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Understanding Value Congruence: A Sport Organization Case Study

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Abstract

With the recent growth in cultural complexity, many organizations are faced with increasingly diverse employee pools. Gaining a greater understanding of the values that employees possess is the first step in effectively satisfying their needs and achieving a more productive workforce (Jung & Avolio, 2000). Values play a significant role in influencing individual behaviours. It is therefore necessary to assess the qualities of employee value systems and directly link them to the values of the organization. The importance of values and value congruence has been emphasized by many organizational behaviour researchers (cf. Adkins & Caldwell, 2004; Erdogan, Kraimer, & Liden, 2004; Jung & Avolio, 2000; Rokeach, 1973); however the emphasis on value studies remains fairly stagnant within the sport industry (Amis, Slack, & Hinings, 2002). In order to examine the realities that were constructed by the participants in this study a holistic view of the impact of values within a specific sport organization were provided. The purpose of this case study was to examine organizational and employee values to understand the effects of values and value congruence on employee behaviours within the context of a large Canadian sport organization.

A multiple methods case study approach was adopted in order to fully serve the purpose and provide a comprehensive view of the organization being examined. Document analysis, observations, surveys, as well as semi-structured interviews were conducted. The process allowed for triangulation and confirmability of the findings. Each method functioned to create an overarching understanding of the values and value congruence within this organization.

The analysis of the findings was divided into qualitative and quantitative sections. The qualitative documents were analyzed twice, once manually by the researcher and once via Atlas.ti Version 4 (1998). The a priori and emergent coding that took place was based on triangulating the findings and uncovering common themes throughout the data. The Rokeach Value Survey (1973) that was incorporated into the survey design of the study was analyzed using descriptive statistics, as well as Mann-Whitney U, and Kruskal Wallis formulas. These were deemed appropriate for analysis given the non-parametric nature of the survey instrument (Kinnear & Gray, 2004). The quantitative survey served to help define the values and value congruence that was then holistically examined through the qualitative interviews, document analyses, and observations.

The results of the study indicated incongruent value levels between employees and those stated or perceived as the organization's values. Each finding demonstrated that varying levels of congruence may have diverse affects on individual behaviours. These behaviours range from production levels to interactions with fellow employees to turnover.

In addition to the findings pertaining to the research questions, a number of other key issues were uncovered regarding departmentalization, communication, and board relations. Each has contributed to a greater understanding of the organization and has created direction for further research within this area of study.

Dedication

To ALL of the faculty in the Department of Sport Management at Brock University. You have change my life in so many positive ways. For all the laughs, struggles, teachings, and guidance; this is dedicated to you.

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Chapter 1: Introduction

Organizations influence individual behaviour, but individuals also affect the behaviour within an organization. The impact that people have within organizations is widely recognized by numerous scholars (McCann, 2004; McGregor, 1988; Posner, 1992; Posner & Schmidt, 1992; Torraco, 2005). Schaper (2004) stated that, “the understanding and effective management of people in organizations is the core issue in human resource management” (p. 192). Every organization requires a variety of resources to be productive; however the impact of employees and their behaviours is arguably one of the determining factors in an organization’s success or failure (Hofstede, 1998; Rousseau, 1989; Schein, 1999). Employees drive organizational activity and individual actions lead to positive or negative production results. Without the human components of organizations there would be no goods to sell and no services to provide.

Organizational Behaviour

The behaviours of individual employees contribute to the input, throughput, and output of production (Jabri & Pounder, 2001). It is these behaviours that are guided by individual values (Posner & Schmidt, 1992). As stated by Rokeach (1973), “values are the enduring belief that a specific mode of conduct or end-state of existence is personally and socially preferable” (p. 5). Each individual has their own set of values and, from these value sets, commonalities exist (Rokeach, 1973). These values impact every person differently and thus individuals must be studied as unique from one another (Rokeach, 1973). The constant interplay between the values of individuals and the values of the organizational entity can impact the ability of an organization to be effective.

Human beings are complex by nature (cf. Jabri & Pounder, 2001; Miller, 2003; Robbins & Langton, 2001; Stamm, 2003). This complexity leads to dissimilarity resulting in the potential for employees to react differently in similar situations. Employees bring with them certain characteristics that will influence their workplace production. In the dynamic business environment that exists today, concepts such as diversity and globalization have put even greater pressure on the ability of managers to develop effective organizational behaviour practices and maximize human resources. The characteristics of each employee and what motivates their individual behaviours must be understood in order to effectively coordinate activities and manage a successful organization (McCann, 2004). The achievement of individual employees is directly linked to organizational success; this makes the individual an important component for empirical study (MacLean, 2001).

Success is determined by a number of factors. Within today's contemporary models, success is established by the ability to appease stakeholders and serve competing values (Howard, 1998). Each organization has a different set of stakeholders who hold a variety of values. As such, organizational effectiveness is a concept that managers strive for in a constant effort to serve the needs of a number of stakeholders. Since every organization has a diverse set of stakeholders who hold unique values, organizational values and the link of these values to effectiveness must be analyzed as context specific to generate the proper understanding of the impact on the organization (cf. Becker, Ayman, & Korabik, 2002; Homer & Kahle, 1988; Locke, 1991; Rokeach, 1973; Zammuto, 1998).

The characteristics that define a company and its employees are the basis for the unique components that drive an organization's success. The ability of managers to engage employees and discover the motivation for their behaviour has the potential to create positive outcomes. To understand why employees behave in certain ways, under certain circumstances, is essential for organizations to gain a competitive advantage (Berridge, 1992). This knowledge begins with the recognition that employee behaviours are guided by their value systems, and consequently values are the basis for employee functioning within organizations (Hofstede, 1998; Rokeach, 1973; Schein, 1992).

Culture and Values

People are the force behind production in the workplace and each individual is influenced by the values they possess and the culture of their organization (Schein, 1985; 1992). Organizational culture is the basic assumptions and beliefs that are shared by organizational members, and are the espoused or promoted values of the organization as an entity (Becker, 1982). The culture of an organization encompasses the macro-values of the organization as a whole. The ideation of culture includes assumptions, beliefs, and shared meanings; where values can shape each of these mechanisms (Martin, 2002). The individual values are micro-components that contribute to the macro-culture and organizational processes. It is the individuals who perform organizational tasks and thus, in turn, it is their values that are important to culture and management (Donlon, 1998). Culture provides stability to an organization and gives employees a clear understanding of organizational norms and beliefs. In order to create an understanding of organizational behaviour, the culture must be recognized as contributing to individual values within the workplace. It is the subsequent employee values that will impact the functioning of the

organization and must be understood as related, but also independent of organizational culture (Posner, Kouzes, & Schmidt, 1985; Robbins, 1990). Analyses of values, both individual and organizational, provide the basis for understanding of an organization's culture, which essentially defines the organization itself (Schein, 1999).

The components of every organization's culture are affected by the values of people. Every person acts according to their own value system and every organization operates on the basis of the cultural manifestations espoused by employees (Jones, 2004). Values impact all decisions within an organization (Campbell, 2004). Trice and Beyer (1993) believed that values were a part of the substance and were the basic ideologies underpinning an organization's culture. Therefore, it is possible to examine the values that are held by individuals and to determine how these values will affect the behaviours of the employees within the culture, as well as the organization as a whole (Campbell, 2004; Schwartz, 1992; Thomas, Au, & Ravlin, 2003).

Congruence of person-organization values and its subsequent impact on behaviours is a very important facet of managerial functioning (Adkins, Ravlin, & Meglino, 1996). The idea of congruence is based on creating a "match" between individual and organizational values. The attempt to generalize value congruence has led to inconsistencies within the definition of congruence criteria (Kristof, 1996). This problem was emphasized by Liedtka (1999) who noted that "these disparate theories (regarding value congruence) have rarely been either integrated conceptually or evaluated empirically" (p. 805). In connection with Liedtka's (1999) work, many researchers have also found interest in the impact of value congruence (cf. Erdogan, Kraimer, & Liden, 2004; Meglino, Ravlin, & Adkins, 1991; Posner, 1992; Posner & Schmidt, 1992), and

noted that the consequences of person-organization fit are significant and require further scholarly attention. Value congruence has considerable effects on many aspects of organizational behaviour and effective functioning. Individuals are more comfortable in organizations that are consistent with their own values (Finegan, 2000). Through an organization's mission, policies statements, and procedures, employees and consumers can gain a greater understanding of the organizational values that exist. The association of personal and organizational values enables employees to feel a connection to the company and its mission (Rousseau, 1998; Thomas et al., 2003).

Successful organizations need employees who will go above and beyond their expected work responsibilities in order to gain a competitive advantage within the industry. When value congruence occurs between an employee and their organization, organizational citizenship behaviours (OCBs) have been seen to result (Ashkanasy & O'Connor, 1997; Feather & Rauter, 2004; Rousseau, 1995). Rousseau (1995) recognized that OCBs are behaviours that go beyond an employee's written job description and are not a part of an employee's formal job requirements. These behaviours do however contribute to overall organizational functioning. The ability of managers to direct the values of employees toward organizational goals will greatly impact the level to which employees engage in OCBs throughout their career (Feather & Rauter, 2004).

- This relationship between OCBs and values, in connection with the subsequent effects of value congruence, makes it important to understand the values of both the organization and the people within it. As a result of the implications of value congruence, a person who has a higher level of person-organization fit in the workplace will likely encounter an increase in positive behaviours, such as commitment to company values,

increase in production, and greater levels of satisfaction (Finegan, 2000; O'Reilly, Chatman, & Caldwell, 1991; Thomas et al., 2003). The positive value congruence between employees and organizations can lead to many important outcomes (Posner, 1992). The current trend of organizational behaviour researchers over the last decade has been to examine behaviours resulting from value connections (Jung & Avolio, 2000; Masterson & Stamper, 2003; Stamper & Masterson, 2002; Young & Parker, 1999). Over time, individual values have been shown to be promoted through employee attitudes and behavioural outcomes such as occupational-career choices, political attitudes and behaviours, and participation in OCBs (Masterson & Stamper, 2003; Williams, 1979). These individual behaviours result in an impact on organizational behaviour and effectiveness.

The values of individuals are shaped by personal experiences, family, friends, as well as co-workers. Given that values motivate an individual's perceptions and behaviours, the values that the members of an organization hold will logically affect the processes that an employee will go through to achieve success (Posner et al., 1985; Rokeach, 1973; Schwartz, 1992).

The values of people have been measured in many ways (cf. Hofstede, 1998; Rokeach, 1973; Schwartz, 1992). Most of the values-based research began in the early seventies with Rokeach (1973) who emphasized that values were an enduring set of beliefs that form a standard for guiding actions, behaviours, judgments of others, and judgments of one's self. Rokeach (1973) demonstrated that values influence all parts of individual behaviour systems and therefore are important to understand when dealing with employee interaction and communication.

An increased reliance on constant communication has been emphasized over the last decade as organizations are shifting toward a more diversified workplace (Robbins & Langton, 2001). Robbins and Langton (2001) demonstrated that diversity breeds complex values within organizational cultures. The emerging employee behaviours that result from the shift toward diverse individual values have put further emphasis on the importance of research regarding organizational behaviour. The values and beliefs that employees hold and the behaviours that stem from these values are directly impacted by organizational culture. These behaviours require attention to promote organizational success. Human resource management practices that managers utilize when coordinating employees must represent values that are congruent with the culture, leadership, and individual values within the organization.

Organizational Behaviour in Sport Organizations

The connection between employee and organizational values has been addressed in the sport industry (Trail & Chelladurai, 2001). The behaviours of employees are important in any organizational operation and thus the impact of value congruence must be examined in the sport industry to gain a greater understanding of the influence that this employee relationship will have on effectiveness.

There are many different segments of the business industry that rely on people to serve an organization's mission. In any industry that requires consumer service, dynamic responses, and flexible systems, an emphasis on employee behaviours must be made (Digel, 2002). The ability to understand employees within specific contexts is becoming an increasingly important component of organizational behaviour. Each organization is different and operates with diverse employees in a variety of external environments.

Consequently, it is important to investigate specific industry segments and specific employees to determine relevant implications regarding the impact of values on employee behaviours (Hinings, Thibault, Slack, & Kikulis, 1996).

Over the last decade there has been tremendous growth in the sport industry. The number of individuals employed in sport organizations has rapidly increased (Slack & Parent, 2006). With this increase, the complexity of job positions within this growing segment makes the nature of business within sport progressively more relevant (Hinings & Slack, 1987; Hinings et al., 1996; Slack, 1996; Slack & Parent, 2006). Increases in production, as well as media and sponsorship dollars, have led to a growth in the number of stakeholders that rely heavily on the effectiveness of sport organizations (Thomaselli, 2004). It is because of this growth that the individuals involved in these organizations are now being recognized as significant contributors to the business industry. As seen by the Nike sweatshop scandals (Sharp, 2002), the International Olympic Committee (IOC) corruption (Pound, 2004), as well as the International Skating Union's scoring controversy (Deacon, 2002), sport business and sport employee values have the ability to affect industries on a global scale.

With global importance comes greater responsibility to a wider group of stakeholders, therefore increasing the need to comprehend the values associated with actions and behaviours. Little, if any, research has been done to address the specific nature of individual values, value congruence, and the impact of value congruence on employee behaviours in sport organizations. Sport, like any other industry, has employees whose values and subsequent value congruence with the organizational entity will greatly impact the achievement of organizational goals. Research needs to be conducted within

sport organizations to find out how employees and their value congruence impact organizational behaviour (Chelladurai, 1999).

Sport has employees whom are dynamic, goal-oriented, and highly dedicated to the organization with which they are affiliated (Chelladurai, 1999). The actual environment in which sport organizations operate is different from most other business segments as sport has just begun to grow into the boardroom setting, whereas other segments have been there for several decades. This unique growth therefore requires specific attention (Hinings et al., 1996). Managers and scholars need to recognize this distinction and begin to generate an understanding of people within the sport industry.

The interaction that occurs within the sport world is constant during events, competitions, and tournaments, thus making the complexities of employee exchanges important to understand at the organizational level. Given the increasingly complex environments in which sport organizations operate today, the characteristics that supported past behaviours may not work as well in the future (Digel, 2002). Therefore, behaviours must be understood within present organizational environments. The need for success is a consistent factor for any organization. In order to achieve this success in the sport industry, the values and resulting value congruence of sport employees must be analyzed.

The growth of sport has provided many sport managers with new organizational structures and designs (Chelladurai, 1999; Frisby, 2005; Hining et al., 1996; Slack, 1996). The structure of an organization can greatly impact the espoused values and culture that are presented to employees (Slack, 1996). The work previously done on values and the effects of value congruence has rarely, if at all, examined the impacts of sport employee

values on organizational behaviours. With the change in organizational structure that has occurred within sport towards formalization and accountability (Hinings et al., 1996; Slack, 1996), there has also been a growth in the number of paid employees within these organizations, therefore the need to understand the impacts of individual employee behaviour has risen.

Similar to other industry segments, sport employee behaviours such as communication, interactions, and business transactions, are shaped by individual values (Hoeber, 2004). The dissimilarity occurs in the lack of empirical study into the actual values of sport employees beyond intercollegiate athletics. In the next section the context of this study's focus on value congruence is examined, specifically toward the golf industry, in which the Royal Canadian Golf Association (RCGA) is the case for study.

Context - Royal Canadian Golf Association

One of the largest sectors of sport business in North America is the golf industry. The United States alone generates four billion dollars (US \$) a year through merchandise, green fees, and memberships (Kang, 2004). The programs and services that are provided for golfers top the thousands, and the numbers of associations across the continent are constantly growing. In Ontario, there are approximately 11,000 paid employees working in the golf industry, who account for 52% of the entire Canadian golf employee pool (RCGA, 2003).

The RCGA is the governing body of golf in Canada. As one of the largest non-profit sport organizations in the country, the RCGA operates with a paid, fulltime workforce of 61 staff members. Each member has their own set of values that potentially impacts the productivity and effectiveness of the organization. The complex structure and

design of the RCGA is detailed in Chapter 3; however it is important to understand the dynamic nature of the organization. Despite the non-profit status that the organization holds, government funding is essentially obsolete, with small budget contributions from the public sector going to environmental and greens programs. The large, self-sufficient nature of this non-profit organization makes it an extremely valuable source of organizational behaviour research as it is unique to the sport context. Many of the NSOs within the Canadian sport system rely heavily on government funding to maintain effective operations (Hinings et al., 1996). Given this decreased reliance on the government, the RCGA can focus its dollars towards a variety of programming initiatives, therefore providing insight into the priorities within the organization.

The non-profit status of the RCGA not only speaks to funding, but also indicates that the organization operates under the direction of a Board of Directors. The board consists of volunteer executives, whose roles often function external to the physical organizational setting. As suggested by Yoshioka (2003) the allocation of power to a volunteer board impacts the interaction between paid employees and the board members. This interaction between the two groups is maintained and managed through the Executive Committee. The Executive is comprised of the Executive Director (ED), Chief Operating Officer (COO), five paid employees (Managing Directors), and five board members (elected) (see Appendix 1). The Executive Committee makes most of the policy decisions within the company. These decisions greatly impact the culture, values, and environment of the organization as they direct how business interactions should be conducted.

Since the RCGA is an older organization (established in 1896), it has historically embedded organizational values of golf tradition and etiquette. These values provide the basis for the organizational culture and a foundation for organizational behaviour. The acceptance and commitment to the organizational values by the employees may be impacted by the non-profit, volunteer led, structure and therefore proper communication of these values by the Executive to the employees needs to be espoused.

As one of the largest non-profit sport organizations in Canada, the RCGA Executive does not require government funding to operate efficiently, rather the organization relies on sponsorships, membership fees, and ticket sales to generate funding. This source of income, and how it may contribute to diverse sources of organizational and individual values (i.e., less reliance on accountability), is intriguing for study. Not only does this unique non-profit environment exist, but the need to understand the organization's values in order to properly communicate these values to the employees is essential.

The complexity of the RCGA, its reliance on volunteer decisions, and its unique funding structure provides an information rich context for understanding employee and organization value congruence. The research that has been done in the past shows that value congruence has significant effects on many aspects of organizational behaviour (Finegan, 2000). Despite, the recent emphasis on congruence (Adkins & Caldwell, 2004), there is a lack of specific case study methods that provide an in-depth analysis of the behavioural effects of value congruence in sport organizations. The study of value congruence within the RCGA provided a large and unique environment to bridge this gap and contribute to the knowledge of organizational behaviour within sport. Therefore, the

purpose of this case study was to examine organizational and employee values to understand the effects of values and value congruence on employee behaviours within the context of a large Canadian sport organization. The noted purpose was addressed through the following research questions:

1. What are the espoused values of employees within the RCGA?
2. What values underpin the operations of the RCGA?
3. To what extent are employee values congruent with those of the organization?
4. How does employee value congruence translate into behaviours?

Justification of the Study

This case study was intended to develop a greater understanding of how the unique values and value congruence within the RCGA influence employee behaviours and interactions. By examining a particular organization, the values within this case were given specific and particular attention in order to understand the effect of these values on behaviours (Stake, 1995). The researcher did not attempt to provide generalizations, but rather provided a solid foundation for knowledge and understanding regarding value congruence and its impact on behaviours within this organization.

The case study was an attempt to increase the body of research regarding values in sport for three reasons:

1. To contribute to sport management literature. Limited research exists regarding non-profit sport organizations holding a large number of paid employees. Most of the previous sport research on values focuses on the athlete/coach relationships, which has been limited to a small number of national sport organizations and

intercollegiate athletics (cf. Chelladurai, 1999; Hinings et al., 1996; Hoeber, 2004; Trail & Chelladurai, 2002).

2. To develop an understanding of the values individuals in sport organizations hold. The sport industry is comprised of many non-profit organizations that operate in diverse ways in comparison to for-profit organizations. This diversity must be recognized as impacting on organizational behaviour and given continuous scholarly attention (Barad, Maw, & Stone, 2005).
3. To provide a unique context for examination. The Royal Canadian Golf Association is a noteworthy depiction of the structure of a Canadian sport organization, with a combination of a large number of paid and non-paid employees operating under increasingly formalized structures.

Chapter 2: Review of Related Literature

Organizational success has been linked to efficient employee behaviours (Kontoghiorghes, 2005). Efficiency has also been connected to the relationship between paid and non-paid employees, and organizational effectiveness (cf. Bass & Avolio, 1994; Daly, Pouders, & Kabanoff, 2004; Kontoghiorghes, 2003). While motivation, interpersonal communication, and conflict are important concepts for study, more fundamental aspects of an individual such as values and behaviours have also received attention. The importance of individuals within organizations extends beyond production of outputs to a wide variety of individual and interpersonal ideas studied by organizational theorists (cf. Bass & Avolio, 1994; Chatman, 1991; Jung & Avolio, 2000; Posner, 1992; Posner & Schmidt, 1992). As a result, the ability to understand the values of employees has been one of the main purposes of past organizational behaviour research (cf. Erdogan et al., 2004; Goulet & Frank, 2002; Wasti, 2003). Recently, the values that individuals hold, and specifically the value congruence between an employee and their organization has been emphasized by researchers (cf. Bass & Avolio, 1994; Caldwell, Chatman, & O'Reilly, 1990; Patterson, Warr, & West, 2004; Saunderson, 2004; Zhu, May, & Avolio, 2004). It is the values of employees that have been linked to their behaviours, therefore impacting the overall effectiveness of the organization (Rokeach, 1973).

Rokeach (1973) developed this understanding of values by empirically linking the actions of people within the workplace to their values. Values can significantly influence every aspect of human behaviour; and yet, at the same time, the value system of every individual is different (Rokeach, 1973). Since this difference exists it is essential to

understand organizational behaviour and the values behind the behaviour of individuals within specific contexts (Kramer, Dougherty, & Pierce, 2004). Accordingly, this chapter will detail the following relevant literature: (a) organizational behaviour, b) organizational culture, (c) values, (d) value congruence, (e) human resource management (HRM) practices, and (f) sport employee values.

Organizational Behaviour

The study of employee behaviour within an organization has grown into a significant area of empirical interest in the past century as business management has developed in a fast paced, dynamic fashion. Robbins and Langton (2001) stated that “organizational behaviour is a field of study that investigates the impact that individuals, groups, and structure have on behaviours within organizations” (p. 4). Behaviours are the actions that people take, their attitudes towards tasks, and how each employee performs. The behaviours of these employees are impacted by both individual and organizational values, and are therefore most critical for understanding and examination.

Understanding organizational behaviour has never been more important for managers and employees as the Canadian workforce begins the 21st century. Both the structure of the organization and how employees’ view their workplace are changing, impacting organizations in many ways. An organization’s most important asset is its people, and one important attribute that these employees bring to the workplace is their values (Robbins & Langton, 2001). Consequently, identifying ways to manage organizations that will reflect the value of people as vital organizational assets is an important consideration for scholars and managers (Connor & Becker, 1994; Robbins & Langton, 2001; Rokeach & Ball-Rokeach, 1989).

