

# 員工適配性與組織正義之關係

王哲鴻、謝安田

E-mail: 374623@mail.dyu.edu.tw

## 摘要

人們會在其工作的場所和他人做比較以評判自己是否受到組織公平或正義的對待，這是自然的天性。學者提到員工懷疑自己因工作環境的不適宜，使得自己的能力無法充分發揮，因此使得自己無法得到組織相對的回報，所以員工內心會產生不公平的感受。換言之，當員工與工作環境有適配性時，員工容易將自己的能力發揮，因此可能得到組織相對的回報，員工內心也會對組織有正義的認知。本研究旨在檢測員工適配性與員工組織正義認知之間的關係，為了釐清員工不同適配性對員工不同組織正義認知之影響形式，本研究將員工之性別、年資、教育程度、年齡與月薪做為控制變數以及將員工工作滿意和組織情感承諾做為中介變數。研究結果顯示員工適配性與組織正義認知具顯著相關，其中以員工P-O fit影響程序正義認知最為顯著。此外，員工工作滿意、組織情感承諾對員工P-J fit、P-O fit與組織正義認知之間關係具部分中介效果。

關鍵詞：員工適配性、組織正義、工作滿意、組織情感承諾

## 目錄

中文摘要	iii	英文摘要	iii
iv 目錄		vi 圖目錄	vi
viii 表目錄		ix 第一章 緒論	ix
1 第一節 研究背景	1	1 第二節 研究問題與研究目的	1
2 第三節 研究重要性	9	第二章 文獻探討	9
11 第一節 員工適配性	11	11 第二節 員工組織正義認知	11
18 第三節 中介變數員工工作滿意、組織情感承諾	24	第四節 研究架構	24
25 第五節 影響員工組織正義之相關因素	27	第三章 研究假設	30
30 第一節 員工P-E fit與組織正義認知	30	30 第二節 不同構面員工適配性與員工組織正義認知	30
31 第三節 不同構面員工適配性與不同員工組織正義認知	34		
第四章 研究方法	36	第一節 變數定義與量表	36
第二節 樣本與資料收集	40	第三節 樣本資料分析方法	41
第四節 敘述性統計分析	42	第五節 信度與效度分析	45
第五章 實證資料分析	54	第一節 員工適配性、組織正義、工作滿意與組織情感承諾	54
54 第二節 員工P-E fit與組織正義認知	57	第三節 員工工作滿意、組織情感承諾對員工P-J fit、P-O fit與組織正義認知之中介效果	59
64 第五節 員工P-J fit、P-O fit與分配正義、程序正義	67	第四節 員工P-G fit、P-S fit與組織正義認知	64
70 第六節 研究結果	70	第六章 結論與建議	71
71 第一節 研究結論	71	71 第二節 建議	77
81 附錄 問卷	81	77 參考文獻	81
112 圖目錄	112		
圖2-1 研究架構1	28	圖2-2 研究架構2	28
29 表目錄 表4-1 樣本性別分佈	42	表4-2 樣本年資分佈	42
43 表4-3 樣本教育程度分佈	44	表4-4 樣本年齡分佈	44
44 表4-5 樣本月薪分佈	45	表4-6 P-J fit	45
46 表4-7 P-O fit量表之信度與效度分析	46	46 表4-8 P-G fit	46
47 表4-9 P-S fit量表之信度與效度分析	47	47 表4-10 分配正義量表之信度與效度分析	47
49 表4-11 程序正義量表之信度與效度分析	49	49 表4-12 工作滿意量表之信度與效度分析	49
51 表4-13 組織情感承諾量表之信度與效度分析	51	51 表4-14 效標關聯效度分析	52
53 表5-1 員工適配性、組織正義、工作滿意、組織情感承諾與人口統計變數之相關分析	53	53 表5-2 員工P-E fit與組織正義認知之層級迴歸分析	55
58 表5-3 員工工作滿意與組織正義認知之層級迴歸分析	58	58 表5-4 員工工作滿意、P-J fit與組織正義認知之層級迴歸分析	61
61 表5-5 員工組織情感承諾與組織正義認知之層級迴歸分析	62	62 表5-6 組織情感承諾、P-O fit與組織正義認知之層級迴歸分析	62

迴歸分析 . . . . .	63	表5-7 員工P-G fit與組織正義認知之層級迴歸分析 . . . . .	
. 65 表5-8 員工P-S fit與組織正義認知之層級迴歸分析 . . . . .	66	表5-9 員工P-J fit、P-O fit與分配正義認知之層級迴歸分析 . . . . .	68
. . . . .	69	表5-10 員工P-J fit、P-O fit與程序正義認知之層級迴歸分析 . . . . .	70
. . . . .		表5-11 研究結果彙整表 . . . . .	

