8	152	8
public sector	4	7	128	8
leader	1	8	121	15
creativity	5	3	120	8
personality trait	1	7	115	11
knowledge hiding	5	3	112	7

life	2	14	104	8
competition	5	3	102	6
customer orientation	5	3	102	6
organizational mission	4	5	88	8
service	3	17	85	11
exciting life	2	12	83	5
ethical behaviour	1	12	81	6
security	2	16	77	7
conservation	1	10	76	6
achievement	2	17	74	8
power	2	13	74	7
culture	6	12	73	8
gender	1	14	72	8

Keywords making up cluster 1 *leader*, *personality trait*, *ethical behaviour*, *conservation* and *gender* outline the theme of personality traits and ethical behaviour in the context of leadership. In this case, *leader* and *personality trait* were the strongest (TLS was 121 and 115, respectively), and the link strength between them was 50. It can be said that these two keywords formed the basis of the theme (for comparison, the link strength between *ethical behaviour* and *leader* was only 4). Attention to them is explained by the evidence that personal values and personality traits affect the leader's behaviour (Sun & Shang, 2019), and in turn, due to the positions held, also influence the collective's behaviour (Yukl, 2010).

Keywords that were used when investigating the theme of accounting studies and personal life fell into cluster 2 (*student*; *accounting practitioner*; *life*; *exciting life*; *security*; *power*). The link strength between the strongest keywords *student* and *accounting practitioner* was 72. Other keywords expand the topic and focus on what this profession means in personal life. Interest in this theme can be explained by seeking to identify factors that would help prevent dishonest behaviour of professionals in the accounting practice (e.g., Ismail, & Rasheed, 2019; Lan et al., 2009; Mubako et al., 2021).

Attention in cluster 3 was focused on the theme of service management. It included such keywords as *service*, *experience*, *satisfaction*, *customer*, *service value*, *customer loyalty*, *marketer*.

Cluster 4 consisted of keywords *organizational value*, *organization*, *congruence*, *manager*, *public sector*, *organizational mission*, which highlight the theme of organisational value formation. The strongest links are between *organizational value* and *organization*, *manager* and *value congruence* (link strength: 43, 35 and 42, respectively). Research related to this theme is the one analysing the relationship between managers' personal values and the organisation's value system (e.g., Hemingway & Maclagan, 2004; Liedtka, 1989).

Cluster 5, consisting of keywords *employee*, *creativity*, *knowledge hiding*, *competition*, *customer orientation*, reflects the theme of employee creativity and competition. The strongest links were between *employee* and *creativity*, *knowledge hiding* and *competition* (link strength – 64, 56 and 48, respectively). That is, it includes positive and negative aspects of competition. The presence of *knowledge hiding* and *competition* circles next to each other (Figure 1) shows that quite often *knowledge hiding* is analysed in the context of unfair competition (link strength between them is 42).

Keywords *culture*, *organization* and *service quality* that fell in cluster 6 reflect the theme of organisations' activities in the cultural context. The link between *culture* and *service quality* (link strength is 18) shows that researchers focused more on service provision and it was more of a peripheral theme in the field of personal values research (Figure 1), therefore, it is no coincidence that only *culture* fell among the 25 keywords (Table 1).

Keywords forming cluster 7 (*attitude and involvement*) indicate a theme that analyses the relationship between the personal attitude and involvement in a specific situation or activity, which can be an important factor in the formation and implementation of decisions and behaviour that correspond to personal values. Again, judging by the fact that occurrences of these keywords were, respectively, 15 and 7, this was more of a peripheral theme.

Identifying leading areas of organisational values research

37 keywords and 237 links were identified in the field of *organisational values* research, and TLS was 2294. Keywords were divided into 5 clusters, in which *organisational value* (TLS – 674, cluster 4), *organisational culture* (TLS – 164, cluster 1), *effect* (TLS – 271, cluster 2), *management* (TLS – 120, cluster 3) and *time* (TLS – 92, cluster 5) had the highest TLS. The map of the organizational values keyword network is presented in Figure 2.