Recently, Kontoghiorghes (2005) conducted survey research in four different organizations where an adaptive, technologically-advanced environment existed and was required for success. Previous to this study little work had been carried out regarding the impact of human resources on the organization through technological change. The golf industry has been going through a significant amount of technological change in the last ten years, impacting the 'relevance' of the RCGA, which made this issue noted by Kontoghiorghes (2005) important in the current study. Kontoghiorghes (2005) demonstrated that positive behaviours of employees during dynamic situations increased the ability to produce successfully. The conclusions drawn from the study suggested that social factors are significantly influential in determining organizational success.

Social factors include all of the interpersonal and individual influences within an organization that contribute to its operation (Kontoghiorghes, 2005). The impacts of individual factors were also investigated by Wilson, Dejoy, Vandenberg, Richardson, and McGrath (2004), who examined the factors that influence 'healthy' organizations in order to establish the characteristics of high-performance work. 'Healthy' was determined by high levels of satisfaction indicated by the employees. Previous work had emphasized these 'healthy' factors at an organizational level (Parker & Wall, 1998; Sauter, Lim, & Murphy, 1996; Schein, 1990); however none had analyzed the impact on an individual level. Wilson et al. (2004) surveyed individual employees of one retail organization regarding their level of organizational health, which included an element of positive values, and the effects of 'healthy (positive) values' on their behaviours. The researchers concluded that organizational characteristics have an impact on individual measures of health and well-being, which in turn impacts the employee's potential to perform.

Kontoghiorghes (2005) and Wilson et al. (2004) demonstrated that organizational behaviour encompasses many unique individuals within a workplace who will bring an increasingly diverse set of behaviours into an organization. It is the values of these individuals that essentially motivate their behaviours and contribute to the organizational behaviour of the company as a whole (Sauter et al., 1996).

Organizational Culture

The results of employee behaviours are the basis of organizational functioning. Within organizational functioning, the ideational component an organization's culture refers to the underlying values and assumptions that influence employees' actual behaviours (Matthews & Chisholm, 1988). Organizations are complex systems of employee interaction, and the results of these interactions are the espoused organizational culture (Martin, 2002). The complexities of culture are not widely agreed upon (Schein, 1999), and therefore ongoing study regarding the components of culture and their manifestations are required. One aspect that is agreed upon is that values are a part of cultural manifestations. In order to completely understand an organization's culture, the values of certain individuals within the culture must be examined. McAleese and Hargie (2004) emphasized the importance of values in organizational culture by providing a synthesis of common practices and guiding principles of culture in their recent book.

The principles of culture that McAleese and Hargie (2004) discussed included an emphasis on the importance of understanding organizational values through the manifestations of organizational culture. Leaders must attempt to shape the dominant culture towards creating a working environment that is consistent with both personal and work-related values. The top management of private companies, and the subsequent

board management of non-profit organizations, has the potential to define culture by engaging cultural ideations or values. If the beliefs of employees are known, then a key component of culture can be explained and understood (Schein, 1999). Targeting common values of individuals can develop consistency within an organization and promote positive behaviours that directly relate to the culture and values of the organization (McAleese & Hargie, 2004). It is the communication of these values that McAleese and Hargie (2004) deemed to be important for understanding organizational behaviour.

McAleese and Hargie (2004) discussed the importance of values within an organization's culture, suggesting that managers promote commonalities between organizational culture and individual values in order to produce more effective environments. Similarly, Mainelli (2004) found that managers need to communicate organizational values on a continuous basis to generate a common understanding of the culture. Throughout the communication process, it can not be forgotten that each organization's culture is made up of individuals and individuals bring their own values systems to a culture (Jones, 2004). Mainelli (2004) analyzed a series of organizations through document analysis to develop a greater understanding of the relationship between organizational culture, personal values, and behaviour. The results of his analysis support that people are essential to any culture (Mainelli, 2004; Martin, 2002; Schein, 1999). In fact, they are the most important component of the system. An operational component of an organization consists of all the functions that go into running an organization on a day-to-day basis (Mainelli, 2004). The planning, implementing, and evaluating practices that managers employ are considered operational and the impact that individual values can

have on these operations range from misrepresentations to miscommunication to poor decisions, right through to “outright” mistakes (Mainelli, 2004). Currently, an emphasis on trying to analyze systematic trends in employee value-based decisions exists within the organizational culture literature (Boyd & Begley, 2002; Low, 1996; Mainelli, 2004; Matos, 2004).

The research done by Mainelli (2004) suggested that generalizing findings regarding behavioural trends is inaccurate. To try and broadly define the nature of culture contradicts the fact that each culture is comprised of people and people have differing ways of making decisions. As such, different values can be placed on decisions made by non-profit organizations in comparison to for-profit companies, and therefore each type of organization must be analyzed as different (Harris, Mainelli, & O’Callaghan, 2002; Mainelli, 2004). It is the possibility of variation and the diverse impacts that differing values can have on culture and performance that warrants continued study (Nahm, Vonderembse, & Koufteros, 2004). Every culture consists of a variety of values, which possess unique characteristics from one another. The ideational components of culture are centered around individual and organizational values (Martin, 2002). The initial examination of these ideational components can lead to a greater understanding of material components of culture such as artifacts, rituals, and physical settings (Martin, 2002). The study of values, as a component of culture, can provide insight into the underpinnings and functioning of the organization itself.

The texts by Martin (2002) and McAleese and Hargie (2004), as well as the work done by Mainelli (2004), and Nahm et al. (2004), demonstrated the interaction that individual values have on organizational culture; and vice versa. They all emphasize that

values are the underpinning of culture, and culture and values shape individual behaviours.

Values

The study of values is connected to classifying people according to a set of items with which an individual identifies as most important to their behavioural functioning (Kahle, 1985). The selection of one value over another allows for classification and thus provides a value system that will guide decisions and actions (Kahle, 1985). The basis for values' research began with Rokeach (1973) when he defined the nature of values as being either terminal or instrumental. Terminal values are the desired end states of individuals and include examples of *family security, pleasure, self respect, and social recognition*. The tie to these terminal values is instrumental values which are the desired means to these ends. Instrumental values include, but are not limited to, *ambitious, capable, courageous, loving, and helpful* (Rokeach, 1973). The work of Rokeach (1973) led to the development of 35 terminal and instrumental values, 17 terminal and 18 instrumental, that would define an individual's value system. This foundation for Rokeach's (1973) values research has provided researchers with the ability and understanding to connect values to employee commitment, satisfaction, and effectiveness behaviours (Bass & Avolio, 1994; O'Reilly et al., 1991; Ravlin & Meglino, 1987).

Specifically, Ravlin and Meglino (1987) found that individual values constantly change over time and therefore persistent study of values within specific contexts is necessary. The most notable finding was that values would influence individuals to make decisions that were congruent to their own value set, demonstrating the impact that values have on individual choices (Ravlin & Meglino, 1987). The conclusions of this study

demonstrated the important influence that values have on the behaviours of employees. These findings built on the original values work of Rokeach (1973) to show the specific behavioural patterns that resulted from different values systems.

To further the understanding of values, Meglino and Ravlin (1998) noted that organizational values were deemed to have a substantial impact on affective and behavioural responses of individuals and, consequently, were defined as the most distinctive property or defining characteristic of an organization. Since values and behaviours are linked, and values, behaviours, as well as cultures are unique to organizations and individuals, much of the historical values research was determined flawed by the researchers (Meglino & Ravlin, 1998). In the past, work by Rokeach (1973) and Kahle (1985) generalized organizational behaviour findings and failed to address the changing and unique environments within which individuals operate. The idea that organizations had to be examined as case studies to determine values was a relatively new phenomenon in comparison to the work done by Rokeach (1973). Ravlin and Meglino (1987), as well as Meglino and Ravlin (1998), critiqued the attempt to generalize individual values across a population based on the idea that each person reacts differently in diverse environments and therefore an individual's values could not be analyzed similarly in different settings.

The variations that occur within organizational values literature are based on differences in employee composition and organizational structure. With organizational growth comes change and over the last several decades organizations have been operating within constantly evolving environments (McCann, 2004). When dealing with dynamic environments, many aspects of organizational behaviour become complex and therefore

research must be conducted on specific individuals. As noted in Chapter 1 and Chapter 2, values are the predominant force behind individual behaviours and thus greatly impact many aspects of organizational analysis. One of the most influential studies regarding values was conducted by Posner and Schmidt (1992). These researchers were the first to recognize the importance of the impact that a change in the characteristics of managers would have on the values of the management team and thus have an impact the operation of an organization. Posner and Schmidt (1992) provided an outline for the importance of examining leader value traits and applying them to the organizational setting. The research that was conducted focused solely on the issues of changing values of diverse managers and was the first of its kind to provide emphasis on the importance of values-based studies.

Preceding Posner and Schmidt (1992), little empirical research had been done on managerial values. The merit of studying values had never been widely disputed. In fact, the impact of values was never denied previous to Posner and Schmidt (1992), it simply had not been emphasized. With Posner and Schmidt (1992), the importance of the effects of values was coupled with an emphasis on applying organizational behaviour research to specific industries. Wanguri (2003) examined United States government agencies to determine the importance of values to organizational behaviour. Through document analysis of mission statements and communication memorandums, Wanguri (2003) found that when values statement communications from executive committees were not fully understood by employees, unethical choices contradicting the organizational missions resulted. The consequences of the differences in value perceptions were less effective transactions and conclusions were made regarding the negative impact that a lack of

values' knowledge can have. Values are important to individuals and when individual values are not congruent with the organizational goals, trust can be compromised and business relationships can be broken (Wanguri, 2003). The previous work that had been examined by Ravlin and Meglino (1987), Meglino and Ravlin (1998), and Posner and Schmidt (1992) emphasized the importance of individual value knowledge and connections to organizational values. The work by Wanguri (2003) went beyond these findings to analyze the impact that a lack of values knowledge, as well as values inconsistency, can have on an organization.

Without knowledge of the values that exist within organizations, as both individual and organizational values, the behaviours of individuals can not be fully understood. The empirical knowledge gained from these studies has given organizations the information needed to recognize the impact of values and apply theories to organizational structures. Studies by Argandona (2003), and Kernaghan (2003) both demonstrated that organizations can outline values through documents and mission statements. Whether or not, these values are espoused depends on the values of the employees, and more specifically top management. Argandona's (2003) study outlined the ability of organizations to develop values. The researcher emphasized that individual values are ingrained and therefore the organization must recruit employees who will promote the proper values of the organizational entity. Kernaghan (2003) furthered this concept and analyzed the values statements of four Westminster-style governments to demonstrate the power these testimonies had on organizational operation. The Westminster government is based on hierarchical standing, and is structured in reference to the British Parliament. The study involved each respondent within the government

institutions labeling the impact of the values' statements and whether or not these statements guided their behaviour (Kernaghan, 2003). The results demonstrated that within governments where values were clarified and celebrated, behaviours were congruent with organizational expectations. When values were codified, the interpretation was clear and focused. This provided each government group studied with a foundation for value-specific behaviour within their organization; however the results were not consistent across each government group.

Further research needs to be completed within specific groups to develop an understanding of the common impacts of values in particular settings. Both studies (Argandona, 2003; Kernaghan, 2003), reveal the complexities of values and their direct impact on organizations. Organizations do possess their own values. However, since organizations are entities, the values of the individuals who work within these organizations need to be understood as influential (Argandona, 2003). An attempt to analyze both organizational and individual values to establish the presence of value congruence and the impact of this congruence on organizational behaviour is needed to improve HRM practices. Without knowledge regarding individual value systems, inconsistency amongst employees can lead to value conflicts and a lack of production (Argandona, 2003).

Value Congruence

Organizations need to take on a higher degree of responsibility when attempting to achieve value congruence (Chatman, 1991). Gaining an understanding of individual values is a long process and therefore managers often neglect efforts towards achieving value congruence based on a lack of time and resources (Adkins & Caldwell, 2004).

Chatman (1991) delved into value congruence research with a study of eight public accounting firms. The purpose was to determine how value congruence was achieved through social experience. Chatman (1991) found that proper selection and socialization of employees by their management teams developed value congruence within the public accounting firms examined. The congruence demonstrated that the core set of values which an individual brings to an organization will remain the same through the orientation phase. The hiring manager needs to emphasize value matching in order to achieve congruence during this critical phase (Chatman, 1991). Chatman (1991) provided the foundation for emphasis on individual and organizational value congruence, and suggested the need to uncover the specific processes that are undertaken to achieve this congruence.

In addition to Chatman's (1991) work, Posner (1992) found that potential employees were more likely to be attracted to organizations with similar values. In addition, an organization may have a variety of values linking to a number of subcultures. Posner (1992) found that within an organization larger than 50 employees, subcultures may emerge. Posner (1992) noted that wide variations may occur in values underlying subcultures in a single organization, making value congruence difficult to achieve. The definition and structure of subcultures are unique to any organization. Even within similar industries, subcultures may vary, making each subgroup organization-specific (Posner, 1992). Posner and Schmidt (1992) also emphasized that the impact of value congruence, and deemed case study analysis essential for the further understanding of this congruence. Posner (1992) supported the need for further value congruence research, which was also emphasized by Jung and Avolio (2000) who supported the importance of

comparing employee values with organizational values. These results extended the early values work of Rokeach (1973), Hofstede (1980), and Homer and Kahle (1988) by making a connection between individual and organizational values and also furthered the understanding of the context-specific value congruence that was established by Chatman (1991) and Posner (1992). Whether or not the impacts of value congruence on leadership found by Jung and Avolio (2000) will have the same positive effects in all cases is yet to be determined, but is necessary to understand.

Much of the current recent research done on value-matching has moved away from understanding how value congruence is achieved and towards analyzing the impact that person-organization fit has on behaviours. Finegan (2000) studied the relationship between organizational and personal values and linked them to commitment. The study was conducted on employees from a large petrochemical company. The results of the study indicated that commitment was connected to perceived organizational value congruence between the employees and the organization.

Following Finegan (2000), the work of Erdogan et al., (2004), Hood (2003), and Krishnan (2001) attempted to link value congruence to affective leadership through analysis of various large scale organizations and managerial firms. Each found a positive relationship between value congruence and transformational leadership; value congruence, leadership and ethical decisions; and the impact of leader-member exchange on congruent values, respectively. All four studies demonstrate that values and person-organizational fit have a significant impact on many aspects of organizational behaviour. The result of these studies has directed recent research regarding values toward

establishing the consequences of value congruence (Choi & Price, 2005; Saji, 2004; Westerman & Cyr, 2004).

Adkins and Caldwell (2004) found that many organizations are going through periods of change and that congruence between organizational and employee values is essential for organizational success throughout change. Adkins and Caldwell (2004) utilized survey research methods at a large consulting firm to see if 'value-fit' had an impact on employee satisfaction. The results of the study found that value congruence did influence overall employee effectiveness, which included factors such as commitment and turnover. The effect of congruence was further established by the ability of management to espouse desired employee values. When congruent values were espoused by managers, employees were highly committed to the organizational mission. This result was similar to the findings in the studies conducted by Erdogan et al. (2004), Finegan (2000), Hood (2003), Jung and Avolio (2000), and Krishnan (2001), which all demonstrated the consequences of employee and organization value congruence.

The consequences of value congruence are determined by first examining the existence of the congruence within the company. As previously noted by Chatman (1991) and Posner (1992), the ability to define the antecedents of value congruence within an organization will lead to positive outcomes. Kristof (1996) and O'Reilly et al. (1991) conducted research that assessed the person-organization fit and the subsequent impacts that establishing value congruence had. O'Reilly et al. (1991) provided the cornerstone for value congruence research by developing an instrument entitled the Organizational Culture Profile (OCP) that effectively measures organizational culture, thus providing a framework to examine components of values (O'Reilly et al., 1991). The relationship

between culture, values, commitment, satisfaction, and leadership was then established through the application of the OCP with four different organizations. The purpose of O'Reilly et al.'s (1991) study was to determine the reliability of the OCP instrument and demonstrate the importance of culture and values on organizational effectiveness. Following this work, Kristof (1996) determined the implications of applying instruments like the OCP in order to understand value congruence within organizations.

Several reviews were involved in Kristof's (1996) work and provided a solid basis for concluding the importance of values on organizational behaviour. The influence of values impacted the level of employee effectiveness consistently across the literature reviewed. One objective of Kristof's (1996) work was to integrate the existing theoretical and empirical research; however, this integration indicated that there are many issues that remain unaddressed regarding value congruence in organizations. It was noted that values influence every aspect of day-to-day business, and thus must be considered during organizational behaviour research within specific contexts (Kristof, 1996). Despite the relevance of these findings, there are still some industry segments for which a need exists to determine how this congruence is achieved (Posner, 1992). The goal of the current case study was to define the level of value congruence and its effects on behavioural functioning within one specific non-profit organization.

In research done by Ravlin and Meglino (1987) it was emphasized that values have a great effect on perception and decisions within an organizational setting. Values and the influence of values on student employee productivity and management decisions were examined to define the effect of these variables. This was an underpinning of organizational behaviour studies regarding value congruence as it resulted in the

emphasis of value impacts on work behaviours. The results of the study had also led Ravlin and Meglino (1987) to suggest that further study was needed regarding the impact of values on individual processes. More specifically, Ravlin and Meglino (1987) concluded their work by stating that “further exploration of the relation between values, decision making, and behaviour is needed both in the field and under more controlled conditions over longer periods of time” (p. 672). Each industry has different characteristics and unique employees. The impact of the behaviours of these employees needs to be targeted within specific industries to apply the appropriate HRM practices (Amis, Slack, & Hinings, 2002).

Human Resource Management Practices

HRM practices require an understanding of the individuals within an organization in order to be affective. To gain this understanding, the relationship between values and behaviours, which Ravlin and Meglino (1987) established, needs additional examination. Furthering the connection between values and behaviours, Judge and Bretz (1992) surveyed graduating students on values and job choices at four North-Western Universities. They found a sufficient link between job choice and values, concluding that organizational values influenced job choice. The surveyed students were more likely to choose organizations that were similar to their own value orientation. This connection demonstrates the influence of values on behaviours in and outside the workplace. The impact that values have on choice needs to be considered when developing and forming organizational objectives and value statements (Judge & Bretz, 1992). These findings complemented the research done by Ravlin and Meglino (1987), and demonstrated that ‘luring’ the right individuals into an organization to achieve person-organization fit will

positively impact behaviours. This link to behaviours can be further connected by effectively manipulating HRM practices (i.e. socialization) toward congruent values.

Once employees have been hired by organizations via the interview process, which, as noted by Judge and Bretz (1992) attempts to establish value connections, Emiliani (2003) emphasized the impact of these connections on employee behaviours. Emiliani (2003) used a survey design to investigate managers' beliefs regarding values within several large-scale manufacturing companies. The findings indicated that management values are directly linked to desirable and undesirable behaviours. When the employees agreed or supported the espoused values of their managers, their behaviours had a positive impact on the production within each organization. The results were obtained from the groups who were identified with poor value connections illustrated that employees were significantly less productive than the former group. In a similar study, Colozzi (2003) used the case study approach to show the impact of values and congruence on decisions and production. One single business administration student within the career counseling profession was examined in order to ascertain the various impacts of values congruence over time (Colozzi, 2003). Colozzi (2003) found that the level of output and behaviour of an individual is greatly affected by their values and whether or not perceived organizational value congruence exists. The behaviours that resulted from high levels of value congruence were; effective decisions, ethical practices, organizational citizenship behaviour, and increased production (Colozzi, 2003). The positive impacts were then compared to several negative impacts indicative of low value congruence; turnover, absenteeism, as well as ineffective production.

The impact of congruence on behaviour had a variety of consequences in both the Emiliani (2003) and Colozzi (2003) studies. This noted impact of value congruence on behaviours built on the earlier research done by Ravlin and Meglino (1987), and Judge and Bretz (1992) who demonstrated that individual and organizational value congruence directs employee behaviours. The link between value congruence and individual behaviour must be analyzed within specific organizations to determine how each will impact organizational behaviour; specifically HRM practices (Emiliani, 2003).

Management leadership through the change process has been emphasized in recent HRM literature (Castle & Sir, 2001; Saunderson, 2004; Weatherly, 2005). The increased support of employees by their supervisors is an essential part of the values relationship. Saunderson (2004) surveyed members of the International Public Management Association for Human Resources. The intent was to establish the connection between leadership and organizational values with employee behaviours. Past research had shown that leadership and organizational support needs to be present in order to achieve effective HRM practices (Bass & Avolio, 1994; Bateman & Strasser, 1984; Chen, 2004; Wallach, 1983). Saunderson (2004) indicated that a link between the values and behaviours of employees, as well HRM practices is an area that needs to be examined. The results provide support for the impact of HRM practices on employee behaviour and show significant emphasis for continually analyzing the effects of HRM processes on the people of organizations.

HRM practices are about engaging the people of an organization (Kemp, 2004). "Understanding people is like watching a parade; what is seen depends on the point of view" (Kemp, 2004, p. 22). The complexity of individuals and the values they bring to an

organization requires in-depth analysis to provide insights on the implications of their behaviours (Tatum, Eberlin, Cottraba, & Bradberry, 2003). The values research that began with Rokeach (1973), has highlighted the need to understand individual values, which has led to the recent emphasis on achieving person-organization value fit (Adkin & Caldwell, 2004). In order to effectively manage organizational behaviour, the value congruence of an employee with his/her organization must be understood to direct behaviours towards common organizational goals (Adkins & Caldwell, 2004). The importance of values knowledge within the sport industry has recently been emphasized (Amis et al., 2002; Hinings et al., 1996; Trail & Chelladurai, 2002), and despite this emphasis the direct effects of these values on behaviours has yet to be fully examined.

Sport Employee Values

Human resource management is imperative in every industry (Behets, 2001). Over the last two decades, the values of sport employees have become of scholarly interest because of the dynamic environment in which sport employees operate (Cunningham, Slack, & Hinings, 1987). The interaction and increasingly complex design of sport organizations provides a unique environment for values to develop and thrive (Slack & Thibault, 1989). The sport industry within Canada involves many non-profit organizations that operate by means of government funding. This is unique to other industries, as this reliance on public funding, as well as non-profit status, provide for a distinct set of organizational values (Slack & Thibault, 1989).

The research conducted by Hinings et al. (1996) was fundamental to the understanding of how the structure of sport has changed, and thus impacted the behaviours of employees; in particular the values that motivate behaviours. Hinings et al.

(1996) examined 35 national sport organizations over a four year period to gain a deeper understanding of the impact of structural change on institutionalized values. The research demonstrated the power of values to shape organizational forms, and provided the basis for future organizational behaviour research in the sport industry.