## 參考文獻

- 一、英文部份
- Abrams, D., & Hogg, M. A. (1988). Comments on the motivational status of self-esteem in social identity and intergroup discrimination. *European Journal of Social Psychology*, 18, 317-334
- Adams, J. S. (1965). Inequity in social exchange. In L. Berkowitz (Ed.), *Advances in experimental social psychology* (Vol. 2, pp. 267-299). New York: Academic Press.
- Adkins, C. L., Ravlin, E. C., & Meglino, B. M. (1996). Value congruence between co-workers and its relationship to work outcomes. *Group and Organization Management*, 21(4), 439-460.
- Adkins, C. L., Russell, C. J., & Werbel, J. D. (1994). Judgments of fit in the selection process: The role of work value congruence. *Personnel Psychology*, 47, 605-623.
- Allen, N. J., & Meyer, J. P. (1990). The measure and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1-18.
- Amos, E. A., & Weathington, B. L. (2008). An analysis of relation between employee-organization value congruence and employee attitudes. *The Journal of Psychology*, 146(6), 615-631.
- Antonioni, D., & Park, H. (2001). The effects of personality similarity on peer ratings of contextual work behaviors. *Personnel Psychology*, 54, 331-360.
- Argyris, C. (1957). Some problems in conceptualizing organizational climate: A case study of a bank. *Administrative Science Quarterly*, 2, 501-520.
- Arvey, R. D., & Sackett, P. R. (1993). Fairness in selection: Current developments and perspectives. In N. Schmitt & W. Borman (Eds.), *Personnel Selection*, 171-202. San Francisco: Jossey-Bass.
- Ashforth, B. E., & Mael, F. (1989). Social identity theory and the organization. *Academy of Management Review*, 14(1), 20-39.
- Austin W., & Walster, E. (1974). Participants' reactions to "equity with the world." *Journal of Experimental Social Psychology*, 10, 528-548.
- Baron, R. M., & Kenny, D. A. (1986). The moderator mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182.
- Barrett-Howard, E., & Tyler, T. R. (1986). Procedural justice as a criterion in allocation decisions. *Journal of Personality and Social Psychology*, 50, 296-304.
- Bartkus, K. R. (1995). Group cohesiveness and performance in the salesforce: The impact of active and passive mechanisms of direction. *Journal of Professional Services Marketing*, 13(1), 145-154.
- Basu, R., & Green, S. R. (1997). Leader-member exchange and transformational leadership: An empirical examination of innovative behaviors in leader-member dyads. *Journal of Applied Psychology*, 27, 477-499.
- Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee "citizenship." *Academy of Management Journal*, 26, 587-595.
- Beal, D. J., Cohen, R. R., Burke, M. J., & McLendon, C. L. (2003). Cohesion and performance in group: A meta-analytic clarification of construct relations. *Journal of Applied Psychology*, 88, 989-1004.
- Becker, T. E. (1992). Foci and bases of commitment: Are they distinctions worth making? *Academy of Management Journal*, 35, 232-244.
- Bies, R. J., & Moag, J. F. (1986). Interactional justice: Communication criteria of fairness. In R. J. Lewick, B. H. Sheppard, & M. H. Bazerman (Eds.), *Research on negotiations in organizations* (Vol. 1, pp. 43-55). Greenwich, CT: JAI Press.
- Biggart, N. W., & Delbridge, R. (2004). System of exchange. *Academy of Management Review*, 29, 28-49.
- Bizot, E. B., Goldman, S. H. (1993). Prediction of satisfactoriness and satisfaction: An 8-year follow up. *Journal of Vocational Behavior*, 43, 19-29.
- Blau, P. M. (1964). *Exchange and power in social life*. New York: Wiley.
- Blau, G. L. (1987). Using a person-environment fit model to predict job involvement and organization commitment. *Journal of Vocational Behavior*, 30, 240-257.
- Boudreau, J. W., & Rynes, S. L. (1985). The role of recruitment in staff utility analysis. *Journal of Applied Psychology*, 70, 354-366.
- Breeden, S. A. (1993). Job and occupational change as a function of occupational correspondence and job satisfaction. *Journal of Vocational Behavior*, 43, 30-45.
- Bretz, R. D., & Judge, T. A. (1994). Person-organization fit and the theory of work adjustment: implications for satisfaction, tenure, and career success. *Journal of Vocational Behavior*, 44, 32-54.
- Bretz, R. D. Jr., & Judge, T. A. (1994). The role of human resource systems in job applicant decision processes. *Journal of Management*, 20, 531-551.
- Brief, A. P. (1998). *Attitudes in and around organizations*. Thousand Oaks, Ca: Sage.
- Brockner, J., & Adsit, L. (1986). The moderating impact of sex on the equity-satisfaction relationship: A field study. *Journal of Applied Psychology*, 71, 585-590.
- Brooks, G. R., & Wallace, J. P. (2006). A discursive examination of the nature, determinants and impact of organizational commitment. *Asia Pacific Journal of Human Resources*, 44, 222-239.
- Brown, M. E. (1969). Identification and some conditions of organizational involvement. *Administrative Science Quarterly*, 14(3), 346-355.
- Burke, P. J. & Franzoi, S. L. (1988). Studying situations and identities using experiential sampling methodology. *American Sociological Review*, 53, 559-568.
- Byrne, D., Clore, G. L., & Smeaton, G. (1986). The attraction hypothesis: Do similar attitudes affect anything? *Journal of Personality and Social Psychology*, 51, 1167-1170.
- Cable, D. M., & DeRue, D. S. (2002). The convergent and discriminant validity of subjective fit perceptions. *Journal of Applied Psychology*, 87, 875-884.
- Cable, D. M., & Judge, T. A. (1996). Person-organization fit, job choice decision, and organization entry. *Organizational Behavior and Human Decision Process*, 67, 294-311.
- Caldwell, D. F., & O'Reilly, C. A. III. (1990). Measuring person-job fit with a profile-comparison process. *Journal of Applied Psychology*, 75, 648-657.
- Carless, S. A. (2005). Person-job fit versus person-organization fit as predictors of organizational attraction and job acceptance intentions: A longitudinal study. *Journal of Occupational and Organizational Psychology*, 78, 411-429.
- Cartwright, D. (1968). The nature of group cohesiveness. In D. Cartwright & A. Zander (Eds.), *Group dynamics: Research and Theory* (3rd ed., pp. 91-109). New York: Harper & Row.
- Chen, C. H. V., Tang, Y. Y., & Wang, S. J. (2009). Interdependence and organizational citizenship behavior: Exploring the mediating effects of group cohesion in multilevel analysis. *The Journal of Psychology*, 143,