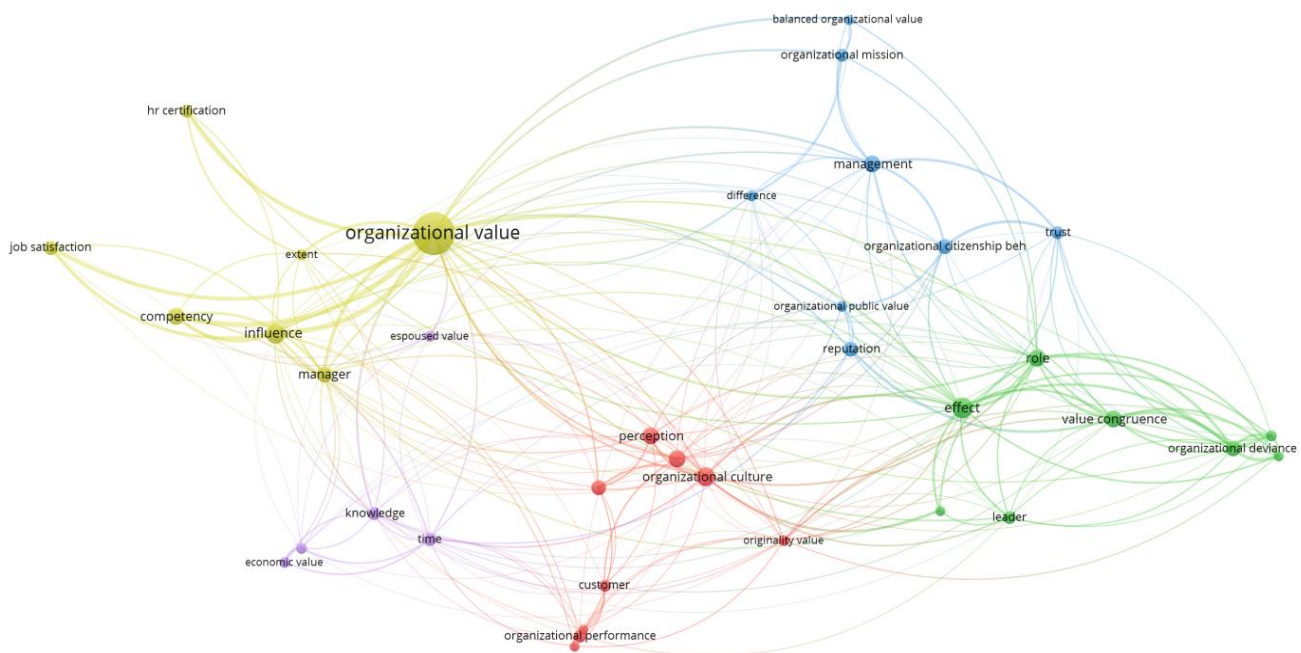


Figure 2. Co-occurrence network of keywords in the field of organizational values research

The strongest keywords making up the field of organisational values research are further listed in Table 2.

Table 2. Keywords forming the field of organizational values research

Keywords	Cluster	Links	Total link strength (TLS)	Occurrences
organizational value	4	27	674	86
influence	4	26	308	20
effect	2	25	271	22
role	2	24	239	15
organizational deviance	2	10	224	11
competency	4	6	217	15
value congruence	2	14	200	14
manager	4	17	183	13
organizational culture	1	19	164	18
despotic leadership	2	8	140	5
organizational identification	2	10	126	6
job satisfaction	4	6	122	10
management	3	17	120	15
organizational citizenship behavior	3	10	98	11

trust	3	12	97	8
hr certification	4	4	96	8
time	5	18	92	8
extent	4	12	91	6
leader	2	15	86	9
organizational efficiency	2	5	80	5
concept	1	21	79	14
knowledge	5	14	77	9
reputation	3	7	72	11
perception	1	14	71	15
originality value	1	22	69	6

Cluster 1 consisted of 9 keywords (*organizational culture, concept, perception, originality value, organizational practice, organizational performance, brand value, customer, customer value*) of which only 4 fell among the 25 strongest ones. These keywords express the theme of the role of perceiving organizational values in the context of organizational culture. Organizational culture affects the behaviour of both employees and customers, but according to Ortega-Parra and Sastre-Castillo (2013), in order to use culture as a means of shaping behaviour, espoused and perceived values need to be reconciled.

Cluster 2 covers the theme of impact of leadership and value congruence on various aspects of organizational performance. It consists of 8 keywords: *effect, role, organizational deviance, value congruence, despotic leadership, organizational identification, leader, organizational efficiency*. As Erkutlu and Chafra (2018) note, values congruence plays a buffering role in protecting from organisational deviance, which in turn is promoted by despotic leadership.

Cluster 3 consisted of 8 keywords: *management, organizational citizenship behavior, trust, reputation, organizational mission, balanced organizational value, organizational public value, difference*. Only half of them (*management, organizational citizenship behavior, trust, reputation*) fell among the 25 strongest keywords and formed the basis of the theme of management and organizational value development. The strongest links were between *management* and *trust* (link strength 24) and between *management* and *organizational citizenship*

behavior (link strength 20). This topic includes the area of research that investigates management as a factor that can influence organizational values and their development as well as affect the reactions of employees and entities outside the organization.

Cluster 4 consisted of 7 keywords, all of which were among the 25 strongest ones: *organizational value, influence, competency, manager, job satisfaction, hr certification and extent*. *Organizational value* and *influence* had the highest TLS (TLS – 674 and 308, respectively). The keyword *organizational value* had the strongest links with *competence, job satisfaction, hr certification* and *manager*. In other words, this highlights the theme that analyses the relations of organizational values with management, competencies, and employee satisfaction.