Organizational behaviour was further analyzed by Amis et al. (2002) who investigated 35 Canadian Olympic national sport organizations through document analysis and interviews regarding the organizations' progressions through change. The values of the employees and the organization were targeted for analysis and it was found that high performance emphasis, government involvement, organizational rationalization, professionalization, planning, corporate involvement, and quadrennial planning were the dominant values of employees and sport organizations during the change and growth phase (Amis et al., 2002). These results were consistent with past sport research (Hinings et al., 1996; Slack & Thibault, 1989; Thibault, 1987) and provide the basis for value research within sport organizations.

Despite the groundbreaking work conducted by Hinings et al. (1996), Slack and Thibault (1989), and Thibault (1987), the values of sport organization employees have not been studied in great depth. Values within intercollegiate athletics have received scholarly attention in the past few years (Chelladurai, 1999; Danylchuk & Chelladurai, 1999; Kent & Chelladurai, 2001; Trail, 1997), yet there still remains a gap in the knowledge with respect to how sport employee values and value congruence affect behaviours (Trail & Chelladurai, 2002). The work regarding sport employee values has also been linked to goals and leadership commitment (Trail & Chelladurai, 2002). Trail and Chelladurai (2002) used surveys to compare the values of intercollegiate athletic

employees to their goals. Their research concluded that managers of intercollegiate athletics would prove more effective if they put their emphasis on specific processes and decisions congruent to values held by critical stakeholders involved within the program. Within intercollegiate sport, it was found by Trail and Chelladurai (2002), as well as in previous research (Putler & Wolfe, 1999; Trail & Chelladurai, 2000; Zimbalist, 2001), that the organizational values may not be those held by the stakeholders of the actual universities, but rather stakeholders affiliated with the institution. The research emphasized the importance of understanding the organizational values and to whom these values belong, as well as employee values within sport research studies.

An emphasis on the organizational value of winning has also been addressed through research within the sport industry (Heeren & Requa, 2001). The issue of outcomes on team or individual sport success has been investigated as a dominant stakeholder value within sport organizations (Chelladurai, 1999; Heeren & Requa, 2001; Trail, 1997; Trail & Chelladurai, 2002). Heeren and Requa (2001) examined the values of sport employees of professional and amateur sport organizations in the United States. Similar to the results of Trail and Chelladurai (2002), the observations and interviews conducted demonstrated that the values conveyed through sport participation rest predominately with winning. Each study defined winning by success on the field, rather than in the boardroom. These were the views of the employees, and despite the move into the more structured business setting that has been described above, sport employees still emphasize recreational and professional winning as the basis for organizational values. This being true, it is important to examine sport organizations separately from other industries (Heeren & Requa, 2001).

As noted in the findings of Hinings et al. (1996) and Amis et al. (2002), the structure of sport organizations makes them susceptible to very diverse value sets. The mix of non-profit and for-profit organizations within North America makes value generalizations within the sport industry relatively impossible (Heeren & Requa, 2001). In order to properly create the person-organization value congruence, the values of the individual within specific organizations must be examined to generate a basis for proper implementation of effective HRM practices (MacLean, 2001). Given the need for research regarding values within sport organizations (MacLean, 2001), this case study provides an in-depth analysis of multiple methods to capture the reality of the values within the RCGA.

Chapter 3: Research Design

The following chapter details the research methods and procedures that were used for collecting and analyzing data in this case study of values and value congruence within the RCGA. As noted by Crotty (1998), the research process should serve to answer: a) what are the methods and methodologies utilized?, and b) how are these choices justified? Thus, Chapter 3 was outlined as follows: (a) methods and research process, (b) methodology, and (c) theoretical justification.

Methods and Research Process

The research process began with the selection of a case study. Yin (2003) stated that a case study is used to gain a greater understanding of individual and organizational phenomena. The actual 'case' within a case study provides a product for analysis that will contribute to questions regarding "how and why" (Yin, 2003). Given that the purpose of this current case study served to discuss how values impact one specific organization, case study was deemed appropriate. Stake (1995) noted that "we do not study a case primarily to understand other cases. Our first obligation is to understand this one case" (p. 4). In this particular case study, the researcher was examining values through the close investigation of the values within one specific sport organization.

The RCGA is a non-profit organization that runs full year with 61 paid employees and 36 volunteer board members (see Appendix 2). The large paid employee contingent is quite different from other non-profit sport organizations in Canada, which typically have a relatively small volunteer Board of Directors and an even smaller group of paid employees (Hinings et al., 1996; Macintosh & Whitson, 1990; Malloy & Agarwal, 2003). The RCGA, being the largest non-profit organization in Canada, is similar in non-profit

status to the Canadian Curling Association, Skate Canada, Canada Basketball, as well as many other national sport organizations. The comparison is based on similar volunteer boards who have members that are required to interact with paid employees.

The large employee base of the RCGA provided an information-rich setting that introduced a variety of human resource elements for analysis regarding values and value congruence. Delimiting this research to a case study of one specific organization was done to ensure a depth of attention was given to the specific values of individual employees. The large workforce that operates within the RCGA also resulted in a relatively complex organizational structure (see Appendix 1). The Board of Directors operates, with the Executive Director (ED) and Chief Operating Officer (COO), at the top of the hierarchy, and determines the mission, vision, functioning, and values of the organization. Since 1896, the board has governed all major policy decisions, and has provided the foundation for the growth that has been achieved throughout the century.

In order to create the link between the volunteer board and the paid staff, the ED and the COO (both paid positions) manage the communication process between the two groups. The policies and procedures that are established yearly by the Executive Committee are operationalized by the ED and COO, and carried out by the paid employees. This is an ongoing process, with little direct interaction between the board, the Directors (D), and the subordinates (S). The lack of direct interaction between the board members who establish the organizational values, and the paid individuals whose personal values influence organizational functioning, provided an interesting context for analysis regarding the impact of person-organization value congruence.

Similarly, the RCGA had recently merged with the Canadian Ladies Golf Association (CLGA) providing additional stimulus for examination (RCGA, 2005). The CLGA was the national governing body of women's golf across the country. With the merger, the CLGA forfeited its brand and amalgamated resources, funding, and business relations with the RCGA. A dozen employees were involved in the move from the CLGA to the newly formed RCGA, thus adding another element to the culture and values paradigm of the organization. The original RCGA employee pool, prior to the CLGA merger, had an established culture and values that had to adapt to a large change in structure. New employees, an expanding organizational mission, and unique values were developed within the amalgamated RCGA. It was not the purpose of this study to examine the merger, however the impact of the merger on the organization, as well as on the resulting employee value congruence was addressed in the 'Findings' portion of this case study.

The value congruence within the RCGA was also impacted by a number of issues including its large workforce, and segmented department structure. The analysis of values within the non-profit golf industry is unique since there is little, if any, reliance on the government for funding. Typically, non-profit sport organizations in Canada rely heavily on the government for support (Malloy & Agarwal, 2003). The RCGA, however, is able to generate funding from sponsorship and membership fees, and the need for government funding in order to achieve success is limited. The self-sufficiency of the organization can have an impact on organizational priorities, beliefs, and values (Soutar, McNeil, & Moster, 1994) as planning and operations may not have as many constraints (i.e., government regulations on how to spend the money). In order to fully understand the

impact of values within this unique organization, an in-depth case study analysis was required.

The RCGA was the case within this study. It is complex and multi-layered therefore providing for descriptive and explanatory analysis. Rossman and Rallis (2003), explained that, “most case studies are descriptive or explanatory; that is they depict events, processes, and procedures as they unfold – the “real-life context”” (p. 104). As such, a variety of methods were utilized throughout the research process in order to represent the reality of the case and provide a holistic description of the phenomena of values within the RCGA.

Serving the function of understanding the case, multiple methods of data collection and analysis were employed. Table 1 is a depiction of the data collection methods, time period of collection, and the number of participants that were involved. Since the objective of this case study was to develop a greater awareness of the realities that exist with the perceptions of RCGA employees, the research presented here was qualitative dominant. To get as close to reality as possible, realizing there is no absolute truth can exist, qualitative methods that target individual, in-depth elaborations on constructions of realities was collected and analyzed. The usefulness of the qualitative approach provided a deeper understanding of the values being studied enabling the analysis of culture and assumptions, which drive behaviours in the organization (Yauch & Steudel, 2003).

The quantitative results provided a reference point for the analysis of the values espoused within the organization and by the employees, as well as served the purposeful

sample selection of the interview participants. However, the qualitative methods served to create a holistic picture of a variety of diverse realities.

Table 1

Data Collection Process

Method	Time Period	No. of Participants
Qualitative – Document Analysis	March 2005 – September 2005	n/a
Qualitative - Observations	March 2005 – September 2005	n/a
Quantitative – RVS	September 2005-October 2005	97*
Qualitative – Interviews	Mid-October 2005 – December 2005	10**

Note. *There are 61 paid employees and 36 board members in the RCGA. **Interviews were conducted with two participants from each division (Four divisions), as well as the ED and COO = 10 Interviews.

The process of ‘data collection triangulation’ was used by collecting a variety of data sources, both qualitative and quantitative, to strengthen the findings by providing multiple views of the respondents’ realities (Patton, 2002). As described by Denzin (1978), “no single method ever adequately solves the problem of rival causal factors. Because each method reveals different aspects of empirical reality, multiple methods of observations must be employed” (p. 247). The theoretical perspective held within this case study was the basis for the use of data collection triangulation and the emphasis on qualitative dominance within the multiple method structure.

This study used the analysis of qualitative and quantitative data to establish confirmability and dependability within the findings. Multiple methods provided triangulation of data collection (Denzin, 1978; Yauch & Steudel, 2003), which contributed to the usefulness of the study by having each method confirm or deny the findings of the other. The qualitative methods employed in this study bring the thick-rich analysis that is needed to understand this particular case study and the reality of the participants. The quantitative aspects provide the numerical evidence for the existence of

values and specific value congruence within this organization and the qualitative components allow for a deeper understanding of the meaning behind the values. Both serve to answer the research questions with the highest degree of confirmability possible.

Multiple Method Sequential Data Collection Strategy.

The process for multiple method collection and analysis in this case study was sequential QUAN-QUAL (Tashakkori & Teddlie, 1998); slightly modified. Traditionally, this method is characterized by beginning with collecting and analyzing quantitative material, then following up the quantitative analysis with qualitative collection and examination. The quantitative data collection was followed by qualitative data collection and analysis in this study. The process began with an initial examination of organizational and employee values through observations and document analysis. This first step gave the researcher an in-depth look into how the organization, and the employees within the organization, espouse their values. Once the analysis of this method was completed, the sequential explanatory strategy began.

The purpose of the sequential explanatory strategy was to use quantitative results to assist in explaining and interpreting the findings of a predominately qualitative case study (Creswell, 2003). In this project, the strategy was slightly modified by placing the qualitative observations and document analysis prior to the sequential collection of the surveys and interviews. The early collection of the observations and documents was done for two reasons. First, the convenience of gaining access to the organization was available to the researcher during the summer months of 2005. The surveys and interviews could not be obtained until the fall of the same year. Second, the observations and document analysis served to create a greater understanding of the organization as a

whole, and thus provided a concrete understanding of the values within the RCGA prior to the collection and analysis of the other quantitative and qualitative instruments.

The sequential explanatory process commenced with the collection of the survey instrument. The reasons for examining the quantitative surveys first were two-fold. Primarily, the values survey was employed to create a general understanding of the values of the employees, as well as the organization, to better inform the process of creating the interview guide. Secondly, the survey was used to generate a purposeful sample for the qualitative data collection. Each interview participant was selected based on their quantitative results. The process of participant selection and analysis will be outlined in greater detail in the 'Interview' section of this chapter.

The qualitative dominant, multiple method process involved first obtaining documents and observations, which provided a foundation for the physically espoused values within the RCGA. This was then followed by analyzing quantitative facts through survey data and then using the qualitative interviews, to gain an in-depth understanding of the impact and meaning of the quantitative findings. The following sections will outline the rationale for combining these research methods.

Documents and Observations

Data Collection.

Data collection began with the collection of observations and documents. Document analysis took place at the beginning of the data collection cycle (see Table 1, p. 41). The process began with the initial approval from the Brock University Research Ethics Board and continued until the findings became saturated (Patton, 2002); as deemed by the researcher. The researcher deemed the analysis to be saturated with the

reoccurrence of themes through a succession of ten consecutive documents. This time frame for document analysis was established to create an in-depth picture of the organization. Documents regarding organizational values, goals, and missions can be collected throughout any phase of a multiple methods study (Patton, 2002), and within this case study served to provide the preliminary information regarding the environment in which the RCGA employees operate.

The purpose of the procedure for this case study was to highlight espoused, documented definitions of the organizational values that were also examined in the survey and interview analysis. As a result, 50 documents were gathered that included mission statements, core values statements, policies, reports, internal electronic mail, and memorandums were collected and analyzed for relevance in this case study. Access to these documents was achieved through the approval of the RCGA. Documents were obtained through access to the RCGA internet site, which contained all organizational documents. Permission to retrieve these documents was given by the Human Resource Manager, as well as by the ED and COO. Document data collection provided information about the espoused values of the organization, and created an understanding of how the RCGA conveys their values to their employees and the public.

During the four month document collection phase, observations were also conducted. The employee-organizational observations were also a method of establishing the organizational values, as well as the behaviours of individuals within the organization. Observation notes were taken to record employee interaction, body language, and the general atmosphere of the RCGA on a day-to-day basis. These notes were coded and analyzed for significance to the case.

The researcher was present on-site, as well as off-site at championship events, and obtained permission to sit in on eight employee meetings. Each observation session was completed in order to gain a more in-depth understanding of the values that were portrayed by organizational officials, as well as the employees themselves. Specifically, employee interactions, behaviours, and contexts indicative of certain behaviours were recorded. These “certain behaviours” (i.e., employee interactions, lunch breaks, communication with members) were examined as a result of the document analysis and directly led to recording employee actions that were congruent, or incongruent, with the organization’s documented core values. Accordingly, these “behaviours” were linked to specific contexts (i.e., on-site at a championship or in-office). As noted by Creswell (2003), it may be difficult for some individuals to verbally communicate responses to surveys or interviews, therefore observations allow the researcher to record certain actions that may provide additional relevant information. It is possible that the values of the participants may not be easily communicated through the surveys and interviews in some cases (Creswell, 2003). The observations provided a strong method for verifying the findings of the case study.

Data Analysis.

The process of analyzing the data from documents and observations began by coding all text material. The coding process, which is explained further in this chapter, dealt with labeling each word, phrase, or paragraph through a latent coding process, and developing categories of analysis that related to organizational values. The documents were analyzed as they were collected and contributed to the construction of the interview guide (discussed later in this chapter). Findings uncovered from the document analysis

were used to generate commentary within the interview process regarding participant compliance to the documented values uncovered during the document analysis.

The analysis of observations were also used to generate this commentary. The observations were recorded through the use of a journal during the same timeframe as the document analysis. At any time when the researcher entered the RCGA building for the purposes of this study, daily accounts of observations were noted within the journal. These journals were only written on the days the researcher was in the organizational setting; this setting was in-office or on-site at a championship, wherever organizational action took place. The journal consisted of reflections on the days' events within the organization and any important and interesting employee behaviours that may be linked to the presence of values.

These notes were also latent coded, code-numbered, and incorporated into the categories and themes of the document analysis. Throughout the latent coding process of the documents, as well as the interviews that followed, the observations were noted to create a well-rounded analysis of the qualitative material, as well as a connection between observed actions and the organizational context. Similar to the document analysis, the support or contradiction of the observations with the quantitative survey measure was addressed and targeted within the interview process. The data from both the document analysis and observations were analyzed to provide a basis of knowledge for the surveys and interviews, as well as allow for confirmability of the findings. An in-depth outline of the qualitative coding process will be provided in the 'Interview' section.

Surveys

Sample Population.

To gain this understanding of values, the Rokeach Value Survey (RVS) instrument (see Appendix 3), which will be detailed later in the chapter, was used. A purposeful sample of 61 paid employees and 36 volunteer board members within the RCGA was given the survey. Patton (2002) described a purposeful sample as “emphasizing in-depth understanding, which leads to selecting information-rich cases for study” (p. 46). The purpose of this case study was to gain insights into the values within this specific sport organization. The RCGA is what Creswell (1994) would describe as a “typical case sample” where the sample is not generalized or definitive of a larger population, but instead is illustrative of other organizations within the industry. This will allow for further study and transferability (Patton, 2002).

The employees within the sample were identified through the organization’s documents (see Appendix 2), and participated in the qualitative and quantitative components of this case study. The ED, COO, Directors (D) and subordinates (S) were given the RVS and asked to define their own core value set. The ED, the COO, the Ds, and the Ss all contribute to the functioning of the RCGA and each person’s values affect their behaviours within the organization on a day-to-day basis. It is these values that need to be determined to gain an accurate understanding of the value systems of the individuals that operate the RCGA.

Fulltime, permanent employees have the greatest influence on the organization’s effectiveness (Emiliani, 2003). Their conduct on a day-to-day basis shapes every championship, service, and product that the RCGA delivers, thus their values will

influence their behaviours towards organizational goals. As discussed in Chapters 1 and 2, values guide individual behaviours. It is the entire paid workforce who possess the capability to impact organizational functioning to the largest degree, which provides an increased emphasis on understanding the value systems of these individuals as described by the RVS. Given the nature of their role in the RCGA, the paid employees completed the RVS from their own personal values perspectives, while the board members completed the RVS from the organizational perspective.

The RCGA Board of Directors also define the organization, but in a different manner. The Board of Directors is considered the second tier level of leaders. The board does not operate fulltime as paid staff and as a result their personal values do not have the same impact on the organization as the paid employees. The volunteer role that these board members have suggests that their values must be measured differently in comparison to paid staff (Herman & Renz, 2004). The job function that the board fulfills shapes the organizational values within which the employees must operate. Given this role, the board members' perceptions and understandings of the organizational values were examined.

The board provides the foundation for the organizational values and these values will be communicated to employees, athletes, and the public. As noted by Hoffman (1999), the board of a non-profit organization defines both how to view organizational issues, as well as what the appropriate responses to these issues should be. The board is thought of as the centre of common channels of dialogue and discussion, and forms common policies and assumptions regarding competing interests that need to be negotiated on an organizational level (Hoffman, 1999; Orru, Biggart, & Hamilton, 1991;

Scott, 1991, 1995). The board of non-profit organizations thus becomes critical in defining the values of the organization, and institutionalizing the organizational culture (Powell & DiMaggio, 1991). Given this importance, the board members were asked to define the organization's value hierarchy using a slightly modified version of the RVS (see Appendix 4). The content of the RVS remained the same in terms of values that were included, however the instructions for the board were to "Please arrange each of the two lists ... separately in order of their value to the RCGA as guiding principles in its operation." This modification was supported by previous research conducted by Balazs (1990), who deemed it sufficient to demonstrate the values of an organization when attempting to determine congruence with employee values. The collection of the quantitative surveys was completed prior to the qualitative collection to create an understanding of the values that employees hold within the RCGA, as well as the values that underpin the RCGA itself.

Data Collection.

Previously in this chapter, as well as in Chapter 1, it was noted that in order to achieve the purpose of this case study, the survey data (RVS) was collected prior to the interview process creating a qualitative dominant approach (Yauch & Steudel, 2003). The RVS and the modified RVS were administered in the same time frame, over a two week period during the fall season (see Table 1, p. 41). This time of year was chosen based on the availability of each participant group and the appropriateness of testing during the organization's "off-season" to ensure a greater response rate.

Prior to the distribution of the surveys, a brief meeting with the RCGA paid staff was conducted by the researcher, followed by an electronic mail (see Appendix 5) that

highlighted when and how the surveys were to be distributed and collected. Each employee was given the RVS during the first week of September. Attached to the front of the survey was a detailed consent letter, which outlined the instructions for completing the survey (see Appendix 6).

The RVS was delivered and collected on-site. Each individual employee was given a survey package via their office mailbox. Upon completion, the surveys were then collected and placed in a locked box, in which only the researcher had the key. This drop-off procedure was completed to ensure that each employee was not intimidated by the process and had the ability to submit the survey at their own convenience.

During the same time period, the board members were given the modified RVS to evaluate the organizational values of the RCGA. The revised RVS, as well as a consent form, were sent via electronic mail to the board members across Canada. The electronic mail addresses of each member was obtained through the COO, with permission from each board member, and have been deleted from the researcher's records following the analysis phase. Follow up calls were made to respondents two days after the initial electronic mail to ensure the reception of the electronic mail and to encourage participation. Each respondent, for both the RVS and the revised RVS, was given two weeks to fill-out and return the surveys to the researcher. Both surveys were numbered, with the corresponding participant known only to the researcher. Non-respondents received an electronic mail, including another copy of the survey, following the two week deadline. This timeframe was given to ensure that enough time was allotted to collect and analyze the quantitative data, as the qualitative collection could not occur until the quantitative analysis of the surveys was complete.

Data Analysis.

Once the surveys had been collected from all of the paid employees and board members, the appropriate statistical analyses for the Rokeach Value Survey were employed. It is stated that rank order data can be analyzed through non-parametric techniques (Bigoness & Blakely, 1996; Tabachnick & Fidell, 1989). The RVS and the modified RVS provide 35 values to rank, which provide an adequate number of ranks for analysis (Bigoness & Blakely, 1996). In this particular case, the survey dataset was established using SPSS system software version 13. In order to determine the rank order by percentage of times chosen (per value in the RVS), descriptive statistics were used. The descriptive statistics provided for the predominant value ranks of both the employees and the board members. This process converted the ranks into nominal values and determined the frequencies of each rank. The values were then rank ordered based on the determined the highest percentage of times a value was ranked at a specific level. From these percentages, a hierarchy of the values for each survey was produced. This analysis provided a clear understanding of the values of RCGA employees and the organization, as seen by the board members.

Following the descriptive statistics, a Mann-Whitney U test and Kruskal-Wallis k sample were completed. Both tests were deemed appropriate when comparing rank orders within samples (Brown, 1976; Connor & Becker, 2003; Kinnear & Gray, 2004; Krishnan, 2001; Rokeach, 1973). The Mann-Whitney U was used to compare two independent samples' rank orders (the employees and the board) to define significant differences ($p \leq 05$). During this study, significant differences were also referred to as 'incongruence'. Here the value ranks of the paid employees and the board were compared to determine

the level of congruence or incongruence present. The congruence levels were also analyzed using the Kruskal-Wallis k sample which compared three or more sets of rank order data (Kinnear & Gray, 2004). This process is where the rank order of the values were examined to demonstrate the core value distribution of each of the RCGA's four departments. These results were used to determine if significant differences ($p \leq 05$) existed between the values of employees in different departments.

Once the above analysis was completed, case study statistics were run to uncover which cases (or participants) were appropriate for interview participation. The process of interviewee selection will be detailed further on in this chapter. Following the statistical analysis Cronbach's reliability coefficient was conducted on each of the 35-items in both RVS surveys, as determined by Olson and Currie (1992), to provide a valid check for the reliability of results.

Interviews

Sample Population.