625-640. Christiansen, N., Villanova, P., & Mikulay, S. (1997). Political influence compatibility: Fitting the person to the climate. *Journal of Organizational Behavior*, 18, 709-730.

Cohen-Charash, Y., & Spector, P. E. (2001). The role of justice in organizations: A meta-analysis. *Organizational Behavior and Human Decision Processes*, 86, 278-321.

Cohen, J., & Cohen, P. (1983). *Applied multiple regression/correlation analysis for the behavioral sciences*. Hillsdale, New York: Erlbaum.

Colquitt, J. A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology*, 83, 386-400.

Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O. L. H., & Yee Ng, K. (2001). Justice at the millennium: A meta-analysis review of 25 years of organizational justice research. *Journal of Applied Psychology*, 83, 425-445.

Colquitt, J. A., & Greenberg, J. (2003). Organizational justice: A fair assessment of the state of the literature. In J. Greenberg (Ed.), *Organizational behavior. The state of the science* (pp. 165-210). Mahwah, NJ: Erlbaum.

Condon, J. W., & Crano, W. D. (1988). Inferred evaluation and the relation between attitude similarity and interpersonal attraction. *Journal of Personality and Social Psychology*, 54, 189-197.

Cropanzano, R., Byrne, Z. S., Bobocel, D. R., & Rupp, D. E. (2001). Moral virtues, fairness heuristics, social entities, and other denizens of organizational justice. *Journal of Vocational Behavior*, 58, 164-209.

Cropanzano, R., & Folger, R. (1991). Procedural justice and worker motivation. In R. Steers & L. Porter (Eds.), *Motivation and work behavior* (pp. 131-143). New York: McGraw-Hill.

Cropanzano, R., & Greenberg, J. (1997). Progress in organizational justice: Tunneling through the maze. In C. Cooper & I. Roberson (Eds.), *International review of industrial and organizational psychology* (pp. 312-372). New York: Wiley.

Cropanzano, R., & Prehar, C. A. (1999). Using social exchange theory to distinguish procedural from interactional justice. Paper presented at the Annual Meeting of the Society for Industrial and Organizational Psychology, Atlanta, CA.