Cluster 5 combined 5 keywords: *time, knowledge, organizational learning, economic value, espoused value*. These keywords indicate the theme in which the relations of knowledge and organizational learning with the value created by the organization are analysed. This includes the area of research analysing the interaction between knowledge acquired through organizational learning, espoused values, and the creation of organization's economic value. Sinkula, Baker and Noordewier (1997) consider organizational values as one of the factors of organizational learning. According to the authors, orientation to learning creates that set of organizational values which influences the enterprise's propensity to create and use knowledge. However, judging from both occurrences and TLS indicators (Table 2), this

was a peripheral theme that received less attention from researchers.

Identifying leading areas of research on personal and organizational values congruence

7 clusters, 190 links and 10063 TLS were identified. In cluster 1, the strongest keyword was *originality value* (TLS – 62); in

cluster 2, *work engagement* (TLS – 66); in cluster 3, *behavior* (TLS – 131); in cluster 4, *church* (TLS – 240); in cluster 5, *relationship* (TLS – 318); in cluster 6, *role* (TLS – 135); in cluster 7, *satisfaction* (TLS – 72). The network map of keywords of personal and organizational values congruence is presented in Figure 3.

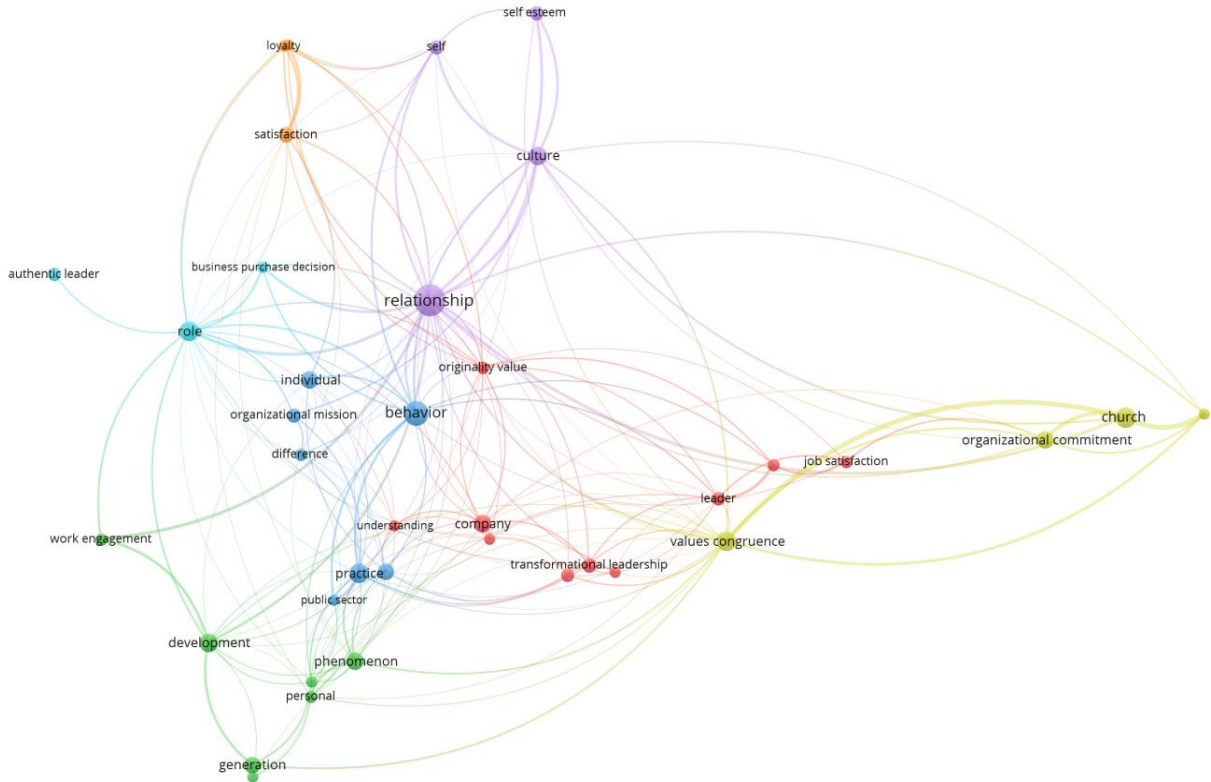


Figure 3. Co-occurrence network of keywords in the field of research on personal and organizational values congruence

25 strongest keywords forming the field of research on personal and organizational values congruence are laid out in Table 3.