The interviews were conducted with two members (highest and lowest value congruence) within the four departments, as well as the ED and COO, to total ten interview respondents. The departments within the RCGA include Administration and Canadian Golf Hall of Fame; Golf and Membership Services/Programs; Championship and Amateur Competitions/ Women's Division; and Sales, Marketing, and Communications/IT (see Appendix 1 and 2). As stated previously, the qualitative interviews followed the quantitative data analysis. The results of both versions of the RVS provided knowledge on the core value systems of the employees and the

organization. This information was taken into consideration when finalizing the interview guide and choosing the interview sample.

A preliminary comparison between the documents and observation findings, and the survey results was completed prior to the commencement of the interview process. This was done for the purpose of uncovering any interesting results that the researcher deemed necessary for further analysis. Value congruence or incongruence, and discrepancies between the two methods were uncovered during this process and thus were included in the interview guide for further probing (these noteworthy findings will be detailed in Chapter 4). The documents, observations, and survey instruments served their purpose of triangulation by providing the researcher with the ability to follow up on inconsistencies.

A second purpose of the survey was to help in the purposeful sampling of the interview participants. The RVS established the individual and organizational values within the RCGA. The highest statistical match between employee values and organizational values within each department provided the basis for the choice of one of the interview participants in that department. The second participant from each department was selected on the basis of low congruence with organizational values. If there were similar levels of congruence or incongruence, the participant who was congruent or non-congruent with the values outlined in the document analysis was selected. For example, within the RCGA documents, *respect* was stated as being one of the organization's core values. Through survey analysis, if there was a tie for the interview participant with the lowest congruence, the participant who ranked *respect* the lowest (non-congruent to what the RCGA documents state is a core value) was chosen.

Chapter 2 also emphasized the importance of management influence on individual values within an organization (Trail & Chelladurai, 2002). The ED and COO are single positions within the RCGA paid staff at the top of the hierarchical structure (see Appendix 1). These are the visible leaders within the organization. Their tenure within the organization, as well as their roles, suggest that they represent the organization to the employees, therefore making it essential to define their values systems. As such, the ED and COO were purposefully sampled as the last two interviewees.

Differing levels of congruence and the impact of this congruence on employee behaviours were deemed important for analysis to serve the purpose of this study. The objective of the interviews was to identify the participants who reflect the congruence levels in the organization. To gain an understanding of the effect of value congruence on behaviour an in-depth look into the perspective of respondents who had achieved varying levels of congruence was required.

Data Collection.

The composition of the final interview guide did not take place until all of the quantitative survey data was analyzed. This allowed the different levels of congruence found within the surveys to be qualitatively examined.

The interviews took place over a one month time frame. As soon as the last survey was collected and analyzed, the process for selecting the interviewees began. Ten interviewees were selected. Interviews lasted approximately an hour to an hour and a half in length and were scheduled over the one month period at the discretion/convenience of the interviewees. The process of interview participant selection was purposeful; however actual participation was voluntary and accompanied by a consent form to be signed by

the participants (see Appendix 6). The consent form provided the participants with a detailed description of the interview process, the information being sought in the interviews, and the timing required for the interview. The consent form also informed the participant that each interview would be audio-tape recorded for ease of data analysis.

During the interviews, the semi-structured approach gave each respondent the opportunity to take the interview in different directions; however there was a basic guide to ensure that the research questions were properly addressed during the data collection phase as supported by Bryant (1999), Hanna (2005), and Innes (1995). The interview guide was structured so that each question targeted a specific research question, thus serving to provide thick-rich description regarding the values, value congruence, and behaviours of the employees.

The semi-structured interviews afforded a basis for gaining a deeper understanding of the value congruence that existed within the RCGA, and the effects that the congruence may have. The purpose of the interview guide (see Appendix 7) was to establish target areas for the interviewer that were essential for discussion, and allow the freedom of qualitative conversation to flow throughout the process. The values and behaviours of the individuals were a vital component to the analysis process and the interview guide provided the basis to uncover this information.

The guide was developed based on interview questions that relate to gaining an understanding of potential employee values (Bolles, 2003). These questions were used by a number of organizations in the accounting industry to assess the values of individuals and generate an idea of the value systems potential employees were bringing to the firm (Bolles, 2003). The interviews for this case study did not only uncover a greater

understanding of individual values, but also created an in-depth understanding of the effects that the individual values, organizational values, and organizational value congruence have on the interviewees' behaviours.

Data Analysis.

The process of analyzing the findings of the interviews was crucial to ensuring thick-rich description for discussion. Once the qualitative interviews were completed, verbatim transcripts were created from the audio-tape recorded sessions. (The processes that will be described below were also completed with the documents and observation notes). The transcribed interviews were read through once, without marking, to begin the latent coding process. Latent coding, as opposed to manifest coding, was utilized to support the purpose of the paper. Manifest coding simply provides a numerical count of words and phrases within the interview transcript. Latent coding allowed the researcher to categorize codes, patterns, and themes within the interview text, to uncover the underlying meanings associated with values and value congruence within the RCGA.

The beginning phase of the coding process (see Appendix 8) was a "read through" of the transcripts as they come in. Each transcript was read through and notes were made in the margins regarding the relevance to values. After the first "read through", a priori key words and phrases were highlighted and separated from the document. In combination with the a priori codes, emergent themes and codes arose from the documents. The survey instrument provided the evidence of values used for the a priori codes, whereas the semi-structured nature of the interview process allowed for discussion to arise that resulted in emergent themes. The codes that were uncovered during a priori coding were; organizational values, employee values (RVS), employee values

(independent), congruence, and behaviours. Subsequently, the emergent codes found were; communication, socialization, equality, departmentalization, and board relations.

During the coding process, each interview transcript was given a code-number and each code-number was matched with the interview number (i.e., Interview 1 from 'Eileen' – I1), in order to keep codes matched within interviews and ensure confidentiality. If a follow-up interview was needed for clarification, the second transcript was labeled in consecutive order with the pseudonym (i.e., Interview 2 from 'Eileen' – I1b). The transcription process took on the same analysis procedure throughout the entire phase with each participant.

The transcripts were then analyzed using a process that began with the researcher reviewing the documents in order to identify meaningful words, phrases, sentences, and paragraphs. Once quotations, words, and phrases were extracted from each interview, these "bits of data" or codes were reviewed to identify which logically grouped together. Through the comparison of codes across interview participants, the categories were modified or replaced during the constant analysis at this stage. The goal was to combine these codes and categories into overarching themes. Relevance to the topic was considered in this process, and negative cases, pertaining to value incongruence were not excluded, but rather explained for significance. The categories were labeled with definitions and each category consisted of several codes. The categories were then grouped into a few central themes and the writing process of the analysis began. Writing of the qualitative analysis occurred throughout the process.

At this point, the codes and categories from the documents and observations were included to generate the 'big picture' through triangulation. This entire coding process

(see Appendix 8) was first completed manually and then verified through the use of the coding program, Atlas.ti (1998) Version 4. Each stage of coding was linked through rigorous analysis of the connections between the codes, categories, and themes discovered first within the interviews, and then the combination of the data from the interviews, documents, and observations.

The analysis phase of the qualitative measures encompassed the longest time duration within this research project, as a thorough, in-depth procedure was required for quality results. At any point during the collection and analysis phase, interviewees had access to their interview transcripts to check for authenticity and each participant had the right to withdraw at any time. The analysis phase provided the opportunity to member-check with each participant to confirm the findings that are discussed in Chapter 4.

Methodology

Survey Design

The purpose of survey methods is to provide generalizable results to a greater population (Lincoln & Guba, 1985). The greater population in this case was the RCGA. For the current case study, surveys were used to provide confirmability for the values that exist within the RCGA. The findings were intended to further guide the analysis of the sample population (Yauch & Steudel, 2003) in an effort to generate an empirical picture of the value congruence within the RCGA. The survey (see Appendices 3 & 4) benefited this case study by providing the values information necessary to serve the purposeful sampling of the in-depth qualitative process. In order to examine the basic values of the employees and the organization, one specific instrument was used in this case study. The quantitative measure consisted of the Rokeach (1973) Values Survey

(RVS). There were two main benefits of surveys applicable to this case study. First, the Rokeach (1973) Values Survey was established and credible, and therefore already had validity and reliability attached to it (Babbie, 1990). Second, the survey provided a method of understanding the attributes of the population in a numerical context, which offered graphical representation to support the findings of the general values within the organization and perpetuate the qualitative data collection (Creswell, 2003; Fowler, 2002).

The study of values has recently been developing within educational contexts. However, values have been the focus of research over the last century and the investigation of values has evolved. In 1973, Rokeach was determined to develop a more reliable test for values that could adapt with changing times and cultures. He wanted to provide a measurement that would convey information about values where the values statements would not provide positive or negative connotations (Rokeach, 1973). After several years of research, Rokeach developed an arranged list of 18 instrumental and 18 terminal value. Each value was presented with a brief definition, along with the instruction to “arrange them in order of importance to YOU, as guiding principles in YOUR life” (Rokeach, 1973, p. 27). The ranking method was acknowledged as best fit because it was not the absolute presence or absence of the value that was important, but rather the relative ordering of the value to the participant (Rokeach, 1973).

The list consisted of terminal values and instrumental values which evolved from earlier versions of the instrument. The terminal values were defined as ideal end-states of behaviours, whereas instrumental values were ideal modes of behaviours (Rokeach, 1973). Within the original instrument that consisted of 12 instrumental and terminal

values, Rokeach found that too many salient values were being omitted during this process, leading to invalid and unreliable results (Rokeach, 1973). The original list of terminal values was obtained from a literature review, Rokeach's own terminal values, the terminal values of 30 graduate students in psychology, and by interviewing 100 adults in metropolitan Lansing. These were then condensed by using five judgments; (a) values more or less synonymous with one another (i.e., freedom and liberty); (b) values that were empirically known to be synonymous with each other (i.e., salvation and unity with God); (c) values that overlapped (i.e., religion and salvation); (d) values that were too specific (i.e., spousehood); and (e) values that did not represent end-states of existence (i.e., education) (Rokeach, 1973).

A similar process was used for the selection of the instrumental values, which concluded with a literature review of personality traits. The list started with 555 values that quickly became approximately 200 with the elimination of negative values suitable for self-attribution. The negative values were deemed contradictory and added confusion when being ranked (Rokeach, 1973; Schwartz, 1992). Once the instrumental list was completed, 18 instrumental values were selected based on reducing synonyms and retaining the ability to rank effectively. Following the collection of the two separate lists, they were put together to form the Rokeach Values Survey (1973). Upon the completion of the list, it was used for several decades before being modified by Schwartz (1992) to consist of 18 instrumental and 17 terminal values (see Appendices 3 & 4). This modification was done to eliminate the value "world of beauty" as the definition was deemed too vague to describe 'ultimate' values (Schwartz, 1992).

Several studies have used Rokeach's survey (Connor & Becker, 2003; Finegan, 1994; Krishnan, 2001; Musser & Orke, 1992) to determine the types of values that exist within employees of organizations. The instrument has remained fairly consistent over time, with a few attempts to modify. Despite these modifications, the RVS is still considered to be the best and most commonly used method of measuring values (Connor & Becker, 2003; Priem, Love, & Shaffer, 2000; Schwartz & Inbar-Saban, 1988; Sikula & Costa, 1994).

The RVS was found to be a reliable and valid measure of the value systems employed by individuals within an organizational setting (Homer & Kahle, 1988; Rokeach, 1973; Schwartz & Bilsky, 1987). Homer and Kahle (1988) determined the reliability of the survey to have Cronbach alpha coefficient scores of 0.63 for terminal values and 0.60 for instrumental values and predictive validity of 0.56 when the survey was conducted within a large international manufacturing company. These scores were deemed to be sufficient according to Olson and Currie (1992). Using this proven reliable and valid survey instrument created generalizable results to this specific case study.

Ethnographic Approach

The structure of this case study also served the purpose of the research by providing thick-rich description of the values of a specific group of individuals through ethnography methodology. Ethnography, as described by Patton (2002), assumes that any group of people interacting for long periods of time will evolve into a culture with similar values. The main goal of this case study was to uncover the person-organization value congruence within the RCGA and the impacts of this congruence on behaviours. As such

an adapted ethnographic approach was appropriate in order to build upon the quantitative findings and provide a more complete understanding of values in the RCGA.

In line with an ethnographic approach, field research was important where the researcher played an important role in collecting various sources of qualitative data (e.g., documents, observations, and interviews) (Rossman and Rallis, 2003) in an effort to provide a comprehensive picture of values, value congruence, and behaviours within the RCGA. Ethnographic studies require embedded researchers, prolonged observations, interviews, and individual commentary on the nature of the setting being analyzed (Patton, 2002). Document analysis, observations, and interviews were an integral component to the ethnographic functioning of this study. This information is unobtrusive, thoughtful, and gives a voice to the organizational entity. The documents were used to determine the values that were documented within the organizational setting. As Miller (1997) stated, “texts are one aspect of the sense-making activities through which we construct, sustain, contest, and change our senses of social reality. They are socially constructed realities that warrant study in their own right” (p. 139). In a study investigating espoused values of employees in large Australian companies, Kabanoff and Daly (2002) noted:

In order to describe the values of organizations it is possible to analyze the value content of documents that they produce. By counting the frequency with which organizations refer to particular ends and means (i.e., values) in their documents we gain insight into the values they are most and least concerned with and the assumptions that are being portrayed to employees. (p. 91)

The actions of employees on a daily basis provided an espoused version of the values within the organization. Observations contributed to a deeper understanding of the values that are espoused within the RCGA without dialogue or text. As suggested by Harris and Startup (1998) the proper way to examine the interactions of others was by some form of participant observation. To completely understand the values that individuals hold, their actions must be recorded and analyzed in comparison to their scripts (Harris & Startup, 1998). The main advantages of participant observation for this case study were that; (a) direct observations allowed better understanding of the context within which people interact; (b) first-hand experience with a setting allowed the researcher to be open and inductive, relying less on prior conceptualizations of the organization; (c) the researcher saw things with 'fresh' eyes, that participants may have missed due to routine involvement; (d) the researcher learnt more about interactions that may have not been discussed in the interviews; and (e) observations provided the researcher with an opportunity to move beyond the selective perceptions of others (Patton, 2002).

These multiple sources of qualitative data and the extensive field work process engaged in by the researcher were fundamental to the ethnographic approach of this case study as it allowed the reality of each participant to be equally considered and additional findings to be uncovered regarding values, value congruence, and behaviours. Although this case study was not considered a strict ethnographic methodology, the qualitative methods used, in combination with the researcher's embedded role, contributed to an emphasis on seeking as many sources of truth as possible.

Researcher's Role.

The ethnographic approach used in this study required a sustained and intensive experience with the participants (Creswell, 2003). The researcher's personal connection to the RCGA (a work tenure of internship for four years) in this case was the means for selection of the site for this case study. Entry into the organization was gained through a personal connection to the staff and management at the RCGA. This connection provided easier access to employees and the organizational documents, as well as a deeper commitment to the dominant qualitative nature of the research. The reflexivity that came out of the observation process outlined the researcher's impact within the RCGA, as well as the researcher's assumptions going into, and during, the research process.

The access to the RCGA also helped the researcher by providing an increased return rate of the quantitative survey, which in turn provided a greater pool for the selection of participants for the qualitative interviews. Each component of this multiple methods case study was enriched by the connection and significance of the RCGA employees to the researcher.

Trustworthiness.

Qualitative, naturalistic inquiry considers the possibilities of 'multiple realities' within a given setting (Lincoln & Guba, 1985), thus eliminating the traditional definitions of reliability and validity within this particular study. Reality is constructed by individuals through mental consciousness (Lincoln & Guba, 1985) making it important to demonstrate that each reality within a qualitative analysis is constructed correctly. According to Lincoln and Guba (1985), there are four essential ways to ensuring trustworthiness within a qualitative-dominant case study. First, *credibility* was achieved

through persistent observations, prolonged engagement, triangulation, member-checks, and reflexivity. In order to establish credible findings, the transcripts were analyzed by the constructors of the reality (the participants) and the researcher. Persistent observations and prolonged engagement provided the depth and scope, respectively, which were required to adequately describe the reality that exists within the RCGA. Observations provided the thick-rich description of the reality that exists through an analysis of employee interaction and the prolonged engagement established the time needed to create a meaningful relationship and understanding with, and of, the organization. This also allowed for reflexivity on the part of the researcher. Reflexivity calls for self-reflection, and critical self-reflection and self-knowledge, as well as a willingness to consider how one's biases affect what one is able to observe, hear, and understand in the field as an observer and analyst (Patton, 2002).

Developing a credible understanding of the individuals and their realities was further accomplished through the triangulation previously mentioned in this section, as well as through member-checks. By confirming the results of the interviews with the participants, giving them a chance to elaborate on ideas or correct any mistakes in researcher assumptions, additional credibility was established within the findings.

Second, Lincoln and Guba (1985) also suggest that *transferability* is needed to secure trustworthiness. In order to ensure trustworthiness, thick-rich description was presented through the interviews, as well as the observations. The description of the findings within the RCGA were in-depth to create a connection between sending and receiving contexts for future studies. To ensure that 'similarity judgments' can be made

through transferability, an emphasis on thick-rich description was established throughout the data collection process.

The third determinant of trustworthiness is *dependability* (Lincoln & Guba, 1985). Speaking in quantitative terms, dependability is similar to reliability in regards to the consistency of responses. To ensure the dependability of the findings, an 'over-lap' method of combining observations during the quantitative phase, as well as observations in combination with interviews and document analysis, to demonstrate the consistency within the findings was completed. When a lack of consistency was found, this was noted and analyzed, and was presented within Chapter 4. Also, during the interview analysis phase two methods of coding were used, free-hand and Atlas.ti, to ensure dependable findings across both analysis techniques.

Finally, Lincoln and Guba (1985) suggested creating an audit trail to establish *confirmability*. All raw data (i.e., audio tapes, written observations, surveys, documents, and interview transcripts), data reduction notes (i.e., coding process), and process notes (i.e., reflexivity and observations) were kept by the researcher.

The description of the methodology provided above, demonstrates the need to incorporate both statistics and description to gain a holistic, reality-oriented view of a case study (Creswell, 2003). The findings within this case study provided thick-rich description of the values that exist within a sport organization. The RCGA is a large sport organization with specific values that lead to distinct behaviours. To attempt to generalize the values within this organization to a greater public would be doing an injustice to the variety of characteristics that exist within the RCGA.

Justification: Theoretical Perspective

For the purposes of this study, the reality-oriented case study approach was utilized. Patton (2002) described the reality-oriented perspective as a way to seek methods that generate interaction with the 'real-world' in order to locate participant interpretations of the truth in a setting. This pragmatist approach focuses on the identification of a problem that needs to be analyzed. Previous employment of four summer work terms, has led to a supportive relationship between the RCGA and the researcher therefore developing a greater understanding and commitment to the pragmatic side of the research process. This perspective allowed the researcher to uncover the points of view of all active participants and weigh each with equal merit. The reality-oriented approach in this case study generated direct knowledge from the RCGA by determining how its members define the reality of their experiences. It is an understanding of how the participants perceive their own reality and the ability of the researcher to convey this reality.

Every individual shapes their own reality. The realities of the participants within this case study were constructed within the context of the organization for which they were employed (Patton, 2002). This context, and how each person views the organization, shaped the perceptions and behaviours of each employee's reality in a unique way. Each person reacted differently to similar situations since the creation of their reality was quite different. It was these reactions to the reality that determine the functioning of the organization as a whole.

The case of the RCGA depicted distinct realities in a unique setting, which provided a vision into the experiences of the individuals within the organization. Once

the reality of each employee's values was uncovered through the Rokeach Value Survey, the behaviours and consequences of those behaviours were analyzed appropriately through the multiple method structure. By linking the survey results to the observations and document analysis that had been conducted prior to survey collection this connection was made. Those results and findings were then linked to interview analysis to achieve a well-rounded view of the reality within the RCGA. As noted by Creswell (2003), the pragmatist researcher was more concerned with the problem and therefore all approaches to understanding the problem were employed. Tashakkori and Teddlie (1998) furthered this argument by conveying the importance of focusing attention on the research problem and consequently using multiple approaches to generating knowledge about the problem. Uncovering consistencies, and conversely inconsistencies, were "seen as an opportunity for developing further insight into the relationships between the methods chosen and [theory] being examined" (Rocco, Bliss, Gallagher, & Perez-Prado, 2003, p. 20). The problem to be addressed in the RCGA, was gaining an understanding of the link between individual and organizational value congruence and behaviours. Multiple methods afforded the researcher the opportunity to uncover the realities of each individual by directly examining the research problem.

In order to inform the reality-oriented case study approach that was adopted, a post positivist view was also employed. Patton (2002) described post positivism as a modest strategy that enables the researcher to recognize that all methods are imperfect. There will always be uncertainty within research; however this uncertainty can be counteracted by recognizing validity, reliability, trustworthiness, and objectivity as significant targets within the research process. The choice to use multiple methods in this

case study of the RCGA emphasized this post positivist view by providing rigorous, thorough analysis. Each method contributed to the credibility and reliability of the other methods, therefore emphasizing the ‘valid belief’ associated with the findings (Patton, 2002).

Chapter 4: Findings and Discussion

The previous chapter outlined the research method used to collect and analyze the findings within this case study. The following sections present these findings and discuss each finding in relation to previous research. As stated, the data collection process occurred in three phases; document analysis and observations, surveys, and semi-structured interviews. Each phase served the purpose of answering at least one of the research questions (summarized in Chapter 1), which included:

1. What are the espoused values of employees within the RCGA?
2. What values underpin the operations of the RCGA?
3. To what extent are employee values congruent with those of the organization?
4. How do employee values translate into behaviours?

The subsequent sections outline and discuss the findings in this case study and present the information as follows: (a) response rates, (b) reliability, (c) trustworthiness, (d) findings.

Response Rates

For the findings to have any valid meaning the information had to be representative of the population being surveyed (Baruch, 1999). In this case, the response rates to the two Rokeach Values Surveys (RVS) were 85.3% from paid employees ($N = 52$ of 61) and 69.4% from the volunteer Board of Directors ($N = 25$ of 36). These percentages were deemed acceptable as representative of the populations involved (cf. Edwards, Thomas, Rosenfeld, & Booth-Kewley, 1997; Rea & Parker, 1992). Rea and Parker (1992) stated that a 50 percent response rate is adequate for analysis purposes when using individual methods of survey administration.

The high response rate was crucial with the small population size involved in this study. When a case study method is employed it is important to have appropriate response rates to avoid response bias (Fowler, 2002). Response bias has been defined by Creswell (2003) as the impact that non-respondents may or may not have on the potential results of a quantitative measure. With higher numbers of non-respondents, there is the possibility that their responses, if collected, may have altered the results. The response bias in this study was reduced by incorporating observations regarding the actions of the non-responding participants to gain an understanding of the values they portray within the organization. Despite the absence of survey data that statistically demonstrated the values of the non-respondents, observations notes on these participants were analyzed to gain an understanding regarding any sufficient value incongruence that was present. The researcher concluded that, based on interactions and behaviours, the non-respondents did not demonstrate values that would impact the final results.