Cropanzano, R., Prehar, C. A., & Chen, P. Y. (2002). Using social exchange theory of distinguish procedural from interactional justice. *Group and Organization Management*, 27, 324-351.

Davis, J. (1969). *Group performance*. Reading, MA: Addison-Wesley.

Davis, R. V., & Lofquist, L. H. (1984). *A psychological theory of work adjustment*. Minneapolis: University of Minnesota Press.

Deutsch, M. (1975). Equity, equality, and need: What determines which value will be used as basis of distributive justice. *Journal of Social Issues*, 31, 137-149.

Deutsch, M. (1985). *Distributive Justice*. New Haven, CT: Yale University Press.

Dienesch, R. M., & Liden, R. C. (1986). Leader-member exchange model of leadership: A critique and further development. *Academy of Management Review*, 11, 618-634.

Eagly, A. H., & Chaiken, S. (1993). *The psychology of attitudes*. Fort Worth, TX: Harcourt Brace.

Edwards, J. R. (1996). An examination of competing versions of the person-environment fit approach to stress. *Academy of Management Journal*, 39, 292-339.

Edwards, J. R., & Cable, D. M. (2009). The value of value congruence. *Journal of Applied Psychology*, 94(3), 654-677.

Edwards, J. R., & Cooper, C. L. (1990). The person-environment fit approach to stress: Recurring problems and some suggested solutions. *Journal of Organizational Behavior*, 11, 293-307.

Eagly, A. H., & Chaiken, S. (1993). *The psychology of attitudes*. Fort Worth, TX: Harcourt Brace.

Erdogan, B., Liden, R. C., & Kraimer, M. L. (2006). The moderating role of organization culture. *Academy of Management Journal*, 49, 395-406.

Farh, J., Earley, P. C., & Lin, S. (1997). A cultural analysis of justice and organizational citizenship behavior in Chinese society. *Administrative Science Quarterly*, 42, 421-444.

Festinger, L. (1950). Informal social communication. *Psychological Review*, 57, 271-282.

Finegan, J. E. (2000). The impact of person and organizational values on organizational commitment. *Journal of Occupational and Organizational Psychology*, 73, 149-169.

Fischer, R., & Smith, P. B. (2006). Who cares about justice? The moderating effect of values on the link between organizational justice and work behavior. *Applied Psychology: An International Review*, 55(4), 541-562.

Foa, U. G., & Foa, E. B. (1974). *Societal structures of the mind*. Oxford, England: Charles C Thomas.

Gerstner, C. R., & Day, D. V. (1997). Meta-analytic review of leader-member exchange theory: Correlates and construct ideas. *Journal of Applied Psychology*, 82, 827-844.

Gilliland, S. W. (1993). The perceived fairness of selection systems: An organizational justice perspective. *The Academy of Management Review*, 18(4), 694-734.

Good, L. R., & Nelson, D. A. (1971). Effect of person- group and intragroup attitude similarity on perceived group attractiveness and cohesiveness. *Psychonomic Science*, 25(4), 215-217.

Goodwin, V. L., Bowler, W. M., & Whittington, J. L. (2009). A social network perspective on LMX relationship: Accounting for the instrumental value of leader follower networks. *Journal of Management*, 35, 954-980.

Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *Leadership Quarterly*, 6, 219-247.

Greenberg, J. (1987). A taxonomy of organizational justice theories. *Academy of Management Review*, 12, 9-22.

Greenberg, J. (1988). Equity and workplace status: A field experiment. *Journal of Applied Psychology*, 73, 606-613.

Greenberg, J. (1990). Employee theft as a reaction to underpayment inequity: The hidden cost of pay cuts. *Journal of Applied Psychology*, 75, 561-568.

Greenberg, J. (1993). The intellectual adolescence of organizational justice: You 've come a long way, maybe. *Social Justice Research*, 6, 135-148.

Greenberg, J. (1994). Using socially fair treatment to promote acceptance of a work site smoking ban. *Journal of Applied Psychology*, 79, 288-297.

Greenberg, J. (1996). *The quest for justice on the job: Essays and experiments*. Thousand Oaks, CA: Sage.

Greenberg, J. (2009). Promote procedural and interactional justice to enhance individual and organizational outcomes. In E. A. Locke (Ed.), *Blackwell handbook of principles of organizational behavior* (2nd ed., pp. 255-271). Malden, MA: Blackwell.

Greenberg, J. (2011). Organizational justice: The dynamics of fairness in the workplace. In Z. Sheldon (Ed.), *APA handbook of industrial and organizational psychology* (pp. 271-327). Washington, DC: American Psychological Association.