Table 3. Keywords forming the field of research on personal and organizational values congruence

Keywords	Cluster	Links	Total link strength (TLS)	Occurrences
relationship	5	28	318	35
church	4	5	240	15
values congruence	4	23	201	14
role	6	22	135	14
behavior	3	15	131	22
culture	5	12	131	12
affective organizational commitment	4	5	130	5
practice	3	19	104	14
organizational commitment	4	7	98	11
development	2	15	97	12
self	5	10	73	8
satisfaction	7	10	72	9

loyalty	7	6	70	5
relationship satisfaction	7	6	70	5
work engagement	2	3	66	6
originality value	1	17	62	6
leader	1	13	61	7
phenomenon	2	10	60	11
self esteem	5	4	60	8
influence	3	15	56	10
business purchase decision	6	4	55	5
generation	2	4	50	10
order	2	15	50	5
profession	1	4	48	6
transformational leadership	1	8	44	8

10 keywords fell to cluster 1: *originality value, leader, profession, transformational leadership, company, csr, job satisfaction, business, understanding, work value*. Although only 4 keywords fell among the strongest 25 ones according to TLS, together with the rest, they express the theme of the role of leadership and values in the company's activities.

Comparing with previously discussed research fields, it can be seen that in the context of personal values, attention was paid to personality traits; in the field of organizational values research, the investigation of relations between organizational deviance and despotic leadership emerged, while in this case, the focus was on transformational leadership. Hoffman et al. (2011) found that the influence of transformational leadership on work group effectiveness manifested itself through followers' perceptions of personal and organizational values congruence. In another study, Groves (2014) found that the congruence between the values of the transformational leader and followers affected the way how corporate social responsibility (CSR) values were accepted.

Cluster 2 consisted of 7 keywords: *development, work engagement, phenomenon, generation, order, personal, organizational value congruence*. They form the theme of personnel development and work engagement.

7 keywords formed cluster 3 (*behavior, practice, influence, public sector, organizational mission, individual, difference*). Considering the weight of

keywords (Table 3), they reflect the theme of influence of behavioral models on organizations' operational practice.

Cluster 4 consisted of 4 keywords (*church, values congruence, affective organizational commitment, organizational commitment*), which were analysed under the theme of religious values and organizational commitment. The study conducted by Dunaetz et al. (2022) demonstrated that affective organizational commitment to one's church was positively related to values congruence, and values congruence was increasing with the age of churchgoers.

Cluster 5 reflected the theme of links between culture and self-esteem; it consisted of 4 keywords: *relationship, culture, self, self esteem*. Link strength between keywords *relationship* and *culture* was 31; and between *relationship* and *self esteem*, 28. For example, Gardner, Wickramasinghe and Pierce (2018) found that culturally consistent, self-transcending personal values were uniquely related to organization-based self-esteem. Therefore, the authors recommended adapting organizational culture to national culture.

Cluster 6 consisted of 3 keywords: *role, business purchase decision* and *authentic leader*. They formed the theme of authentic leadership and business purchase decision, which investigates the role of values congruence. It was identified that formalization of purchasing functions in the purchasing organization, perceived in the context of personal and organizational values, was positively related to the perceived role of values of humanity, decency and convention in

making business purchase decisions (Anwer et al., 2020). In addition, it was found that there was a relation between the authentic leaders' values and followers' performance, depending on followers' perceived values congruence (Qu et al., 2019).

Cluster 7 also consisted of 3 keywords that covered the theme of employee satisfaction and loyalty: *satisfaction, loyalty, relationship satisfaction*.

Conclusions

This study revealed the main common themes, trends and important relations between personal values, organizational values and congruence of these values in the individual areas of the research field. For example, in the field of personal values research, attention to leadership, competition, organizational value, and cultural context emerged. In the field of organizational values research, again, the theme related to organizational value, which was accompanied by greater attention to organizational culture, management, was important. Finally, the field of research on personal and organizational values congruence was dominated by themes related to originality value and work engagement. In addition, the specific themes of student education and religion were investigated in more depth. All of it shows that researchers were primarily interested in the prospect of organizations and how values and their congruence benefit them.

In the meantime, there is a lack of greater attention to the prospect of the employees themselves and benefits for them, to the discussion on individual values or their systems.

This research increases the understanding of the situation of research on personal, organizational values and their congruence in the field of management science. It helped to identify important themes, showed some promising directions for further research, which can help to expand and deepen the cognition of the role of values congruence in organizations in the future.

However, the limitations of the applied co-occurrence analysis should also be taken into account, since this method is based only on the repetition of keywords and does not show the exact and exhaustive context in which specific words are used. Therefore, it makes sense to perform additional analysis of the context in which keywords are used in further research, and additional application of other qualitative and statistical methods would be useful. No other studies using this method could be found, which limited the possibilities to compare the results. In addition, this research was based only on scientific research published on the Web of Sciences database, corresponding to the field of management research. A more comprehensive picture of the research situation could be obtained by expanding research areas and including other databases (e.g., Scopus, ScienceDirect, etc.).

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