The reasons for non-respondents were similar for both volunteers and paid employees; (a) lack of time, and (b) no interest. Several follow-up attempts were made over the course of a four week period to obtain all unreturned surveys. At the end of the four week period, the researcher deemed the response rates for both groups to be sufficient (Rea & Parker, 1992) and did not feel it necessary to further probe non-respondents for fear of a negative reaction. The non-respondents may lack interest in discussing their own value sets, or perhaps were dedicated to in-office tasks that may have rendered them too busy to complete the survey at the time of collection.

Another issue regarding the response rates involved participant removal. There were 62 full time employees when the survey was first distributed, however one

employee was fired during the process of data collection. A completed survey was not submitted by the employee, and his/her participation was not sought for the study. The RCGA had tracked this participant's performance history over the last three years, and a long documented list of the employee's shortcomings was presented prior to his/her termination. The termination was concluded to be unrelated to the individual's values and therefore irrelevant to this study, and excluded from further analysis. Through the analysis of the organization's documents, it became clear that employee termination is unusual and as a result is not a part of the organization's culture. Further analysis on the issue was not deemed necessary. The participant's information was then removed from the study.

A relatively high response rate was achieved from the remaining participants within the paid employee section. The high response rate for the paid employees, in comparison to the Board of Directors, could be explained by the researcher's connection to the paid employees, and to the convenience of on-site collection. The employees of the RCGA are located in one central office and were continually present at this location during data collection. Their direct connection to the operation of the RCGA may have increased their interest in the results of the study, therefore raising their willingness to actively participate. The board members live in over 30 cities across Canada, and have no direct impact on day-to-day operations within the organization. Access to the board members' survey information, most of whom do not function within the RCGA office setting, proved to be challenging.

Once the surveys were collected, it was anticipated from the high response rate of the paid employees that they would also be willing to participate in the interviews.

However, it was noted during the interview process that one potential interviewee declined participation as the employee was only a part time member of the RCGA staff, replacing someone who was on maternity leave. This potential participant did not feel that he/she would provide a credible opinion on the relevant values of the RCGA and their impact on behaviours since his/her relationship with the RCGA was only short term. This lack of experience with the organization may have skewed the interview responses and therefore it was agreed, by the researcher and the participant, that another interviewee would be selected. The employee who achieved the second highest value congruence results, within the same department as the part time interviewee, was then selected. This step was taken to increase the credibility of the findings by replacing the interviewee with a participant who had more work experience within the RCGA.

Reliability

Reliability within mixed methods studies was important when concluding results (Creswell, 2003). Once the survey and interview data were collected, credibility was first determined by analyzing the reliability of the quantitative findings. The validity of both the RVS and the RVS Revised were established in Chapter 3. Each had been deemed a valid method of describing employee values (cf. Connor & Becker, 2003) as well as organizational values (cf. Balazs, 1990). The reliability of the quantitative survey instruments was further examined by running Cronbach's alpha coefficient. Acceptable reliability coefficients were uncovered and are presented in Table 2.

The findings in Table 2 demonstrate the reliability of the implemented survey instruments. The level of reliability ($\alpha \geq 0.60$) demonstrates that the two surveys are

statistically consistent, and therefore the findings that will be examined are deemed reliable.

Table 2

Reliability Coefficients

Variable	α
RVS Revised (Board) – Terminal	.75
RVS Revised (Board) – Instrumental	.79
RVS (Employee) – Terminal	.78
RVS (Employee) – Instrumental	.81

Note. Surpassing Cronbach's alpha coefficients scores of .60 indicates good internal consistency. From "Business Research Methods, 4th ed." by W.G. Zikmund, 1994, Fort Worth, TX: Dryden Press.

Trustworthiness

Within multiple method studies, reliability, as well as trustworthiness must be examined. Trustworthiness is defined by Patton (2002) as developing confidence in the findings of research by creating 'checks' within specific methodological processes. As described in Chapter 3, the credibility of the findings was ensured through persistent observations, prolonged engagement, triangulation, and member-checks.

Member-checks were completed at various intervals throughout the research process and were continued at the request of the participants. Transferability was also ensured by developing thick-rich description through the interviews, as well as utilizing observations. This thick-rich description allows the details of the research methods and findings to be transferred to other contexts for future research. The rich description also helped in establishing the confirmability of the work. All raw data (i.e., audio tapes, written observations, surveys, documents, and interview transcripts), data reduction notes (i.e., coding process), and process notes (i.e., reflexivity and observations) were kept by the researcher to ensure that confirmability was created. Finally, dependability of the

findings was established by an ‘over-lap’ method of combined observations during the quantitative phase, as well as observations throughout the interviews and document analysis. This process was completed to ensure the consistency within the findings. Each element of trustworthiness was implemented throughout the research process and provided consistent and credible findings.

Findings and Discussion

During the analysis process, the main goal was to answer each research question through the combination of at least two of the data collection methods described in the previous chapter. The following subsections provide an explanation of the findings that were uncovered. Each finding will then be discussed in comparison to relevant literature.

R1: What are the espoused values of employees within the RCGA?

The quantitative surveys served to answer the first research question by providing a basic understanding of the values that each employee possessed. The purpose of the RVS (1973) was to determine the innate values that employees espouse within the workplace. Given this purpose, the results of the survey were analyzed to determine how the employees within the RCGA view their own value set. The findings indicate the rank order of values that were found within the employee sample of the case (see Table 3).

Descriptive statistics on the terminal and instrumental values of the RVS data collected from the paid employee pool, indicated that a hierarchy of values could be determined. This hierarchy is represented by the final rank, frequency (*N*) of the rank, and the percentage of employees who ranked this value at each level in Table 3.

The highest ranking terminal values of the employees were found to be *family security* (*N* = 19); *happiness* (*N* = 17); and *social recognition* (*N* = 11), in that order.

Table 3

Employee Values – RVS (N = 52 of 63)

Value	Rank	Frequency (N)	Percentage
Terminal			
Family Security	1	19	31.15
Happiness	2	17	27.87
Social Recognition	3	11	18.03
A comfortable life	4	7	11.48
A sense of accomplishment	5	8	13.11
An exciting life	6	8	13.11
True friendship	7	8	13.11
Self respect	8	9	14.75
Mature love	9	6	9.84
Inner harmony	10	7	11.48
Pleasure	11	9	14.75
Wisdom	12	8	13.11
Equality	13	13	21.31
A world at peace	14	7	11.48
National security	15	11	18.03
Freedom	16	7	11.48
Salvation	17	23	37.70
Instrumental			
Ambitious	1	13	21.31
Honest	2	11	18.03
Responsible	3	10	16.39
Loving	4	8	13.11
Cheerful	5	9	14.75
Intellectual	6	7	11.48
Polite	7	8	13.11
Helpful	8	7	11.48
Capable	9	7	11.48
Courageous	10	6	9.84
Independent	11	6	9.84
Forgiving	12	8	13.11
Logical	13	6	9.84
Obedient	14	7	11.48
Imaginative	15	8	13.11
Self-controlled	16	8	13.11
Broadminded	17	7	11.48
Clean	18	12	19.67

Note. The three highest ranked terminal and instrumental, and the three lowest ranked terminal and instrumental values were used to select the interview participants. See Appendix 9 for details.

Additionally, the highest ranking instrumental values of the employees were found to be *ambitious* ($N = 13$); *honest* ($N = 11$); and *responsible* ($N = 10$), respectively. Both the terminal and instrumental values of the employees were analyzed and compared with the interview findings to determine and examine the value sets of the RCGA employees.

The interview guide was designed to provide further support for the results of the survey data. Specifically, question one from the interview guide (see Appendix 7) functioned to answer the first research question. When asked, “what values do you think make up your value system?”, the respondents indicated several values that were consistent across interviews. These values were linked to the RVS through various codes developed within the interview analysis. Table 4 depicts the RVS values and each corresponding codes identified from the interview participants.

Table 4

Value Codes

RVS Value	Interview Codes
Family Security	Family and friendship
Social Recognition	Social interaction
Honesty	Honour, trust, and loyalty
Happiness	Inner harmony

A value that was mentioned by six of the ten participants, and one that also appeared on the RVS, was the value of *family and friendship*. The ED and COO were included in those six, as well as a wide range of participants with diverse demographic backgrounds; specifically age and tenure. The following interaction demonstrates the priority of family within one respondent’s life:

I3¹: Well I can't think of anything else, family is obviously number one. I come from a value strong family and strong family connections. It was bred into me and all of my family. Family and friends are most important. You can have all the money in the world and it [would not be] good if you don't have family and friends.

The value ranking of I3 was also shared by participant I4. Both participants hold important positions, in terms of rank, within the RCGA and have a long tenure with the organization. Their values therefore impact the overall culture of the organization, and provide insight into the organizational make up. I4's ranking of *family and friendship* was apparent when asked to describe his/her values:

I4: I suppose you have to look at it in the context of where I am in my life and the things that impact what you determine are your values...now at this stage of my life, family, especially my immediate family and my grandchildren. You know that changes your life. And for me [points to a picture of three young children on his desk], that's it. Those are the three young boys. So that changes your life to a large degree.

The age range of the employee pool within the RCGA is large, ranging from early twenties to early sixties. However, many of the core values mentioned within the interviews were similar. In combination with family and friends, *social interaction* was also highly ranked. When speaking to I8, *social interaction* was deemed to be an important element within his/her life:

¹ Throughout transcription, 'S' referred to the interviewer and 'I[#]' referred to the interviewee. The # is the code for each particular interviewee to ensure a heightened level of anonymity.

I8: I love the social aspect. I love that [the executive] actually has a committee to go out and do things ... You actually get to talk to people outside of work and see what they are doing and what they are doing in work, and what is going on. It is fun. Even the pot luck on Friday, it was fun. You get to sit down and talk with everybody and get good food. I think that is a great thing that they do...getting involved with a social committee.

The participant above identified an enjoyable, leisurely life as their highest value on the RVS and the above statement demonstrates this value within life, as well as within work.

Social interaction was also established as a value priority by I6:

I6: It was two-fold. Originally when we started to do [the football pool] we were ... going to run a friend's one. But then we were having trouble getting people for the friends one, so we [decided to] do one big one. I wanted to do it to have a little razzing around the office. That is why I wanted to do it in here, but then it ended up being just one football pool ... I think it's good for office morale. Little things, like the Halloween party, are good.

These two respondents demonstrate the value that is placed on social interaction by the RCGA employees. *Social interaction* was loosely tied to the Rokeach's value of *social recognition* (see Table 4, p. 77). Five of the ten interview participants described this *social interaction* as an increasingly important value. Similarly, five of the ten interviewees (not the same five as *social interaction*) discussed the status of *honour*, *trust*, and *loyalty* in their value systems. These values were closely linked to *honesty*

within the RVS. In each case, these values were defined differently; however the basic conception was the same. The following statement is a reflection of the values that I10 holds:

I10: Loyalty is very important to me. Loyalty, when you come in everyday you have to feel that you owe your employer something. Loyalty is expressed in so many ways. It is expressed in the building, but it is also expressed out of the building when you are not in here. When people challenge what we do outside of the office structure it is important that employees, all employees, practice that loyalty in a tangible way.

The main idea within this compound value set is *honesty* (see Table 4, p.77), which links to *honour, trust, and loyalty* in everyday interactions. Related sentiments toward this value were shared by I3:

I3: I could not live with myself if I was not being honest with people and honest with myself. I think you have to realize what you are doing and what you are doing for other people and be honest about it, and stick to the facts. So, I couldn't live with myself knowing that I am not being honest.

Within each participant's value system there will always be differences (Connor & Becker, 2003), which makes each individual unique. Despite these differences, the above statements demonstrate the core values that are shared by the interview participants. A minimum of five of the ten participants shared *family and friendship, social interactions, and honour, trust, and loyalty* as their top value priorities. In combination with these connections, one interview respondent stood apart from the rest

demonstrating a very different priority list. The next interaction represents a response from I5 regarding his/her unique core value set:

I5: The [values] that I had here, freedom definitely, and inner harmony and happiness were my top three. A big reason why I thought that, because personally with me if I find that I am at peace with myself and I am happy with myself and my surroundings then it translates into everything else. So that allows me to put other things high like family, love, security. All those things get better based on those three values. So I said freedom, inner harmony and happiness I think were my [highest values] ... If I was to conduct my own list, personal health and wellness would be in the top three for sure.

The response from I5 was distinct from the rest of the interviewees as he/she identified *happiness* and *inner harmony* as a high ranking value. It is important for managers to understand outliers, as they may have an impact on organizational functioning (Jung & Avolio, 2000). Each individual who possesses a core value set that does not match the organizational values will have divergent reactions to their 'outsider' status. An emphasis on understanding the value differences of these outsiders is necessary to ensure each employee's needs are being met (Jung & Avolio, 2000). The meaning of this distinction, in regards to this specific case, will be discussed later in this section.

The value systems of the paid employees within the RCGA were complex. The survey, as well as the interview findings, demonstrated the vast array of elements that make up an individual's core values. The impact of *family and friendship, social*

interaction, and many other personal values are important to identify and understand when examining employee interaction within an organization.

The findings within the first question addressed a number of areas for discussion. In order to create trustworthiness when identifying employee values, the findings of the survey and interview data were compared. Through this process, it was important to examine the inconsistencies within the two findings. The survey results indicated that *family security, happiness, ambition, and honesty* were generally high employee values. In contrast, the interview findings suggested only minor connections of *family security* and *happiness* to any of the above mentioned values. The importance of the interview process is revealed through this finding. As stated by Rokeach (1973), as well as Robbins and Langton (2001), deeper thought into what comprises a personal value system can provide a greater understanding of higher-order needs. Supporting the work of Meyer and Allen (1991), the application of lists to describe individual values is insufficient to positively identify value sets. The interviews provided an outlet that went beyond simply numbering values, and resulted in the identification of higher-order values.

Management teams that target these higher-order values of employees often find an increase in affective employee commitment (Meyer, Irving, & Allen, 1998). Affective commitment describes an employee's attachment to, and identification with, their organization (Meyer & Allen, 1991). The understanding and serving of higher-order values can develop affective commitment to an organization, which can lead to decreased employee turnover (Meyer et al., 1998). The interview respondents who were able to consistently refer to their higher order needs (i.e., Participants I9, I3, and I4) had employment tenures between five and 35 years within the RCGA. This identification of

esteemed values has created an emotional attachment between the employees and the mission of the RCGA. Participating in the qualitative portion of the case study allowed the respondents to specifically identify their core values, enabling connections to be made between the qualitative and quantitative value identification techniques. As suggested by Meglino and Ravlin (1998), quantitative methodologies can provide a basis for understanding individual values; however qualitative methods are required to generate an understanding of higher order needs.

The commitment of employees can relate to management being able to target individual values. The minimal consistencies found between the two data collection methods yielded a number of noteworthy results. The importance of *family security* (within the survey results and interview findings) and *happiness* (within the survey results) was consistently mentioned across methods. The individual values of *family security* and *happiness* have been ranked consistently high by employees in previous research (Finegan, 2000; Posner, 1992; Posner & Schmidt, 1992). As noted by Weatherley (2005), the ability of an organization to identify specific values that motivate an individual, both in and out of the office, provides an organization with leverage to motivate behaviours toward organizational goals.

In order to properly motivate employees, managers must recognize that values can have different impacts on different individuals (Mainelli, 2004). When examining the interview findings for confirmation of consistent value priorities across the survey and interview findings, it was interesting to note that the value of *happiness* was viewed slightly different than anticipated by the researcher. The values of I5 were recognized as being unique from other employees as his/her identification of *happiness* as a value was

unique in comparison to the other interview participants. The interesting component to this participant's responses was that *happiness* was highly valued and linked to health and well-being; however it was stated that this value was, at times, not met with congruence in the workplace.

Traditionally, as seen by Rokeach (1973), values are all encompassing within one's life, therefore work and life values should remain the same. This unique employee demonstrates that when a value is compromised within the employment setting it is hard for employees to deal with. Despite this compromise, and contrary to the findings of Jung and Avolio (2000), the employee can still love the work. As noted by Kahle (1985), each individual holds their own value set and is motivated by this set differently. It was clear from participant I5's responses within the interview that values impact different people in different ways. Consequently, this could be explained by the relatively young age of the respondent, 27, and his/her need to demonstrate compromise in order to establish his/her standing within the organization.

In combination with gaining an understanding of unique employee responses, it was interesting to note the values that were not ranked high on the RVS. Many employees ($N = 13$ of 61; 21.31%) ranked *equality* near the bottom of their value lists. Equality is not stated as a value on the organization's website (RCGA, 2005), nor does it appear within the organization's mission statement (RCGA, 2005). However with the recent merger with the CLGA (RCGA, 2005) there has been an increase in employees, as well as programs available within the RCGA. Through this change an inconsistent view of equality has developed and can not be ignored. Martin (2002) suggested that when change is perpetuated by management within an organization, cultural transformations

and the promotion of equality is sometimes slow to follow. At the time of data collection, the RCGA management had not successfully merged the subcultures of the amalgamated organization. Subsequently, equity perceptions remain inconsistent. According to Martin (2002) and Schein (1999), if management does not actively promote equality amongst subcultures, conflict, instead of cohesion, may arise. Since the merger, RCGA management has been unable to promote equality amongst groups, which could possibly explain the contradictory view of equality by employees.

With the merged organization has also come a variety of employee age groups within this particular case. It is interesting to note the inconsistent views regarding value-sets across an individual's lifetime. Rokeach suggested (1973) that an individual's value set remains fairly dependable across time, whereas Schwartz (1992) implied that values may change as people develop and mature. The implications of values changing over time were also inconsistent amongst interviewees within the RCGA. This case study demonstrated that there still remains insufficient evidence to make a conclusion on the consistency of values across time. In the context of the RCGA, where the organization has a wide age range, changes in the value sets of younger employees may not have occurred therefore resulting in an inconsistent view of value change. An acknowledgement of possible changes should be given in order help define whether or not values ultimately do change over time within this organization.

At the time that this case study was conducted, the survey results, combined with the interview findings indicated that *family and friendship, social interaction, and honour, trust, and loyalty* were all values that the individuals within the RCGA highly regarded.

R2: What values underpin the operations of the RCGA?

The purpose of this case study was to uncover the values held by the employees, as well as the espoused values of the organization. In order to answer the second research question, multiple data collection methods were utilized. First, the documents and observations served the purpose of answering the second research question by demonstrating the espoused values constructed by the RCGA executive and the paid employees. As noted in previous chapters, the RCGA executive embody the values of the organization and thus Table 5 provides an outline of the documents and observations that establish the values that the RCGA executive present to employees upon their initiation into the organization.

The RCGA values depicted in Table 5 resulted from policies, memorandums, internal electronic mail, and observations. Each represents the values of the RCGA that are promoted to employees, as well as to outsiders, by the executive. Of the ten values shown, five are placed on the RCGA website (RCGA, 2005) as core values to the organization. *Open* and *responsive* speak to the RCGA's value of communicating clearly and consistently with all stakeholders, and ensuring that employees are equipped with the information they need to respond to stakeholder requests. These two values are closely linked because they deal with communication between employees and the public. This relationship is furthered by *relevance*. The RCGA places a value on being relevant in order to stay current with the changing needs of its stakeholders.

Being able to keep up with changing times is often difficult for any organization and therefore the RCGA also values *leadership*.

Table 5

Documents & Observations – RCGA Values

Method(s)	Source(s)	Value
Document Analysis Observations	- Official internal emails from the executive - Meeting observations	Social interaction
Observations	- In-office and on-site [at championships] observations	Departmentalized Values
Document Analysis Observations	- Policies, memos, and official internal emails - On-site observations	Golf
Document Analysis Observations	- Policies, and memos - In-office and on-site observations	Formalization
Document Analysis Observations	- Policies - In-office observations	Authority
Document Analysis	- Policies, memos, internal emails	Open
Document Analysis	- Policies, memos, internal emails	Relevant
Document Analysis	- Policies, memos, internal emails	Responsive
Document Analysis	- Policies, memos, internal emails	Respect
Document Analysis	- Policies, memos, internal emails	Leadership

Note. Internal electronic mail were official mailings delivered by the executive to the paid staff. A detailed explanation of the observation process can be found in Chapter 3.

As stated in the organization's core values (RCGA, 2005), "As the governing body of golf in Canada, we uphold the traditions of golf and provide the leadership necessary to ensure the game's future" (p. 1). Valuing leadership provides the employees of the

organization the opportunity to make key decisions on behalf of their stakeholders, as they are given the opportunity to make quick judgments when on-site at championships. These decisions are then linked to *respect*. Being a leader, and taking action on the part of another, involves mutual respect. The documents that the RCGA has created demonstrate that an open atmosphere, responsive employees, relevance in the industry, leadership, and respect are all core values that the RCGA espouses.

The espoused RCGA values were also uncovered using the RVS. The terminal and instrumental values of the RCGA, as indicated by the executive, were ranked according to their frequencies, and the percentage of board members ranking specific values at those frequency levels (see Table 6). The descriptive statistics of the RVS produced a rank of the terminal and instrumental values of the RCGA as described by the volunteer board members. The highest ranked terminal values for the RCGA were *an exciting life* ($N = 7$), *equality* ($N = 8$), and *pleasure* ($N = 9$), respectively. Subsequently, the highest ranked instrumental values were found to be *capable* ($N = 12$), *honest* ($N = 8$), and *courageous* ($N = 7$), respectively. Both the terminal and instrumental value rankings made by the board for the RCGA were analyzed and compared with the document analysis, observations, and interview findings. The third and final step to the data collection process was the interviews. In contrast to the surveys, the interview guide provided insight into the values of the RCGA from the perspective of the employees, rather than from the volunteers.

The sequential format of data collection allowed the researcher to format the interview guide around the research questions as well as the findings of the documents, observations, and surveys.