Greguras, G. J., & Diefendorff, J. M. (2009). Different fits satisfy different needs: Linking person-environment fit to employee commitment and performance using self-determination theory. *Journal of Applied Psychology*, 94(2), 465-477.

Gulati, R. (1995). Social structure and alliance formation: A longitudinal analysis. *Administrative Science Quarterly*, 40, 619-652.

Harman, H. (1967). *Modern Factor Analysis*, University of Chicago Press, Chicago, IL.

Harrison, D. A. (2007). Pitching fits in applied psychological research: Making fit methods fit theory. In C. Ostroff & T. A. Judge (Eds.), *Perspectives on Organizational Fit* (pp. 389-416). New York: Erlbaum.

Hart, D. W., & Thompson, J. A. (2007). Untangling employee loyalty: A psychological contract perspective. *Business Ethics Quarterly*, 17(2), 297-323.

Hennessy J., & West, M. A.

(1999). Intergroup behavior in organizations: A field test of social identity theory. *Small Group Research*, 30(3), 361-382. Hogg, M. A. (1992). The social psychology of group cohesiveness. New York: New York Univ. Press. Howell, J., & Hall-Merenda, K. (1999). The ties that bind: The impact of leader-member exchange, transformational and transactional leadership, and distance on predicting follower performance. *Journal of Applied Psychology*, 84, 680-694. Ilies, R., Fulmer, I. S., Spitzmuller, M., & Johnson, M. D. (2009). Personality and citizenship behavior: The mediating role of job satisfaction. *Journal of Applied Psychology*, 94(4), 945-959. Jablin, F. M. (1979). Superior-subordinate communication: The state of the art. *Psychological Bulletin*, 86, 1201-1222. Janis, I., & Mann, L. (1977). *Decision making*. New York: Free Press. Janssen, O., & Van Yperen, N. W. (2004). Employees' goal orientations, the quality of leader-member exchange, and the outcomes of job satisfaction. *Academy of Management Journal*, 47, 368-384. Johnson, D. W., Johnson, R. T. (1989). *Cooperation and competition: Theory and research*. Edina, MN: Interaction. Johnson, M. A. (1989). Variables associated with friendship in an adult population. *Journal of Social Psychology*, 129, 379-390. Judge, T. A., & Bretz, R. D. (1992). The effects of work values on job choice decisions. *Journal of Applied Psychology*, 77, 261-271. Judge, T. A., & Ferris, G. R. (1992). The elusive criterion of fit in human resource staffing decisions. *Human Resource Planning*, 15(4), 47-67. Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction – job performance relationship: A qualitative and quantitative review. *Journal of Applied Psychology*, 127, 376-407. Kanungo, R. N. (1979). The concepts of alienation and involvement revisited. *Psychological Bulletin*, 86, 119-138. Krishnan, V. R. (2002). Transformational leadership and value system congruence. *International Journal of Value-Based Management*, 15(1), 19-33. Kristof, A. L. (1996). Person-organization fit: an integrative review of its conceptualizations, measurement, and implications. *Personnel Psychology*, 49(1), 1-49. Kristof-Brown, A. L. (2000). Perceived applicant fit: Distinguishing between recruiters' perceptions of person-job fit and person-organization fit. *Personnel Psychology*, 53, 643-671. Kristof-Brown, A. L., & Guay, R. P. (2011). Person-environment fit. In Z. Sheldon (Ed.), *APA handbook of industrial and organizational psychology* (pp. 3-50). Washington, DC: American Psychological Association. Kristof-Brown, A. L., & Stevens, C. K. (2001). Goal congruence in project team: Does the fit between members' personal mastery and performance goals matter? *Journal of Applied Psychology*, 86, 1083-1095. Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences of individuals' fit at work: A meta-analysis of person-job, person-organization, person-group, and person-supervisor fit. *Personnel Psychology*, 58, 281-342. Kulik, C. T., & Ambrose, M. L. (1992). Personal and situational determinants of referent choice. *Academy of Management Review*, 17, 212-237. Kulik, C. T., Lind, A. E., Ambrose, M. L., & MacCoun, R. J. (1996). Understanding gender differences in distributive and procedural justice. *Social Justice Research*, 9, 351-369. Lam, S. S. K., Schaubroeck, J., & Aryee, S. (2002). Relationship between organizational justice and employee work outcome: A cross-national study. *Journal of Organizational Behavior*, 23, 1-18. Lapiere, L. M., & Hackett, R. D. (2007). Trait conscientiousness, leader-member exchange, job satisfaction and organizational citizenship behavior: a test of an integrative model. *Journal of Occupational