Table 6

RCGA Values – Revised RVS (N = 25 of 36)

Value	Rank	Frequency (N)	Percentage
Terminal			
An exciting life	1	7	28.00
Equality	2	8	32.00
Pleasure	3	9	36.00
Happiness	4	9	36.00
True friendship	5	10	40.00
Self respect	6	12	48.00
Salvation	7	7	28.00
Wisdom	8	9	36.00
A world at peace	9	8	32.00
Inner harmony	10	9	36.00
A comfortable life	11	7	28.00
Freedom	12	11	44.00
Social Recognition	13	9	36.00
Family security	14	11	44.00
A sense of accomplishment	15	14	56.00
National security	16	12	48.00
Mature love	17	11	44.00
Instrumental			
Capable	1	12	48.00
Honest	2	8	32.00
Courageous	3	7	28.00
Independent	4	10	40.00
Intellectual	5	11	44.00
Logical	6	16	64.00
Polite	7	12	48.00
Responsible	8	9	36.00
Self-controlled	9	9	36.00
Broadminded	10	10	40.00
Cheerful	11	13	52.00
Clean	12	17	68.00
Forgiving	13	15	60.00
Imaginative	14	14	56.00
Helpful	15	12	48.00
Obedient	16	16	64.00
Loving	17	14	56.00
Ambitious	18	6	24.00

The interview guide (see Appendix 5) served to uncover whether or not, based on the employees' experiences with the RCGA, they could define the values of the RCGA. All of the respondents, including the ED and COO, stated that the RCGA's values were a reflection of the members of the executive. The core values were determined, in the interviews, to be defined by the ED and COO (see Hierarchical Chart, Appendix 1). The individuals who led the organization were noted as providing an espoused version of the RCGA's values to the staff. The following are quotations that support the hierarchical promotion of organizational values:

I4: You would find, among the ranks with [the ED] and I, that our values are a reflection of what the organization is.

I10: Because I have been here for so long and I have been in this office so long [29 years], probably a part of the values that I just explained and discussed have become a part of the organization's values. Because of the position that I have had for such a long time.

Both respondents, who hold the highest authority amongst paid staff, feel that their positions of leadership allow them to promote their own values as the values of the RCGA. They are a physical representation of what the organization stands for. Through the interview analysis, it emerged that the employees view the RCGA values differently from how the board members ranked the values using the RVS. The employees noted the RCGA values as *passion for golf, honesty and integrity, professionalism, and financial stability*. Each value was identified by at least two respondents and helped shape their view of the RCGA. *Passion for golf* was a core value described by I1 as being regularly promoted by the ED:

I1: Promoting golf, promoting golf and I guess its... the ethics behind it, the whole 'golf is very much into the sportsmanship', it is self-regulating. The players are basically their own referees. So I guess golf in its own way it is kind of special when compared to other sports because I guess it is an individual sport, instead of a team sport. To honour an integrity behind it and the RCGA tries to promote that... I think [the ED] communicates pretty well to the employees. ... [The ED] is a very keen person about golf and he lets everybody know that.

Above, I1 illustrates the value of golf within the RCGA. Similarly, I2 addressed golf as a recurring organizational value:

I2: The RCGA promotes participation and passion for golf.

By describing golf as a value, the respondents also suggested that *honesty and integrity* were core values that the RCGA possesses. *Honesty and integrity* are critical components to the game of golf, therefore valuing golf and integrity is a reasonable combination for the organization (RCGA, 2005). Respondent I9 noted the following:

I9: ... I think more so now, sort of honesty and integrity. In terms of the sport that we are in and in terms of the way the game is played, the way the organization should be run. I think those are becoming more important. We may not be all the way there yet, but at least we have got them in mind or at least [the ED] and some of the people in the building have more of those things in mind now then they did five years ago.

The honesty and integrity that is employed within the game of golf translates into the offices at the RCGA. Golf, known as an upper class sport, is perceived to require a higher

level of professionalism than other individual sports such as swimming or tennis. Increasing membership fees and high equipment costs make for an increasingly professionalized activity. Even during competitive play, the nature of golf carries with it an aura of professionalism. Consequently, the interview participants recognized *professionalism* as a value that the RCGA espouses:

I6: Professionalism. As [the ED] always says, going out of your way to make us look professional. I think that is one beef that I have seen, because it is an amateur organization [people think it] shouldn't be professional or they don't dress appropriate. Where I used to work they would walk into the office in bare feet in the summer time or shorts and here we have a dress code and that is good because it promotes a certain type of work ethic...the CLGA [Canadian Ladies' Golf Association] was not like that, I am talking about the ski association that I was with... It was a PSO [Provincial Sport Organization] and just a little bit more laid back. Not entirely different for me, because it is laid back here, just there are limitations. Do things right, instead of just doing them. For me, that always annoyed me at the old place, so coming into the CLGA and coming here raised the bar a little more.

Respondent I6 was an employee who joined the RCGA during the merger with the CLGA. He/she has been with the RCGA for a year, and has been able to experience a change from an organization that operated on a laissez-faire level, to a small organization that valued professionalism; to end up in a large organization that the respondent believes has an executive who puts professionalism at the top of their value hierarchy. In support

of I6, respondent I5 has been with the RCGA for approximately two years and also defined professionalism when asked to label the RCGA values:

I5: I should probably know [the RCGA values] off the top of my head, but ... I think there are five key values. I am positive that [they are] on the website ... I think they are more directed toward being effective professionally. Which is perfect, I think that is good for an organization.

The nature of the RCGA, and the level of leadership which the organization has throughout Canada, requires that the employees operate in a professional manner. Of the ten respondents five identified professionalism as an RCGA value.

Professionalism within the organization was also linked to valuing *financial stability*. To demonstrate this financial efficiency the following responses were given to the question, “what would you say are the RCGA’s core values”:

I10: We try to create the idea that everything we do is as high of a standard as we can afford, you know. We could probably improve our delivery, but when it comes to excellence and standard then we can afford it.

I9: I guess the values of the RCGA, and I am not even sure if I am going to define value properly, but if I look at this list here, I would say one of the key values of the RCGA is financial security. Financial viability. That is what we are striving for. Because it’s a business, that is generally what businesses try and do is be successful. I would say that that is... I don’t know if that is a value or a goal or an objective. But that one comes to me.

I1: I think it is always going to be emphasis on the big events. Especially the Canadian Open, and hopefully eventually the LPGA will catch up that way. But who knows, that is sort of a bigger thing, outside of the RCGA. I think it will always be the tournaments, especially the Bell, because that is the money making event which they need in order to fund the other programs.

The professional nature of the golf industry provides the environment for economic prosperity. Despite the RCGA's nonprofit status, the interview participants believe that the RCGA values *financial stability*.

Each value described in the interview sessions was seen by the participants to be important to the RCGA. These responses served the purpose of gaining an understanding of how well the organization promotes its core values to the employees. Each data collection method utilized provided findings that were generally quite different from one another. Ultimately, the values of the organization lead to the RCGA mission, which states:

Our mission, as the governing body of golf in Canada, is to promote participation in and a passion for the game while protecting its traditions and integrity... Our stakeholders can depend on us to knowledgeably, professionally, and proactively build interest in, and excitement around the game in Canada. (RCGA, 2005, p. 1)

This documented statement can be found on the organization's website (RCGA, 2005) and concisely exemplifies the values the RCGA espouses through documents. However, the survey and interview findings provided additional views of the RCGA values. The

survey results indicated that *an exciting life, equality*, and being *capable and honest* were high priority RCGA values. Conversely, the interview findings illuminated a *passion for golf, honesty and integrity, professionalism*, and *financial stability* as core organizational values. These deviations provide insight into the communication of organizational values to the employees and yielded interesting findings for discussion.

The formation of an individual's value set is a long, intrinsic process (Kahle, 1985). An organization must also establish its values by an introspective examination into what defines the organization. The definition of mission, goals, and values is often a difficult process (Schein, 1999), therefore requiring in-depth, thoughtful analysis. By overlapping the survey, observation, document, and interview findings, many similarities and differences regarding the organizational values of the RCGA were noted. The similar organizational values that were uncovered were *honesty* (indicated by the survey and interviews; also referred to as *respect* in the documents) and *capable* (indicated by the surveys; connected to *relevant* and *leaders* in the documents, and *financial stability* in the interviews). Many of the similarities were comparable concepts, but, across data collection methods, were rarely referred to using the same term (i.e., *capable* and *relevant*). This inconsistency of value references or codes is often related to a miscommunication of core values by the executive (Schein, 1999).

According to Schein (1999), a lack of understanding of the core values within an organization can be the result of ineffective communication. Along these lines, the interview respondents frequently identified a lack of communication of the organization's values. Weatherley (2005) suggested that the ability of an organization's management to properly communicate their values to employees will impact value congruence, which

will in turn affect behaviours. The lack of communication noted within the RCGA can cause confusion and a misrepresentation of what is 'thought' to be the organization's values.

It is interesting to note the differences that exist between the values found in the RVS completed by the board members (*honesty, capable, equality, & an exciting life*) and what is determined by the same group of individuals, in documents, to be the values of the RCGA (*leadership, open, relevant, responsive, & respect*). There are limited similarities across both value lists. As stated by Posner and Schmidt (1992), management has to be clear on what the organization's values are, and why they are in place, in order for the values to be effective. Posner and Schmidt's (1992) research is supported by the findings here since the lack of communication within the RCGA has led to confusion amongst staff regarding identifying organizational values. Due to the amalgamation with the CLGA that recently took place, the core values of the RCGA were established as a reactive way to improve the image of the organization, rather than to promote a core set of standards developed to further the organization's mission. The development of the RCGA's 'core values' were noted in the documents, as well as in the interview with participant I9, to be a reaction to external pressure rather than a desire to create a concrete image of the organizational values. This tactic may have led to the decrease in employee understanding of the values, as the creation of the values was managed for the purposes of improving external relations. As suggested by Wanguri (2003), when management does not have a clear understanding of the core values of an organization, it is difficult to gain employee buy-in. The rapid change within the RCGA as a result of the merger has led to a shift in organizational values. As result there has been a deficiency in the

communication of values to the employees. The issue of a communication deficiency is supported by the work of Wanguri (2003) who noted that value confusion amongst management teams throughout change can lead to miscommunication and a lack of organizational value knowledge amongst employees.

The lack of understanding of the definition of the organization's values has led to contradiction. It is important for an organization to realize who they are targeting during the communication of values (Trail & Chelladurai, 2002). If the proper targets are not met, contradiction and misrepresentation may arise (Trail & Chelladurai, 2002). Within the RCGA, the documents and interviews found *history and golf tradition* to be a value within the organization. However, one of the core values noted on the organization's website (RCGA, 2005) is *relevance*. The emphasis on the golfer of 'today', may contradict the value of history and create confusion amongst employees attempting to properly promote their organization's values. The ability of management to create consistent messages regarding values is essential in creating value congruence (Posner & Schmidt, 1992). The values that are being promoted by the RCGA are recognized by only a small number of RCGA employees. In order for an organization to sustain the benefits of value congruence, management must be able to properly convey organizational values to the employees (Wanguri, 2003). The findings indicate that the documented values (*leadership, openness, relevance, responsiveness, and respect*), the survey result values (*an exciting life, equality, capable, and honest*), and the values stated in the interviews (*passion for golf, honesty and integrity, professionalism, and financial stability*) are inconsistently understood by employees and board members. The employee adherence to

the RCGA values has been undermined by the inconsistencies in the communication of organizational values by management.

R3: To what extent do employee values align with those of the organization?

In order to determine the level of value congruence between the RCGA and paid employees, the employee surveys were compared to the board member surveys using the Mann Whitney non-parametric analysis. The results indicated that a significant difference ($p \leq 0.05$) existed between a number of the ranked values for the two groups being compared. Table 7 is a depiction of the significant differences, as well as the direction of congruence for each value. If non-congruence was found, then the direction was indicated by labeling whether the value was ranked higher by the employees or by the board members (see Table 7, p. 100).

The terminal values of *accomplishment* ($U = 412.0$), *wisdom* ($U = 276.0$), *equality* ($U = 223.0$), and *family security* ($U = 174.5$), were noted as significantly different between paid employees and the volunteer board. As shown in Table 7, the board members ranked *equality* and *wisdom* as more important values when compared to the employee rankings. Similarly, *family security* and *accomplishment* were ranked higher in value importance by the employees. In addition to the terminal values, the instrumental values of *self-controlled* ($U = 384.0$), *helpful* ($U = 339.5$), *logical* ($U = 291.5$), and *capable* ($U = 222.5$) were determined to be statistically different and important for analysis. The values of *self-controlled*, *logical*, and *capable* were ranked higher by the board members, and *helpful* was ranked higher by the employees (see Table 7, p. 100). The results of the surveys indicate that a number of employee and organizational values are not congruent.

The survey analyses were initially completed to determine whether or not the values of the employees and the organization were congruent. The results demonstrated that there are significant differences between the values of the employees and the RCGA. Consequently, due to the sequential format of data collection, the document analysis and preliminary analysis of observations provided evidence of a physical separation between the departments within the RCGA. Given that the employee-organizational values were found to be non-congruent, analysis of the value congruence by the departments of the organization was deemed necessary.

The separation found between the departments within the document analysis and observation was based on the actual layout of the employee offices, as well as the distinct compartmentalized interaction that occurred between departments (this department separation will be outlined, in detail, later in the chapter). To determine if the departmentalization was based on values, a second test, the Kruskal-Wallis, was run to establish the congruence of values between department groups across the RCGA. One terminal value and two instrumental values were found to have significant differences ($p \leq 0.05$). The congruence levels were based on the values found in the RVS. The level congruence between the values of employees within different departments (see Hierarchical Chart of the RCGA, Appendix 1) was higher than anticipated. The assumption of low levels of congruence between the departments was based on the document analysis and observations findings.

The only significant value differences within the Kruskal-Wallis analysis of departmental employees were found in one terminal value of *happiness* and the two instrumental values *cheerful* and *obedient*.

Table 7

Employee-Board Value Congruence

Value	U Statistic	Significance	Congruent
Terminal			
A comfortable life	278.0	0.00**	No
An exciting life	270.5	0.00**	No
Accomplishment	412.0	0.01**	No
A world at peace	466.5	0.05*	No
Equality	223.0	0.00**	No
Family Security	174.5	0.00**	No
Freedom	541.5	0.24	Yes
Happiness	503.0	0.10	Yes
Inner harmony	551.0	0.28	Yes
Mature love	150.0	0.00**	No
National security	616.0	0.71	Yes
Pleasure	400.5	0.01**	No
Salvation	384.0	0.00**	No
Self respect	575.0	0.41	Yes
Social Recognition	539.0	0.23	Yes
True friendship	636.0	0.88	Yes
Wisdom	276.0	0.00**	No
Instrumental			
Ambitious	603.5	0.61	Yes
Broadminded	562.0	0.34	Yes
Capable	222.5	0.00**	No
Cheerful	430.0	0.02*	No
Clean	603.0	0.61	Yes
Courageous	641.0	0.92	Yes
Forgiving	587.5	0.49	Yes
Helpful	339.5	0.00**	No
Honest	525.0	0.17	Yes
Imaginative	477.0	0.06	Yes
Independent	423.5	0.01**	No
Intellectual	393.0	0.01**	No
Logical	291.5	0.00**	No
Loving	164.0	0.00**	No
Obedient	322.5	0.00**	No
Polite	572.0	0.39	Yes
Responsible	521.5	0.16	Yes
Self-controlled	384.0	0.00**	No

Note. Both the employee ($N = 52$ of 61) and board ($N = 25$ of 36) surveys were used within the Mann-Whitney U statistic. * $p \leq 0.05$. ** $p \leq 0.01$.

The administration, communication, sales and marketing, and membership programs departments ranked the value of *happiness* significantly higher than the championships department. Subsequently, the instrumental values of *cheerful* and *obedient* were ranked significantly higher by the administration, communication, sales and marketing, and championships departments when compared to the membership programs department. Overall, despite these two minor differences, the Kruskal-Wallis analysis demonstrated that the values between the departments were significantly congruent ($p \geq 0.05$). The document analysis and observations illustrated that a separation is present between the departments; however the survey analysis suggests that the separation is not based on values.

In order to fully examine the level of congruence between organizational and employee values, the survey results were combined with the interview findings. Within the interview guide, a portion of the answers to question three (see Appendix 7) was examined. One of the probing questions during the interview was, “in what way, if at all, do these [organizational values] relate to your own values?” The interaction between work values and personal values was diversely articulated by each individual and the responses are described in Table 8.

The ten participants shown in Table 8 described their congruence with what they believed to be the organization’s values. Six of the ten described their values as matching the organizational values. Of those six, two were the ED and COO who have been portrayed as being the voices of the organization’s values; therefore their values were presumed to be congruent prior to confirmation from the interview findings. The remaining four employees in that group believe their values match that of the RCGA. The

congruent values were described by all interviewee participants as *social interaction*, *passion for golf*, *happiness*, *professionalism*, and an all encompassing ‘*loyalty*, *passion*, *intensity*, and *commitment*’. Conversely, the remaining four interview participants possessed incongruent values of *passion for golf*, *health and wellness*, *confidence*, and *family*.

Several values that were perceived as congruent to the organization by the participants had not been identified by previous measures as organizational values. As seen in the response by I1 (see Table 8), a level of congruence between the personal value of *social interaction* was assumed to be congruent with that of the organization, and therefore had an impact on the employee in a positive way. *Social interaction* was not an organizational value identified in the survey or document analysis findings.

The level of congruence between organizational values and employee values was determined by first interpreting the document analysis, observations, survey, and interview findings to uncover the values within the RCGA. Second to this initial reading was an examination of the value congruence found within the survey results and interview findings. Through this process it was determined that the values espoused by the RCGA executive were generally incongruent with those of the employees. Furthermore, the values outlined by the individual participants in the interview sessions were also specifically non-congruent with the organization’s values.

The combined findings of the survey and interview methods indicate that there is a lack of congruence between a number of employee and RCGA values. Within the survey *accomplishment*, *wisdom*, *equality*, *family security*, *self-controlled*, *helpful*, *logical*, and *capable* were all found to significantly non-congruent within the workplace.

Table 8

Value congruence – The Interview

P.	Depart.	Value	C.	Quotation
I1	Admin.	Social Interaction	Y	S: You value the social interaction, the face to face? I1: YES!
I2	Admin.	Passion for Golf	N	I2: I don't have the passion for golf maybe that would help. Maybe I need to be a bit more passionate about coming into work. But I do find it a bit difficult if there is not a lot happening...I am not actually playing golf.
I3	M & P	Passion for Golf	Y	I3: ... I have been a president, a captain, for 57 years, I have been an honorary member. I served on the Quebec Golf Association and I have been very involved in golf. So when I was asked to come in as staff the [ED] said 'take some time to think about it' and I said, 'well how long? Is 15 seconds enough time?' Because it was just ideal, it worked out perfectly.
I4	Champ.	Happiness	Y	I4: What makes me happy is working with [list of employees]...because I am chronologically senior to them. It is fun to be able to have a sense that you are helping them build their careers. You are helping them, guiding them, and there is a lot of satisfaction in that... I mean at my stage in life there is a lot of satisfaction in that.
I5	Champ.	Health & Wellness	N	I5: ...Wow, the summers kill me. The travel [makes] my body decimated. I am getting no sleep, I am eating terrible food. So for the first couple of weeks it's awful. Then when I come back and try and get back into it, it's not the same, it is tough to get back into it, because your body is not used to it. But I can't imagine treating your body like that all the time. It is crazy.

P.	Depart.	Value	C.	Quotation
I6	Comm. Sales, Mktg.	Profess.	Y	I6: ... I think I am a lot more professional when I am here. If you saw me with my friends I would probably be a lot more laid back, but I think my values probably would be similar. I have a certain work ethic; I guess I might be a little more slack at home.
I7	Champ.	Confident	N	I7: I think when you are constantly second guessed ... Not necessarily hierarchy, I don't know, but whether you are the new kid on the block or because the way things needed to be done, there are different ways of looking at them. ...and I think, because I am easy-going, people try and step on me a bit more than others.
I8	M & P	Loyalty	Y	I8: ... I find that I do bring my values into the workplace because I am loyal to my friends and oddly enough when I am with the RCGA, I am very loyal to them ... Everything I feel in life I will take into a job, unless there is an extreme conflict with the values.
I9	Comm. Sales, Mktg.	Family	N	I9: ...For me, most of the family stuff is totally separate. What I do here, I mean we talk about family and we all sort of know, in our little group here [comm., sales, and marketing, division] who has got family and who is sort of doing what, so we know about family, but the family values like family security and comfortable life don't come into the workplace quite so much.
I10	Admin.	Loyalty, Passion, Intensity, & Commit.	Y	I10: I practice what I preach, but I also talk about it pretty regularly. I value loyalty, my passion, my intensity, my commitment to family; I think it is evident to everybody. At least it should be. If it isn't then I am not doing my job.

Note. I7 added 'confident' to his/her RVS list during the survey phase. Also; "P" = Participant, "C" = Congruence, "Admin" = Administration, "M & P" = Memberships and Programs, "Comm. Sales, Mktg." = Communications, Sales, and Marketing, "Commit." = Commitment, "Profess." = Professional., and "Depart." = Department.

Additionally, the interview respondents indicated that *a passion for golf, health and well-being, confidence, and family* values were seen as less congruent with the organization's values. The impact of these varying levels of congruence found is an important area for discussion.

The lack of reliable communication of the organization's values was further supported by tests for congruence between organization and employee values. The survey results demonstrated incongruence between the employee and board member values. Interestingly enough, *equality* was valued less by the employees and was commonly ranked by the board as a value that highly represented the organization. As noted in the previous section, further exploration of *equality* needs to be addressed within this particular organization to determine if this value difference is positive or negative for the organization. When any value incongruence exists there is the potential for negative impacts on operations (Adkins & Caldwell, 2004). Perceived incongruent values of equality can lead to decreased satisfaction and increased employee turnover (Hood, 2003). As suggested by Hood (2003), negative and incongruent perceptions of equality can severely impact employee behaviours. This inconsistent view of equality has been noted within the RCGA and requires further research to address the specific results of this value incongruence.

Employee value ranks of *family security* were also determined to be non-congruent when compared to the board member rankings. This lack of congruence was connected to both the work-life and home-life of participants within the survey and interview findings. The connection between work and home values

can impact how one behaves within the office (Bass & Avolio, 1994; O'Reilly et al., 1991; Ravlin & Meglino, 1987). As noted by many of the interview respondents, the RCGA management does create an environment with a 'family feel'. This is the first step to embracing the value of *family*. It is the mere perception of this value that can achieve positive behaviours (Finegan, 2000). The RCGA is able to promote *family security* through a variety of HRM practices tailored toward family involvement. Similar results were found in Finegan (2000) where social interaction was perceived as a congruent value by employees, therefore resulting in reduced turnover.

Congruence levels have many impacts on behaviours (Adkins & Caldwell, 2004; Chatman, 1991; Jung & Avolio, 2000). For instance, higher congruence can lead to higher production levels by employees (Jung & Avolio, 2000). Two of the ten interview participants, who acknowledged incongruent values, have since ended their relationship with the RCGA. This turnover of employment supports Jung and Avolio (2000) who concluded that value congruence is linked to employee turnover. If an employee does not feel connected to an organization, negative behaviours generally result. Conversely, two other respondents, I5 and I7, who were found to have incongruent values, described themselves as being relatively satisfied within the workplace. As noted in the previous sections, this incongruence did impact their behaviours, however contrary to the results of Jung and Avolio (2000), the employees have remained within the organization. Perhaps values such as success, increased responsibility, and social interaction, which were mentioned as positive elements of the organization by both I5 and I7, have been targeted and thus have reduced the impact of the value incongruence.

Despite the level of value incongruence that was found between employees and the organization, similar findings were not found between departments. Although a separation between the departments was uncovered in the interview and observation findings, the disconnection was deemed irrelevant to the values within the organization. The survey results verified that values did not play a significant role in creating the separation between departments. This then establishes a need for further examination of the issue in order to gain an understanding of the variables that do impact the separation between departments within the RCGA. As noted by Schein (1999), as well as Matthews and Chisholm (1988), subcultures exist within every large organization and these subcultures bring a variety of characteristics. Each subculture may have differing motivations and these motivations need to be understood (Schein, 1999). Schein (1999) suggested that part of subculture separation is based on values, however within this specific case, it seems that the physical setting, job responsibilities, and age differences have created this division.

Martin (2002) suggested that three types of subcultures can emerge within an organization's dominant culture; *integrated*, *differentiated*, and *fragmented*. Integrated subcultures relate to a uniform set of groups that are consistent across an organization. Fragmented subcultures refer to ambiguous groups that maintain little, if any, direct link to the dominant culture. The case of the RCGA suggests the presence of subcultures that are based on *differentiated* groups of employees. Inconsistent interpretations of cultural manifestations provide the catalyst to create these separations amongst departments within an organization (Martin, 2002). The interview findings suggest that these differentiated cultural manifestations are present within the physical setting and policies

of the RCGA. The inconsistent communication of values throughout the office setting has resulted in organizational subcultures. As stated by Martin (2002), “in accord with the differentiation perspective, [aspects] of the culture will be interpreted differently by different groups, creating subcultures that overlap and nest with each other in relationships of harmony, independence, and/or conflict” (p. 120). The RCGA possesses subcultures (i.e., departments) that have gone through change. The management of these cultures through amalgamation is crucial for the dominant culture to operate effectively (Martin, 2002). Thus far, the RCGA executive has not fully exercised proper management of its subcultures through this change.

The one department that had a significant value difference was the championships department. The members of this department rated *happiness* significantly lower than any other department. The championships department is quite different from the memberships, communications, and administration departments. Each department operates under diverse conditions with very unique pressures. Similar to the results of Nahm et al. (2004), the above statement shows that sometimes differences in job requirements result in divergent values and therefore the division between the departments is recognized by staff members. Each department has its own ‘personality’ and must be dealt with as such. Not only are the departments within the organization unique, the values that are brought to the workplace are quite different for each person as well. As noted above, incongruence does exist, and, if left unmanaged, can lead to significant lags in production and performance behaviours due to lack of commitment towards the organization’s mission (Jung & Avolio, 2000).

Most employee values within the RCGA were found to be both generally and individually incongruent with the espoused organizational values. Given the importance of value congruence outlined by Jung and Avolio (2000) and Nahm et al. (2004), it is essential to discuss the behaviours that result from differing levels of congruence to determine the impact on organizational functioning.

R4: How do employee values translate into behaviours?

For the purpose of this research, the consequences of the incongruence identified must be examined in order to develop an understanding of the behaviours that result. The 'Commentary by Researcher' seen in Table 9 is a discussion of the responses given by each participant when a description of the different behaviours that resulted from their values and perceived levels of value congruence was given (see Table 9).

The behaviours that manifest themselves as a result of these varying levels of congruence were identified by each participant. The interviews, as well as the observations, served the purpose of answering this final question. Interviews permitted an examination of each respondent's behaviours by asking participants, 'what specific values motivate your behaviours at work?' Many of the respondents answered this question by referring to their perceived level of value congruence (see Table 9). All of the respondents indirectly noted that the level of value congruence they felt with the organization translates into behaviours. Whether these behaviours were in-office or out, the result had an impact on how the employee functions in respect to his/her job.

The results of the interviews were also supported by the observations that were collected. There were two main documented observations that demonstrate the impact of value congruence on behaviours.

Table 9

Behaviours

P.	Quotation	Commentary by Researcher
I1	<p>S: Do you ever bring work home with you, or do you leave it here?</p> <p>I1: I very rarely bring work home.</p> <p>S: Is that a personal choice, or is it more that the demand isn't there?</p> <p>I1: ...there is always stuff I could do, I just don't really want to.</p> <p>S: You value that family time...</p> <p>I1: Yeah.</p>	<p>This participant values family and indicates that the RCGA provides a congruent setting that embraces this value. This then impacts the amount of work that is accomplished outside of the office.</p>
I2	<p>".... It is driven by my values system. I try to put into practice what I learn. Like at work, I will try and be helpful."</p>	<p>Despite the level of incongruence that I2 identified, he/she has been able to translate the value of being helpful into positive behaviours in the workplace.</p>
I3	<p>"...Then they made me an Honourary Governor and they no longer have Honourary Governors, they have Associate Governors. The Honourary Governors lasted for 3 years and then you could be nominated for another 3 years and that was it. So I was in my 2nd term as an Honourary Governor when they asked me if I would come on staff, so I came on staff here in 1993, and obviously rules and amateur status was my interest, where I sat in at the meetings, because I had sat on those committees since 1980."</p>	<p>This particular respondent values golf and golf tradition. This congruence has led to a long tenure with the organization and a substantial commitment to the improvement of the game as a paid employee, as well as a volunteer.</p>
I5	<p>"... You have zero energy. It is tough, it is a compromise. I hate it. I love the job, and I love the work. But the fact of letting that [health] go down hill is hard for me to deal with."</p>	<p>The value incongruence that exists with health and well-being impacts happiness for this participant. The job is loved, and the level of performance remains the same, however personal behaviours are impacted.</p>

P.	Quotation	Commentary by Researcher
I6	<p>".... I don't know. I never really thought about it. They are similar [values] I guess. The RCGA values are there for a reason. If you understand the reason behind that value, then you can uphold that value. Nothing here is ever; 'oh put a red flag on that'. There are areas in our communications department where we have ethics and it is within the department and would we bend the line on that particular aspect, sometimes yeah. But I look at why we bend it. Why did you bend it? I don't think everything is black or white."</p>	<p>This participant values professionalism and the match between his/herself and the organization allows for work to be carried out without hesitation. The participant never questions his/her tasks because there is a value match.</p>
I7	<p>"... There is up to a certain point. Then, and not pointing fingers, but then someone will come in that hasn't been there through the entire set up time and will come in and start saying "What's going on here." The problem that we had in the first couple of weeks [in Halifax], when no one was there, is when everyone shows up and ...and they come in and they are all fresh and they see things that aren't completed, but to you they are things that are almost done."</p>	<p>The participant mentioned valuing confidence in the previous section and how that value is sometimes compromised within the RCGA. This compromise results in a lack of confidence and second-guessing on the part of the employee.</p>
I8	<p>"...I thought that with the Future Links that I could actually move into being in the Future Links and doing all hands-on stuff. And interacting with the Future Links customers and professionals. Whereas taking the job that I have now moved me out of that Future Links department. Dropping about 75% of my...responsibilities to about 35% of my responsibilities. And also, I was seeing stepping or branching into amateur or some sort of event role."</p>	<p>I8 values being broadminded and having responsibility, he/she does not feel that the RCGA supports this value and therefore the impact on behaviours has been resignation from the organization.</p>

P.	Quotation	Commentary by Researcher
I9	"... You still do a little, but not having to worry about health and your kids' safety and financial security and some of those other sort of sub issues. If all those other things are taken care of then it probably makes things a lot easier. If you don't have a lot of stress, and you don't have a lot of things to worry about then it makes it easier to be happy. You can go to your kids hockey games and go and take them out and do things on the weekends, just being free from worrying about a lot of other stuff and that allows you to be happy when you are out doing stuff with the kids and such."	The impact that the value incongruence (as seen by the participant) of family has on the participant's behaviour is reflected in his/her goal to be promoted. Family is more important and therefore a need to move up corporately, at the expense of family, is not present.
I10	"Passion, I think you have to bring that to work. As much as you bring that loyalty factor, you have got to really like what you do and ... you can't accept mediocrity."	The loyalty and passion that this participant brings to the RCGA is translated into his/her strive for greatness. No mediocrity is accepted.

Note. "P" = Participant.

The first noted observation came on August 16, 2005 and involved general comments regarding the atmosphere of the office setting. The researcher noted that many of the walls within the office setting were covered in golf paraphernalia. Posters, plaques, old championship merchandise, and golf photos were scattered around the organizational setting. These symbols could be seen within the general meeting areas as well as in the individual offices of the employees. The observation demonstrated the value that is placed on *golf* by the paid employee population. This value is espoused in the behaviour of physically decorating employee space with golf material.

The *passion for golf* is not the only value that is promoted through behaviours. The *professional* value that the RCGA promotes is also portrayed in the behaviours of the employees. The field notes at a RCGA hosted championship on August 19, 2005,

indicated that many RCGA employees must operate as their own managers, conducting work miles away from the executive managers housed in Ontario. The interaction between RCGA staff, golf course staff, and spectators always remained respectful and on a professional level. Business attire and well-organized meetings were common place while at championships, and all external correspondence were planned in advance to ensure the proper RCGA image was presented. This level of interaction is an example of the professional atmosphere created at championships hosted by the RCGA. During the preparation time at championships, the paid employees are the only RCGA representatives on-site and therefore professional behaviour, congruent with the values of the RCGA, is required. The need for this *professionalism* is also noted by I5 when asked about his/her responsibility at championships:

I5: With my position specifically, I feel that [responsibility] almost all the time. [My boss] gives me a lot of responsibility and says, 'here are your events ... I don't want to hear about these events. I don't want anyone phoning me about these, just do it and do it right.' And that is great. And obviously there is stuff that he will still tell me to do, but for the most part, I have my own events and that's it. That is what I handle.

The independence that is given to the employees on-site requires that professional behaviours be demonstrated. I5 has recognized the need for this congruence and demonstrates *professionalism* at the championships that he/she runs. It is this congruence, and the resulting behaviours, that will help shape how the RCGA is viewed by outside members and provide a consistent message for which the organization stands.

Despite the congruence of the above mentioned values, there were some noteworthy value incongruencies that impacted employee behaviours. The survey findings demonstrate that there are significant differences between the generalized employee values and the RCGA values presented by the executive. In combination with the surveys, the findings of the interviews give an in-depth explanation of where these value connections exist and the subsequent impact on behaviours. The behaviours that were seen to result from values and value congruence were *professionalism, an appreciation for golf, loyalty, production (high and low), and turnover*. Each behaviour can impact organizational functioning on many levels and therefore is worthy of discussion.

Employee behaviours can be impacted by their perceived level of value congruence with their employer (Ravlin & Meglino, 1987). As noted in previous sections, the most influential value of RCGA employees is *family security* or *family and friendship*. Interviews with upper management demonstrate that the notion of valuing family is supported by the RCGA, however it is not an espoused value that the organization presents to the public. As uncovered through the interview findings, the employees within the organization feel that family values are embraced in the workplace and a perceived value congruence has been established. The achievement of perceived value congruence has been shown to develop organizational commitment within employee groups (Finegan, 2000), therefore demonstrating that not all organizational values have to be espoused in documents to conclude their presence within the organization. The ability to value family impacts the amount of work that is taken into the home life of these employees. The perceived congruence with family values that is met

with the RCGA employees provides a happy and healthy work environment that promotes employee development.

Incongruent values can also impact employee development and behaviours. As noted by Jung and Avolio (2000), a lack of value congruence can lead to negative behaviours such as poor production, negative interaction, and turnover. One interview respondent (I5) noted that he/she was incongruent in terms of his/her own value of health and wellness. This incongruence has decreased his/her ability to place attention toward health, leaving him/her feeling less productive. Decreased productivity was also a result of a lack of congruence with I7. The response from I7 (see Table 9, p. 110) demonstrates that the lack of fit between I7's personal value of confidence has impacted his/her work behaviours. Emiliani's (2003) study uncovered similar results as value non-congruence led to decreased production in stressful situations. Both I5 and I7 hold positions in the RCGA that require long hours and strenuous physical labour during the summer months. According to Emiliani (2003), value congruence is essential in high pressure situations, as motivation to be productive in these settings is reduced. An explanation for the reduced motivation towards productivity described by I5 and I7 might therefore be explained by the nature of their job requirements, and the impact that non-congruence can have on high pressure work scenarios.

This impact of non-congruence is most apparent in interview respondents I2 and I8. These two employees possessed the most divergent values to the RCGA and have since left the organization. These departures support the literature that incongruent values lead to turnover behaviours (Ravlin & Meglino, 1987). One of the resultant behaviours linked to values within the RCGA was resignation. In order to maintain a motivated and

committed workforce, an understanding of what RCGA employees' value and how to effectively manage their values towards the organizational values is needed to reduce turnover and improve overall effectiveness.

The findings within this case study indicated a number of areas for analysis. The value set of each individual employee was unique to every individual. The differences, as well as the commonalities, that were uncovered were further explored using the in-depth qualitative analysis. Furthermore, the employee values were then compared to the organizational values. During this process a high level of incongruent values were determined. The final step in the research process of this case study was then to uncover the positive and negative behaviours that result from the level of value congruence present within the RCGA. The values, value congruence, and behaviours examined yield a number of conclusions and recommendations for further research in this area.

Chapter 5: Summary, Conclusions, and Recommendations

The purpose of this research was to examine organizational and employee values to understand the effects of values and value congruence on employee behaviours within the context of a large Canadian sport organization. The following chapter will build on the discussion generated in the previous chapter and will (a) summarize the research, (b) outline major findings, (c) identify recommendations for future studies, and (d) provide researcher reflections.

Summary of research

As discussed by numerous scholars, each employee has a unique value set that they bring to an organization (Posner et al., 1985; Posner & Schmidt, 1992; Rokeach & Ball-Rokeach, 1989). Despite the commonalities found in the rankings of values between employees, it was clear from the interview findings that not all values mean the same to every individual. It is important to understand this within any organization as each employee brought divergent values to the workplace. An integral role for a manager is to uncover the similarities and differences in these value hierarchies, as done within this research, in order to determine how these values will fit into the organization.

In order to create this fit, the values of the organization needed to be clearly communicated to all employees (O'Reilly et al., 1991). The values that the RCGA holds were not clearly communicated and therefore were not universally understood. Similar to the literature (Bass & Avolio, 1994; Jung & Avolio, 2000; Posner, 1992), this lack of value communication has led to a decrease in commitment and an increase in turnover. As suggested by Ravlin and Meglino (1987) and is supported by this research, the

communication of the organizational values by the leaders of the RCGA needs to improve in order to generate proper understanding and adherence.

The employee's values within the RCGA were generally, as well as individually, incongruent with the RCGA. As noted in the interviews, the level of incongruence between values was not seen as overly detrimental, however of the ten interviewees, two who possessed incongruent values have since resigned from the organization. As noted by Jung and Avolio (2000), value incongruence leads to a number of behaviours such as a lack of commitment to the organization, a decrease in production, and self-removal from the organization entirely. It is important for the RCGA to address these divergent values and target means of improvement as the turnover that was shown can result in increased costs for recruiting and training new employees.

Major Findings

Throughout the entire research process it was apparent that the use of method triangulation was essential to the case study approach. Multiple sources provided the highest quality depiction of the reality regarding values that existed within this particular organization. Each method performed served to contribute to a greater understanding of the overall findings and create a better picture of the organization as a whole. The use of multiple methods within this case study was considered to be a vital and contributing component to the overall importance of the research to the sport management literature. Combining methods allowed for a greater confirmability in the findings, as well the breadth of information collected provided many points for analysis regarding the values within the RCGA.

The values of *happiness, family security, social recognition, ambition, and self respect* were all seen as congruent between employees and the organization. As noted by the interviews, and supported by previous research (Adkins & Caldwell, 2004; Bass & Avolio, 1994; Jung & Avolio, 2000), the highest level of congruence that was seen with *ambition* and *family security* led to an increased satisfaction at work, and provided positive areas for the RCGA to continue to target. As noted by the interview participants, the RCGA management promotes family values through social interactions and increased 'flex hours.' This support has led to a number of positive behaviours from the employees including *increased satisfaction* with work and family life, *increased affective commitment*, and *extended tenure with the organization*, thus demonstrating the need to continue such HRM practices.

In connection with the congruent values, the lack of congruence that also existed in some areas should not be ignored. Employee turnover, lack of production, and unhappiness are an effect of incongruent values within the RCGA. Another important finding is that despite the lack of ambition and commitment to the organization that this incongruence yields, a few of the respondents still felt a commitment to their department and their direct manager. This is in contrast to Posner and Schmidt (1992) who suggested that value incongruence leads to a lack of organizational commitment. This deviation from the previous research could be explained by the employees' commitment to his/her leader, rather than to the organization, that was described by Erdogan et al. (2004). The impact of value incongruence within this specific context must be examined further to develop human resource management methods (i.e. recruiting and socialization) aimed at

enhancing congruence and consequently reap the benefits of the behaviours that can result.

The lack of value congruence can also be linked to the poor levels of communication regarding the values of the RCGA. Few respondents could accurately list the values espoused in the RCGA's documents, and the ED and COO themselves also listed values that were seemingly not part of the organization's official core values. In order to promote values and create the desired effects of value congruence, the organizational values need to be identified, properly understood, and communicated (Mainelli, 2004).

Subsequently, the lack of communication has led to employees' misunderstanding of other vital organizational elements. The issues uncovered surrounding equality need to be addressed. Especially during the post-merger phase of the organization, employees need to feel as though they are operating in an equal environment, or satisfaction will drop (Hepple, 2001). As noted by I9, inequality amongst roles and departments can provide a decrease in motivation to produce. Given the research support of Hepple (2001) and the evidence of inequality within the organization, it is an essential component to address. An organization needs to make significant efforts to value equality in order for the concept to truly be accepted by employees (Ng & Burke, 2004).

One of the most substantial findings, unrelated to values, was the idea of departmentalization. Consistently, the idea that each department operates as its own separate identity was noted. The separation that occurs was suggested to be based on the different functions and subcultures that exist within the RCGA. As described by Schein (1999), it is important to embrace subcultures and realize that different departments may

operate in divergent manners depending on the personal and organizational value make up of the group. It is important to understand if this relationship results in conflict, harmony, or mutual respect (Martin, 2002). Consequently, the management within the RCGA needs to address whether or not the departments have been excessively separated and if reactive measures need to be taken to improve the overall efficiency of the dominant culture.

Recommendations for Future Studies

Further to answering the research questions, this case study is intended to further organizational behaviour research in a number of ways. First, from the findings, it is recommended that similar values-based research studies be conducted in a longitudinal framework. In order to gain a complete understanding of specific organizations, it is important to examine each case over several years. Rokeach (1973) suggested that the value systems of employees and organizations remain fairly stable over time. In order to gain a holistic understanding of the impact of value congruence, and subsequent non-congruence, on behaviours, research in the sport industry should be continued with long term, in-depth analysis.

Second, the case study, using multiple methods proved to be quite successful in creating a realistic, trustworthy, and rich description of the values and value impacts within the RCGA. The technique used here can be transferred to other non-profit sport organizations within the Canadian industry to gain an understanding of the impact of values on behaviours across organizations. The methods used within the RCGA can be the benchmark for future values-based research in the sport management segment as researchers can use similar structures to gain a holistic value of an organization.

Third, sport management research is unique because employee relations often deal with both paid and volunteer staff (Doherty & Carron, 2003). Noted within the interviews and observations was a separation between the Board of Directors and employees within the RCGA. In order to gain a full understanding of the impact of this relationship, it is essential to conduct research within organizations that explores this liaison between paid staff and volunteers. The current research project established that employee/board member relations impact organizational functioning within the RCGA. Future research is suggested to identify the nature of this interaction and investigate employee/board cohesion and its impact on organizational effectiveness. RCGA board relations, as well as a comparison with smaller non-profit sport groups, could serve to improve the overall operation of non-profit organizations.

Finally, during the data collection process, the RCGA was completing the final stages of a merger with the CLGA. The impact of this merger was not fully examined within this case study. It is imperative that managers understand the impacts that these mergers have on organizational behaviour. Organizational effectiveness relies on the ability of employees to operate efficiently. Equality was a main issue that stemmed from the merger as many of the merged employees from the CLGA ranked equality very low on the RVS. This concept and should be examined in accordance to the departmentalization that has occurred within the organization. Mergers can have significant impacts on operations, and therefore must be examined in great depth (Cartwright & Cooper, 1993; Schweiger & Denisi, 1991).

Reflections

In order to achieve a comprehensive understanding of values within a specific sport organization, the Royal Canadian Golf Association was targeted as it is the national governing body for the sport in Canada. With this research came two challenges that should be addressed, (a) researcher connection to the RCGA employees, and (b) gaining board member support.

The first challenge came as a result of the researcher's previous employment with the RCGA. As noted in previous chapters, this connection was a tremendous benefit in terms of gaining organizational cooperation. Despite this, the connection also proved to be a challenge, as the researcher had to emotionally separate herself from the participants, as well as the findings. In order to overcome this challenge complete employment separation was made during the data collection phases, as the researcher dedicated her time solely to the research process. A conscious attempt was made to label each observed participant, survey respondent, and interviewee as a number to further disassociate the researcher from employees whom she knew quite well. Social outings with employees were eliminated during the process, and frequent visits were limited to research purposes only. These steps aided in separating the researcher from the participants in order to increase the trustworthiness of the findings presented.

The prolonged engagement in the project (which began with the document analysis and observations in May, 2005) also helped enhance the trustworthiness. The initial few weeks allowed the participants to accept the researcher as a part of their environment. It was apparent, early on, that some of the initial observed employee interactions were based on the researcher being present. As time elapsed, the interactions

and observations of these interactions became distinctly more natural. The half-a-year spent immersed in this organization as a researcher helped overcome the challenge of employee connection.

The second challenge that needed to be overcome was gaining access to the Board of Directors who reside all across the country. Given their volunteer status it proved to be a more difficult task to receive responses from the board members. The COO and HR manager proved to be very helpful in this process as access to a list of email addresses on the shared RCGA document drive was granted. Office telephone numbers were also listed and provided for further contact. The ability to reach the board was a bit more onerous than expected, however alternative plans of action and help from RCGA senior staff aided throughout the process.

Overall, the data collection and analysis phases were smooth. From method to method, source to source, each instrument served the purpose of the case study and allowed the researcher to provide insight into the positive and negative aspects of values, value congruence, and employee behaviours within the RCGA.

In order to portray the reality of the Royal Canadian Golf Association in this case study a multiple method strategy of data collection was used to create depth. Throughout the process there were many positive outcomes to utilizing this methodology. First, as a researcher, each method provided confirmation for the findings of the other methods. Confidence in the results was created by the ability to confirm the findings of one method with another. If there were contradictions, explanations for the contradictions were found through the sequential process; having the interview portion conducted last. This was done by carefully examining the results of the document analysis, observations, and

surveys prior to the commencement of the interviews. Any contradictions were written into the semi-structured interview guide as questions for clarification. Reasons for the contradictions were provided by the respondents and analyzed in the final qualitative stage of the sequential process. The interview served to answer the research questions, as well as to address any issues that arose from the previous three methods.