and Organizational Psychology*, 80, 539-554. Leventhal, G. S. (1976). The distribution of rewards and resources in groups and organizations. In L. Berkowitz & W. Walster (Eds.), *Advances in experimental social psychology* (pp. 91-131). New York: Academic Press. Leventhal, G. S. (1980). What should be done with equity theory? New approaches to the study of fairness in social relationships. In K. Gergen, M. Greenberg, & R. Willis (Eds.), *Social exchange: Advances in theory and research* (pp. 27-55). New York: Plenum. Leventhal, G. S., Karuza, J., & Fry, W. R. (1980). Beyond fairness: a theory of allocation preferences. In G. Mikula (Ed.), *Justice and social interaction* (pp. 167-218). New York: Springer-Verlag. Leventhal, G. S., & Lane, D. W. (1970). Sex, age, and equity behavior. *Journal of Personality & Social Psychology*, 15, 312-316. Libo, L. (1953). *Measuring group cohesiveness*. Ann Arbor, Michigan: Inst. Soc. Res. Lin, C., P. (2007). To share or not to share: Modeling knowledge sharing using exchange ideology as a moderator. *Personnel Review*, 36(3), 457-475. Lind, E. A., & Tyler, T. R. (1988). *The social psychology of procedural justice*. New York: Plenum Press. Locke, E. A. (1976). The nature and the cause of job satisfaction. *Handbook of Industrial and Organizational Psychology*. Chicago: Rand McNally. Loi, R., Hang-yue, N., & Foley, S. (2006). Linking employees' justice perceptions to organizational commitment and intention to leave: The mediating role of perceived organizational support. *Journal of Occupational and Organizational Psychology*, 79, 101-120. Mael, F., & Ashforth, B. (1992). Alumni and their Alma Mater: A partial test of the reformulated model of organizational identification. *Journal of Organizational Behavior*, 13, 103-123. Martin, C. L., & Bennett, N. (1996). The role of justice judgments in explaining the relationship between job satisfaction and organization commitment. *Group and Organization Management*, 21, 84-104. Masterson, S. S., Lewis-McClellan, K., Goldman, B. M., & Taylor, S. M. (2000). Integrating justice and social exchange: The differing effects of fair procedures and treatment on work relationships. *Academy of Management Journal*, 43, 738-748. Maloney, W. F., Cameron, I., & Hare, B. (2007). Tradesmen involvement in health and safety. *Journal of Construction Engineering and Management*, 133(4), 297-305. Meyer, J. P., Páunonen, S. V., Gellatly, I. R., Goffin, R. D., & Jackson, D. N. (1989). Organizational commitment and job performance: It's the nature of the commitment that counts. *Journal of Applied Psychology*, 74, 152-156. Meglino, B. M., Ravlin, E. C., & Adkins, C. L. (1989). A work values approach to corporate culture: A field test of the value congruence process and its relationship to individual outcomes. *Journal of Applied Psychology*, 74, 424-432. Meglino, B. M., Ravlin, E. C., & Adkins, C. L. (1992). The measurement of work value congruence: A field study comparison. *Journal of Management*, 18, 33-44. Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1, 61-98. Mossholder, K. W., Bennett, N., Kemery, E. R., & Wesolowski, M. A. (1998). Relationships between bases of power and work reactions: The mediational role of procedural justice. *Journal of Management*, 24, 533-552. Mossholder, K. W., Bennett, N., & Martin, C. L. (1998). A multilevel analysis of procedural justice context. *Journal of Organizational Behavior*, 19, 131-141. Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). *Employee- organization linkages: The psychology of commitment, absenteeism and turnover*. New York: Academic Press. Mowday, R. T., Steers, R. M., & Porter, L. M. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14, 224-247. Murphy, K.

R. (1986). When your top choice turns you down: Effects of rejected offers on utility of selection tests. *Psychology Bulletin*, 99, 133-138.

Nowakowski, J. M., & Conlon, D. E. (2005). Organizational justice: Looking back, looking forward. *The International Journal of Conflict Management*, 16(1), 4-29.

Olkkonen, M. E., & Lipponen, J. (2006). Relationships between organizational justice, identification with organization and work unit, and group-related outcomes. *Organizational Behavior and Human Decision Processes*, 100, 202-215.

O'Reilly, C. A. III., Chatman, J. A., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of Management Journal*, 34, 487-516.

O'Reilly, C. A. III., & Chatman, J. A. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. *Journal of Applied Psychology*, 71, 492-499.