Second, the connection that the researcher had with the organization was beneficial throughout the research progression. Access, cooperation, and response rates were all improved based on this relationship, thus providing increased availability to data. Third, the development of the research has allowed the researcher to acquire a greater appreciation for, not only, the RCGA organization, but the golf industry itself. In order to conduct qualitative based research, one must fully engulf themselves in their surroundings. This process has allowed the researcher to directly experience interactions and be partial to information that may have never surfaced. The ability to present this information in a way that can positively impact the organization is quite intriguing. If this project was to be conducted again, similar methods would be used without hesitation.

Some of the method processes that were disappointing came from the lack of response from some of the paid employees, as well as the significantly smaller response rate from the board members. As described above, this can be a result of many variables, however the ability to gain response from all participants would have been beneficial. The lack of response from the board members may be due to the short lived interaction that the researcher had with these volunteers during employment. This connection was greater with the other employees, thus speaking to the higher response rates.

The disconnect between the board and the employees was noted by many participants throughout the study. In hindsight, given this finding that emerged through analysis, it would be interesting to conduct a further study where interviews with the board members are incorporated into the method. Since the purpose of this study was to examine the employee behaviours, this information was not deemed necessary to contribute to the findings, however board member interviews would provide an interesting outlook; on the relationship between the paid and non-paid staff, the process of constructing the organizational values, and board member knowledge of the core RCGA values.

Finally, although the case study was completed over a six month period, it might be wise to conduct the observations over a period no shorter than a year. It took approximately a one month period before the participants viewed the researcher as such, a researcher, therefore separating her role in the study from her role in the organization. By the end of the project this distinction was clear, however a longer observation period could have yielded more conclusive findings.

This case study offers a variety of methods that provide for detailed findings regarding the values, value congruence, and value impacts on behaviours within the Royal Canadian Golf Association. With the recent merger and change rapidly occurring, employees are a significant element in the organizational effectiveness equation. In order to achieve this effectiveness and reach the goals of any organization, HRM practices must tailor to the values of employees within specific organizational contexts. Every individual operates according to their values systems, and it is the role of management to provide an environment where these values can be utilized for the betterment of effective operation.

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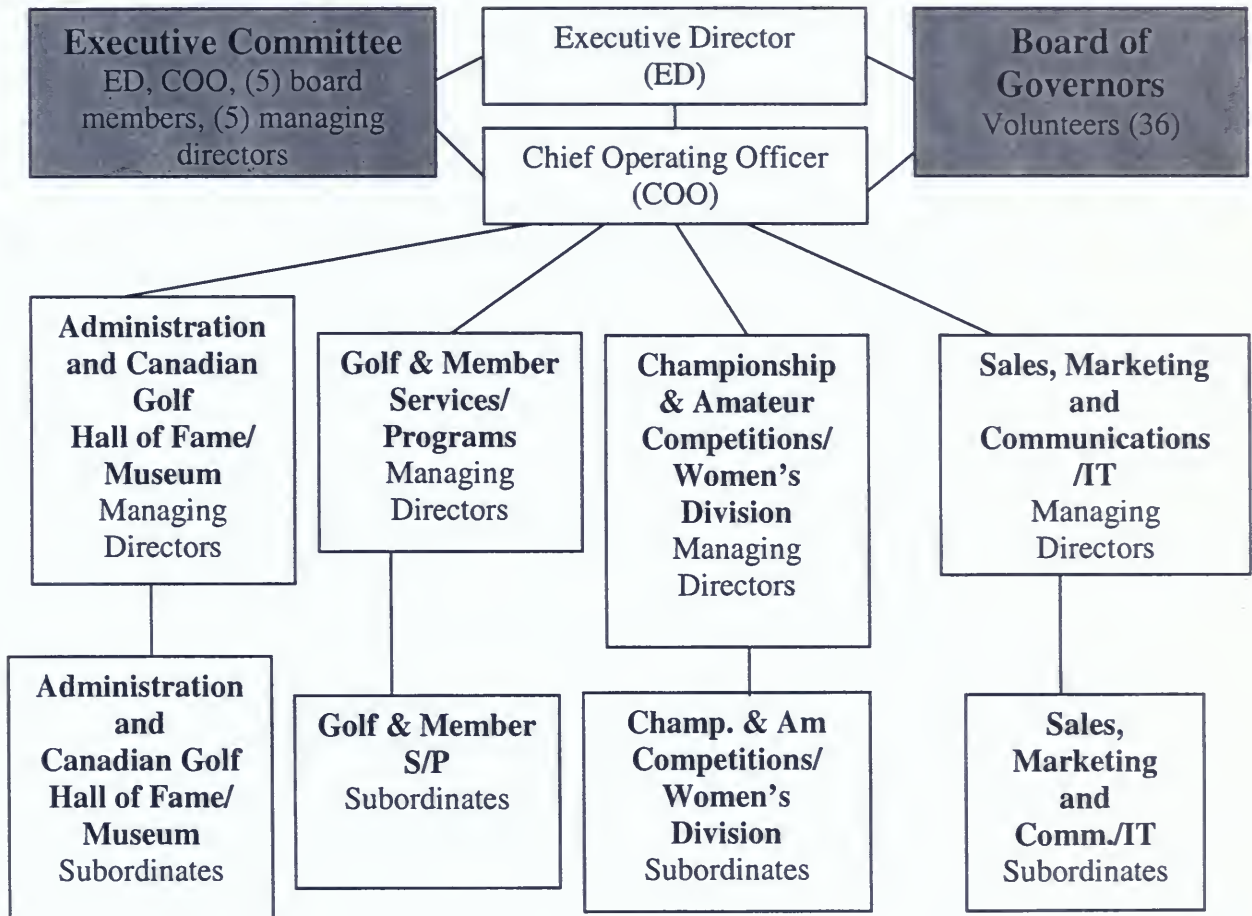
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Appendices

Appendix 1

RCGA Hierarchical Chart



Indicates non-paid volunteers

Appendix 2

RCGA Composition

1. Board of Directors (36)
2. Executive Director
3. Chief Operating Officer/ Managing Director, Championships Division

Sales, Marketing & Communications (12)**Managing Director, Sales, Marketing, & Communications
Director of Media and Public Relations**

Marketing Manager

Sponsorship Manager

Merchandise Manager

Sales Manager, Professional Championships

Managing Editor, Publications and On-line Communications

Manager, Media and Public Relations

Translation Manager

Corporate Account Executive

Senior Coordinator, Media and Public Relations

Administrative Assistant, Sales, Marketing, & Communications

Information and Technology (2)

Manager, Information Technology

Webmaster

Administration (11)**Managing Director, Finance & Administration**

Controller

Human Resource Manager

Sales Centre Supervisor

Senior Accountant

Executive Assistant & Board Administration

Intermediate Accountant (X2)

Junior Accountant

Bilingual Sales Centre Assistant

Mailroom & Reception

Canadian Golf Hall of Fame & Museum (3)**Director, Canadian Golf Hall of Fame**

Curator, Canadian Golf Hall of Fame

Archivist & Museum Assistant

Championship Division (15)

Tournament Director, Bell Canadian Open

Tournament Director, Women's Professional Championships

Director, Amateur Competitions

Tournament Operations Manager, Professional Championships

Assistant Manager Tournament Operations, Professional Championships

Tournament Coordinator, Bell Canadian Open

Assistant Tournament Director, Women's Professional Championships

Senior Competitions Coordinator (X2)

Competitions Coordinator

Executive Assistant, Championships

Administrative Assistant, Amateur Competitions

Championship Interns (X3)

Women's Division (7)

Managing Director, Women's Division, Player Development, & Programs

Director of High Performance Sport

Head Coach, National Amateur Team Program

Programs Manager

Programs Coordinator

Membership Coordinator

Membership Administrator

Golf Programs & Services (11)

Managing Director, Golf Industry & Government Relations

Managing Director, Golf Programs & Services

Managing Director, Golf Operations

Executive Director, RCGA Foundation

Director, Rules of Golf & Amateur Status

Director, Green Selection (*PhD)

Future Links Administrator

Manager, Golf Industry & Government Relations

Handicap and Course Rating Coordinator

Administrative Assistant, Member Programs

Administrative Assistant, Golf Programs & Services

Composition:

61 Total Paid Employees

36 Total Board Members – President, 1st Vice-President, 2nd Vice-President, Immediate Past President, Past President, and Members

Appendix 3

*Rokeach Value Survey – Paid Employees (61)*Instructions:

Please arrange each of the two lists below (Terminal and Instrumental Values) separately in order of their value to you as guiding principles in YOUR life. Arrange them in order of importance from 1 to 18, where 1 is the most important and 18 is the least important value:

	<u>RANK</u>
<u>List #1: Terminal Values</u>	
A comfortable life (a prosperous life)	_____
An exciting life (a stimulating, active life)	_____
A sense of accomplishment (lasting contribution)	_____
A world at peace (free of war and conflict)	_____
Equality (brotherhood, equal opportunity for all)	_____
Family Security (taking care of loved ones)	_____
Freedom (independence, free choice)	_____
Happiness (contentedness)	_____
Inner Harmony (freedom from inner conflict)	_____
Mature love (sexual and spiritual intimacy)	_____
National security (protection from attack)	_____
Pleasure (an enjoyable, leisurely life)	_____
Salvation (saved, eternal life)	_____
Self respect (self-esteem)	_____
Social recognition (respect, admiration)	_____
True friendship (close companionship)	_____
Wisdom (a mature understanding of life)	_____

List #2: Instrumental Values

Ambitious (hard-working, aspiring)	_____
Broadminded (open-minded)	_____
Capable (competent, effective)	_____
Cheerful (lighthearted, joyful)	_____
Clean (neat, tidy)	_____
Courageous (standing up for your beliefs)	_____
Forgiving (willing to pardon others)	_____
Helpful (working for the welfare of others)	_____
Honest (sincere, truthful)	_____
Imaginative (daring, creative)	_____
Independent (self-reliant, self-sufficient)	_____
Intellectual (intelligent, reflective)	_____
Logical (consistent, rational)	_____
Loving (affectionate, tender)	_____
Obedient (dutiful, respectful)	_____
Polite (courteous, well-mannered)	_____
Responsible (dependable, reliable)	_____
Self-controlled (restrained, self-disciplined)	_____

Follow up questions

1. Referring to the values listed, do you feel that there are some values that are important to you, but do not appear on the list? If so, what are they?

Thank you for your time and honest responses!

Appendix 4

Rokeach Value Survey (modified)– Board of Directors (36)

Instructions:

Please arrange each of the two lists below (Terminal and Instrumental Values) separately in order of their **value to the RCGA as guiding principles in its operation**. Arrange them in order of importance from 1 to 18, where 1 is the most important and 18 is the least important value:

	<u>RANK</u>
<u>List #1: Terminal Values</u>	
A comfortable life (a prosperous life)	_____
An exciting life (a stimulating, active life)	_____
A sense of accomplishment (lasting contribution)	_____
A world at peace (free of war and conflict)	_____
Equality (brotherhood, equal opportunity for all)	_____
Family Security (taking care of loved ones)	_____
Freedom (independence, free choice)	_____
Happiness (contentedness)	_____
Inner Harmony (freedom from inner conflict)	_____
Mature love (sexual and spiritual intimacy)	_____
National security (protection from attack)	_____
Pleasure (an enjoyable, leisurely life)	_____
Salvation (saved, eternal life)	_____
Self respect (self-esteem)	_____
Social recognition (respect, admiration)	_____
True friendship (close companionship)	_____
Wisdom (a mature understanding of life)	_____

List #2: Instrumental Values

Ambitious (hard-working, aspiring)	_____
Broadminded (open-minded)	_____
Capable (competent, effective)	_____
Cheerful (lighthearted, joyful)	_____
Clean (neat, tidy)	_____
Courageous (standing up for your beliefs)	_____
Forgiving (willing to pardon others)	_____
Helpful (working for the welfare of others)	_____
Honest (sincere, truthful)	_____
Imaginative (daring, creative)	_____
Independent (self-reliant, self-sufficient)	_____
Intellectual (intelligent, reflective)	_____
Logical (consistent, rational)	_____
Loving (affectionate, tender)	_____
Obedient (dutiful, respectful)	_____
Polite (courteous, well-mannered)	_____
Responsible (dependable, reliable)	_____
Self-controlled (restrained, self-disciplined)	_____

Follow up questions

1. Referring to the values listed, do you feel that there are some values that are important to you, but do not appear on the list? If so, what are they?

Thank you for your time and honest responses!

Appendix 5

MEMORANDUM

Date: September 2005

To: All Members of the Royal Canadian Golf Association

From: Rick Desrochers, Chief Operating Officer, Royal Canadian Golf Association
Shannon Hamm, Master's of Arts Candidate, Brock University

Subject: Recruitment for Master's Thesis Study

We are writing to inform you of a research project being completed within our organization by Shannon Hamm. Shannon has worked at the RGCA as a Summer Intern for the past 4 years. She is engaging in her Master's degree research study which is entitled "Understanding value congruence: A sport organization case study". Her main interest involves studying people within organizations and this particular project is focusing on the personal values of individuals within the organization along with values espoused by the organization more generally.

I am writing to let you know that Shannon will be asking for your participation in the study, and that the RCGA fully endorses the project as being worthwhile and of future importance to our organization.

Shannon will be in contact to let you know how and why your involvement and ideas are important and much appreciated! You will be asked to participate in a survey and/or interview that will last 15 minutes and approximately one hour, respectively. These surveys will be conducted via email or within the office between September 2005 and October 2005 and the interviews will be conducted at the RCGA between October 2005 and December 2005. On-site, the survey instrument will be left in your in office mail box and will include an envelope. Upon completion of the survey, you may include put the completed survey, along with the signed consent form, in a sealed envelope and drop it in either of the locked boxes located on the 1st and 2nd floors. In addition, the study will involve document analysis and unobtrusive observations, which will serve to further confirm the values within the organization. The unobtrusive observations will include pseudonym names and will not make direct reference to any person or department. The unobtrusive observations will be conducted on daily interactions, and will note any interaction that confirms or denies the results from the survey and interview material. You may ask to be removed from the observation process at anytime during the study. Your participation is voluntary and withdrawal from the study will not result in any negative penalty from the RCGA or the study itself. You may withdraw at ANYTIME without question or penalty.

This study has been reviewed by, and received ethics clearance through the Brock University Research Ethics Board REB (file #04-409).

Thank-you.

Appendix 6

Brock University, Faculty of Applied Health Sciences
Informed Consent Form- Participants

Title of Study: Values and Values-based Behaviours: A Sport Organization Case Study

Principal Researcher: Shannon Hamm, Department of Sport Management

Interviewers: Shannon Hamm

Name of participant: _____

- I have been given and have read the Letter of Invitation provided to me by the interviewer conducting the research.
- I understand that this study in which I have agreed to participate will involve my participation and the survey will take approximately fifteen minutes to complete. The purpose of this investigation is to gain an understanding of the values and impacts of these values on behaviours within a sport organization.
- I understand that my participation will bring only minimal risks or harms, and these risks have been explained to me.
- I understand that my participation in this study is voluntary and that I may withdraw from the study at any time and for any reason without penalty.
- I understand that any employee may be observed in the workplace setting and that any person may ask to be removed from this observation process at ANY time during the study without penalty.
- I understand that the unobtrusive observations and document analysis (group work-related emails, memos, etc.) are for the purposes of validating the values within the organization and anyone may ask to discontinue the unobtrusive observations or remove documents from the analysis at anytime without penalty.
- I understand that the unobtrusive observations will include pseudonym names and will not make direct reference to any person or department. The unobtrusive observations will be conducted on daily interactions, and will note any interaction that confirms or denies the results from the survey material.
- I understand that I may ask questions of the researchers at any point during the research process.
- I understand that there is no obligation to answer any question(s) that I feel is invasive, offensive or inappropriate.
- I understand that I will be returning my survey in person or via email, and that the survey will be kept in a locked filing cabinet where the Principal Investigator has the only access.
- I understand that if I am emailing this consent form back to Shannon Hamm that I will include my electronic signature.
- I understand that if I am faxing this consent form back to Shannon Hamm that I will provide my handwritten signature on the document.
- I understand that all data will be either shredded or erased within 5 years of data collection.

This study has been reviewed and approved by the Brock University Research Ethics Board (file #04-409)

*If you have any questions or concerns about your participation in the study, you may contact Shannon Hamm by e-mail at shannonhamm@hotmail.com. Additionally, information can be obtained from my Faculty supervisor, Dr. Joanne MacLean in the Sport Management Department at Brock University at **Joanne.Maclean@brocku.ca** or by telephone 905-688-5550 ext. 3159. Concerns about your involvement in the study may also be directed to **Research Ethics Officer in the Office of Research Services at 905-688-5550, extension 3035.***

Feedback about the use of the data collected will be available in January 2006, from Shannon Hamm in the Faculty of Applied Health Sciences at Brock University.

Thank you for your help! Please take one copy of this form with you for further reference.

PARTICIPANT NAME: _____ Date: _____

I have fully explained the procedures of this study to the above volunteer.

Researchers Signature: _____ Date: _____

Appendix 7

Interview Guide

The purpose of the interview guide is to provide the researcher with a foundation for developing a greater understanding of the values, value congruence, and the impact of congruence on behaviours that occur within the RCGA and its employees. The semi-structured layout provides each respondent the opportunity to elaborate, and will allow for freedom within responses.

Question #1

We all have our personal value systems (Refer to Rokeach (1973) value list that was given in survey). What values do you think make up your value system?

Further Probe - Which values are most important to you? Why are these values priorities to you? Has there been a change to your values over time? If so, provide an example.

Intention – Uncover the meaning of the values and their importance to the employee

Question #2

What personal values do you bring with you into the workplace?

Further Probe – How do these values affect your interactions and behaviours? Provide an example of values impacting/guiding your behaviours.

Intention – Uncover the affects of the values that the employee brings to the workplace on behaviours

Question #3

Based on your work experience at the RCGA, what can you tell me about the values of the RCGA?

Further Probe – How does the organization communicate these values to you? Are values something that the RCGA (Top management, the Board) emphasizes or discusses? In what way, if at all, do these relate to your own values? How does the relationship between your own values and the RCGA values affect your work life (i.e. production, interaction, satisfaction, commitment)?

Intention – Gain a greater understanding of the values of the organization and how the *employee* feels their values fit.

Question #4

How did you become employed at the RCGA? When accepting employment at the RCGA, what, if anything, did you have to compromise?

Further Probe - Why you were willing to sacrifice this?

Intention – May lead into a greater understanding of how values will affect the employee behaviours

Question #5

What specific values motivate your behaviours at work?

Further Probe – To what extent are your actions linked to personal values OR organizational values?

Intention – Will provide rich detail regarding the value motivated behaviours of the employees and the source of this motivation

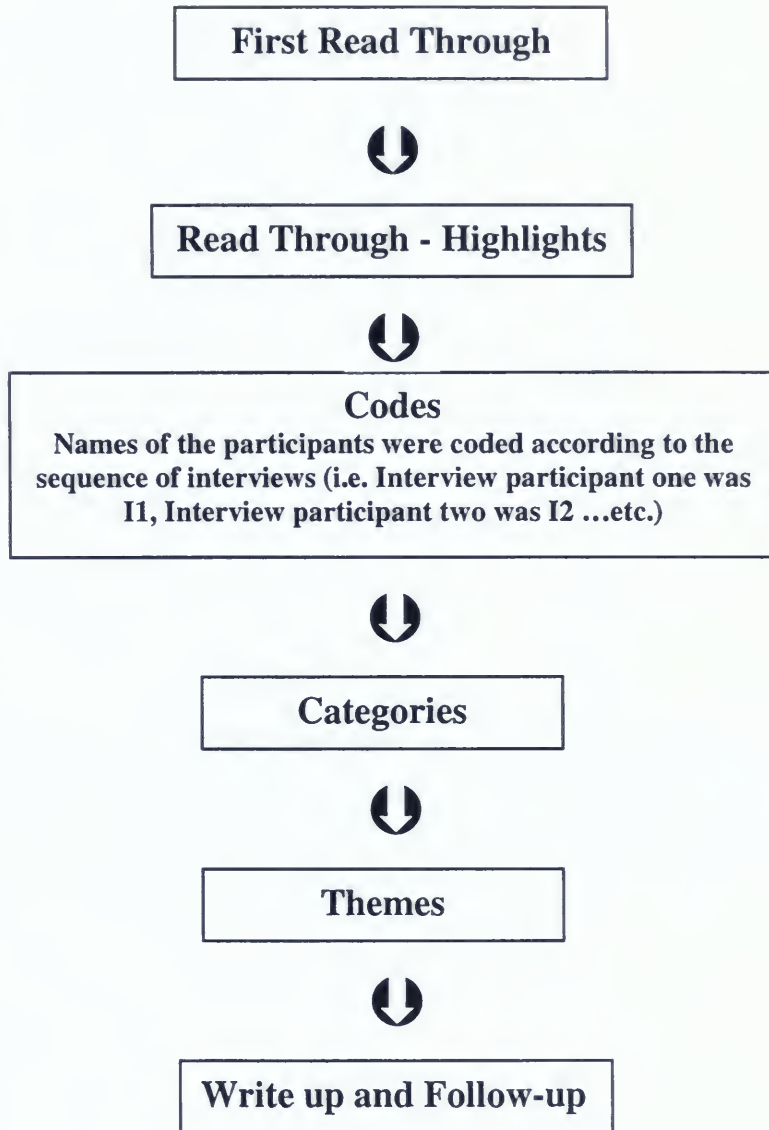
Question #6

How would you characterize your position within the RCGA?

Further Probe: Does this characterize you as well? How do your actions at work affect you outside of work? Do similar values affect your work and personal life?

Intention – Tie up any questions regarding the employee values, their opinion on the organizations values, and the congruence they feel exists. (Speaks to a few of the Research Questions)

Appendix 8

Coding Process

Appendix 9

*Interview Selection**RCGA Values – Revised RVS*

Value	Rank	Frequency (N)	Percentage
Terminal			
An exciting life	1	7	28.00
Equality	2	8	32.00
Pleasure	3	9	36.00
A sense of accomplishment	15	14	56.00
National security	16	12	48.00
Mature love	17	11	44.00
Instrumental			
Capable	1	12	48.00
Honest	2	8	32.00
Courageous	3	7	28.00
Obedient	16	16	64.00
Loving	17	14	56.00
Ambitious	18	6	24.00

Note. Above is a summary of the board member rank order values of the RCGA. Two employees from each department were selected based on the highest and lowest value congruence. The employees who ranked an exciting life, equality, pleasure, capable, honest, or courageous the most as their highest values (one from each department) were selected for interviews. The employees who ranked a sense of accomplishment, national security, mature love, obedient, loving, or ambitious the most as their highest values (one from each department) were also selected for interviews.