Organ, D. W. (1988). A restatement of satisfaction-performance hypothesis. *Journal of Management*, 14, 547-557.

Organ, D. W., & Hamner, W. C. (1982). *Organizational behavior*. Plano, Texas: Business Publications.

Organ, D. W., & Konovsky, M. (1989). Cognitive versus affective determinants of organizational citizenship behavior. *Journal of Applied Psychology*, 74, 157-164.

Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology*, 48, 775-782.

Ostroff, C., & Schulte, M. (2007). Multiple perspectives of fit in organizations across levels of analysis. In C. Ostroff & T. A. Judge (Eds.), *Perspectives on Organizational fit* (pp. 287-315). New York: Erlbaum.

Ostroff, C., Shin, Y., & Kinicki, A. J. (2005). Multiple perspectives of congruence: Relationships between value congruence and employee attitudes. *Journal of Organizational Behavior*, 26, 591-623.

Pinder, C. (1998). *Work motivation in organizational behavior*. Upper Saddle River, New Jersey: Prentice-Hall.

Piper, W., Marrache, M., Lacroix, R., Richardsen, A., & Jones, B. (1983). Cohesion as a basic bond in groups. *Human Relations*, 36, 93-108.

Porter, L. W., Lawler, E., & Hackman, R. (1975). *Behavior in organizations*. New York, Mc Graw Hill Book Comp.

Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59, 603-609.

Reade, C. (2001). Dual identification in multinational corporations: Local managers and their psychological attachment to the subsidiary versus the global organization. *International Journal of Human Resource Management*, 12(3), 405-424.

Robbins, S. P. (2001). *Organizational Behavior* (9th Ed). New Jersey: Prentice-Hall.

Roberson, I. T., & Smith, M. (1989). Personnel selection methods. In M. Smith & I. Roberson (Eds.), *Advances in selection and assessment*, 89-112. Chichester, England: Wiley.

Rupp, D. E., & Cropanzano, R. (2002). The mediating effects of social exchange relationships in predicting workplace outcomes from multifoci organizational justice. *Organizational Behavior and Human Decision Processes*, 89, 925-946.

Ryan, A. M., & Schmit, M. J. (1996). An assessment of organizational climate and P-E fit: A tool for organizational change. *The International Journal of Organizational Analysis*, 4(1), 75-95.

Ryanes, S. L., & Gerhart, B. (1990). Interviewer assessments of applicant fit: An exploratory investigation. *Personnel Psychology*, 43, 13-35.

Ryssel, R., Ritter, T., & Gemunden, H. G. (2004). The impact of information technology, development on trust, commitment and value creation in business relationship. *Journal of Industrial Marketing*, 19, 197-207.

Saks, A. M., & Ashforth, B. E. (1997). A longitudinal investigation of the relationships between job information sources, applicant perceptions of fit, and work outcomes. *Personnel Psychology*, 50(2), 395-426.

Salancil, G. R., & Pfeffer, J. (1978). A social information processing approach to job attitudes and task design. *Administration Science Quarterly*, 23, 224-253.

Schaubroeck, J., & Lam, S. S. K. (2002). How similarity to peers and supervisor influence organizational advancement in different cultures. *Academy of Management Journal*, 45, 1120-1136.

Schluchter, W. (1981). *The rise of western rationalism: Max Weber's developmental history*. Berkeley: University of California Press.

Schmitt, N., Gilliland, S. W., Landis, R. S., & Devine, D. (1993). Computer-based testing applied to selection of secretarial applicants. *Personnel Psychology*, 46, 149-165.

Schneider, B. (1987). The people make the place. *Personnel Psychology*, 40, 437-453.

Schneider, B., Goldstein, H. W., & Smith, D. B. (1995). The ASA framework: An update. *Personnel Psychology*, 48(4), 747-773.

Scholl, R. W., Cooper, E. A., & McKenna, J. F. (1987). Referent selection in determining equity perceptions: Differential effects on behavioral and attitudinal outcomes. *Personnel Psychology*, 40, 113-124.

Schuler, R. S. (1979). A role perception transactional process model for organization communication-outcome relationships. *Organizational Behavior and Human Performance*, 23, 268-291.

Settoon, R. P., Bennett, N., & Liden, R. C. (1996). Social exchange in organizations: Perceived organizational support, leader-member exchange, and employee reciprocity. *Journal of Applied Psychology*, 81, 219-227.

Shaikh, T., & Kanekar, S. (1994). Attitudinal similarity and affiliation need as determinants of interpersonal attraction. *Journal of Social Psychology*, 134, 257-259.

Shalley, C. E., 1991. Effects of productivity goals, creativity goals, and personal discretion on individual creativity. *Journal of Applied Psychology*, 76: 179-185.

Shaw, M. E. (1981). *Group dynamics* (3rd ed). New York: McGraw-Hill.

Shore, L. M., & Martin, H. J. (1989). Job satisfaction and organizational commitment in relation to work performance and turnover intentions. *Human Relations*, 42, 625-638.

Slocombe, T. E., & Bluedorn, A. C. (1999). Organizational behavior implications of the congruence between preferred polychronicity and experienced work-unit polychronicity. *Journal of Organizational Behavior*, 20, 75-99.

Slocombe, T. E., & Dougherty, T. W. (1998). Dissecting organizational commitment and its relationship with employee behavior. *Journal of Business and Psychology*, 12, 469-491.

Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68, 653-663.

Sparrowe, R. T., & Liden, R. C. (1997). Process and structure in leader-member exchange. *Academy of Management Review*, 22, 522-552.

Strauss, J. P., Barrick, M. R., & Connerley, M. L. (2001). An investigation of personality similarity effects (relational and perceived) on peer and supervisor ratings and the role of familiarity and linking. *Journal of Occupational and Organizational Psychology*, 74, 637-657.

Swann, W. B., Polzer, J. T., Seyle, D. C., & Ko, S. J. (2004). Finding value in diversity: Verification of personal and social self-views in diverse groups. *Academy of Management Review*, 29, 9-37.

Swedberg, R. (1998). *Max Weber and the idea of economic sociology*. Princeton, New Jersey: Princeton University Press.

Tabibnia, G., Satupte, A. B., & Lieberman, M. D. (2008). The sunny side of fairness: Preferences for fairness activates reward circuitry (and disregarding unfairness activates self-control circuitry). *Psychological Science*, 19,

339-347. Tajfel, H. (1981). *Human groups and social categories: Studies in social psychology*. Cambridge England: Cambridge University Press.

Tajfel, H. (1982). Social psychology of intergroup relations. In M. R. Rosenzweig & L.W. Porter(Eds), *Annual review of psychology* (vol. 33, pp. 1-39). Palo Alto, California: Annual Reviews.

Tajfel, H., & Turner, J. C. (1985). The Social Identity Theory of Intergroup Behavior. In S. Worchel & W. G. Austin (Eds), *Psychology of Intergroup Relation* (2nd ed., pp. 7-24). Chicago: Nelson-Hall.

Thibaut, J., & Walker, L. (1975). *Procedural justice: A psychological analysis*. Hillsdale, New Jersey: Lawrence Erlbaum.

Tolman, E. C. (1943). Identification and the post-war world. *Journal of Abnormal and Social Psychology*, 38, 141-148.

Trice, H. M., & Beyer, J. M. (1993). *The cultures of work organizations*. Englewood Cliffs, New York: Prentice Hall.

Truxillo, D. M., & Bauer, T. N. (1999). Applicant research to test score banding in entry-level and promotional contexts. *Journal of Applied Psychology*, 84, 322-339.

Turner, J. C. (1981). The experimental social psychology of intergroup behavior. In: Turner, J. C. and Giles, H. (Eds). *Intergroup Behavior*, University of Chicago Press, Chicago.

Turner, J. C. (1985). Social categorization and the self-concept: A social cognitive theory of group behavior. In E. J. Lawler (Ed.). *Advances in group processes* (Vol.2, pp77-122), Greenwich, Connecticut: JAI Press.

Tyler, T. R., & Bies, R. J. (1990). Beyond formal procedures: The interpersonal context of procedural justice. In J. S. Carroll (Ed.), *Applied social psychology and organizational settings* (pp. 77-98). Hillsdale, NJ: Erlbaum.

Tyler, T. R., Lind, E. A., & Huo, Y. J. (2000). Cultural values and authority relation: The psychology of conflict resolution across cultures. *Psychology, Public Policy and Law*, 6, 1138-1163.

Umphress, E. E., Labianca, G., Brass, D. J., Kass, E., & Scholten, L. (2003). The role of instrumental and expressive social ties in employees ' perceptions of organizational justice. *Organization Sciences*, 14(6), 738-753.

Vancouver, J. B., & Schmitt, N. W. (1991). An exploratory examination of person-organization fit: organizational goal congruence. *Personnel Psychology*, 44, 333-352.

Van Dyne, L., Graham, J. W., & Dienesch, R. M. (1994). *Organizational citiz*