

VALUE ALIGNMENT AND AFFECTIVE COMMITMENT AMONG EMPLOYEES IN SERVICE ORGANIZATIONS IN RIVERS STATE

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Abstract

This study examined the relationship between Value Alignment and Affective Commitment among employees of service organizations in Rivers State. The study aimed to determine whether alignment between employees' personal values and organizational values influences their emotional attachment and loyalty. A survey research design was adopted, with a population of 519 employees drawn from banks, the Rivers State Police Command, and Rivers State University. Using Taro Yamane's formula, a sample of 226 employees was selected through stratified random sampling. Data were collected via a structured questionnaire and analyzed using descriptive statistics (mean and standard deviation) and inferential statistics (Pearson Product-Moment Correlation) with SPSS version 25. The results indicated that employees generally perceive moderate to high value alignment within their organizations, with mean scores ranging from 3.13 to 3.61. Similarly, affective commitment levels were moderate, with mean scores ranging from 3.07 to 3.57. The correlation analysis revealed a strong positive and statistically significant relationship between value alignment and affective commitment ($r = 0.938, p < 0.01$), indicating that employees whose personal values align with organizational values are more emotionally attached and loyal. The study concluded that value alignment is a critical determinant of affective commitment in service organizations. It recommended that organizations prioritize value congruence in recruitment, foster inclusive cultures, strengthen leadership practices, and implement employee engagement initiatives to enhance emotional attachment, loyalty, and overall organizational effectiveness.

Keywords: Value Alignment, affective commitment

Introduction

Background to the Study

In contemporary organizational management, employee commitment is recognized as a critical driver of productivity, retention, and overall organizational performance. Among the different forms of commitment, affective commitment which reflects an employee's emotional attachment, identification, and involvement with their organization has been highlighted as a key predictor of organizational success (Meyer & Allen, 1991). Employees with high affective commitment are more likely to exert discretionary effort, exhibit organizational citizenship behaviors, and remain with the organization over time, making it a strategic concern for managers in service-oriented sectors (Gellatly, Meyer, & Luchak, 2006).

Value alignment, which refers to the congruence between an individual's personal values and the values promoted by the organization, has emerged as a critical antecedent of affective commitment. When employees perceive that their personal beliefs, ethics, and goals are consistent with the organizational culture, they experience greater psychological satisfaction and are more likely to identify with organizational objectives (Rego & Cunha, 2008). In contrast, a mismatch between personal and organizational values can lead to reduced motivation, disengagement, and increased turnover intentions.

Service organizations, including banks, universities, and security agencies, rely heavily on employee interactions and relationship management to deliver quality services. In such contexts, employees' alignment with organizational values ensures consistency in service delivery, adherence to ethical

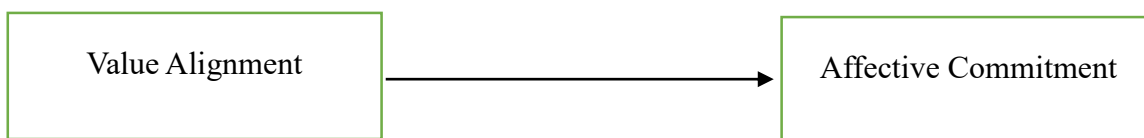
standards, and the promotion of a shared vision (Fry, 2010). In Rivers State, the rapid expansion of service organizations has intensified competition and elevated the need for committed employees who are not only skilled but also emotionally and ethically aligned with their institutions. Despite the recognized importance of value alignment, there is limited empirical research in the Nigerian context, particularly in Rivers State, examining how the congruence of values influences affective commitment among service sector employees. Understanding this relationship is crucial because service organizations rely on human capital as a core resource, and employees' alignment with organizational values may determine their loyalty, engagement, and overall contribution to organizational effectiveness. Thus, this study seeks to investigate the relationship between value alignment and affective commitment among employees in service organizations in Rivers State, providing insights that could inform human resource strategies, organizational culture development, and leadership practices aimed at enhancing employee attachment and retention.

Statement of the Problem

Employee commitment, particularly affective commitment, is critical for the sustainability and effectiveness of service organizations. Organizations depend on employees not only for technical competence but also for emotional engagement, loyalty, and adherence to organizational goals (Meyer & Allen, 1991). However, a persistent challenge in many service organizations, including banks, universities, and security agencies in Rivers State, is that employees often exhibit varying levels of commitment, which can negatively affect productivity, service quality, and overall organizational performance. One key factor influencing affective commitment is value alignment, which refers to the extent to which employees perceive their personal values to be congruent with those of their organization (Rego & Cunha, 2008). When employees experience a mismatch between their personal values and organizational expectations, it can lead to frustration, disengagement, and even turnover. Despite the importance of this relationship, there is limited empirical evidence in the Nigerian context, particularly in Rivers State, examining how value alignment affects affective commitment among service sector employees.

This gap presents a challenge for managers and policymakers seeking to enhance employee engagement and loyalty. Without understanding the role of value congruence, organizations may struggle to implement effective human resource practices, build cohesive workplace cultures, and retain committed employees. Therefore, it is necessary to investigate the relationship between value alignment and affective commitment among employees in service organizations in Rivers State to provide evidence-based recommendations that can improve employee retention, organizational effectiveness, and service delivery.

Conceptual framework



Source: Researcher Conceptualized (2017)

The predictor variable (Value Alignment) was adopted from Ashmos, and Duchon, (2000) and the criterion variable (Affective Commitment) was adopted from Meyer and Allen (1991).

Objective of the Study

To examine the relationship between Value Alignment and affective commitment among employees of service organizations in Rivers State.

Research Question

What is the relationship between Value Alignment and affective commitment among employees of service organizations in Rivers State?

Research Hypothesis

Ho₁: Value Alignment has no significant relationship with affective commitment among employees of service organizations in Rivers State.

Review of Related Literature

Conceptual Review

Value Alignment

Value alignment refers to the degree of congruence between an individual's personal values and the values, culture, and mission of the organization in which they work (Rego & Cunha, 2008). It emphasizes the compatibility between what employees consider important in their personal and professional lives and what their organization prioritizes in terms of ethics, goals, and operational principles. When employees perceive a high level of alignment between their personal values and those of the organization, they are more likely to experience job satisfaction, organizational commitment, and overall engagement (Kristof, 1996).

Value alignment is particularly critical in service organizations, where employees' behaviors, attitudes, and decision-making directly affect service quality, client satisfaction, and organizational reputation. Employees who share the organization's core values are more likely to internalize organizational goals, make ethical decisions consistent with organizational norms, and demonstrate loyalty and commitment (Cable & DeRue, 2002). Conversely, a mismatch between personal and organizational values can lead to role conflict, decreased motivation, and higher turnover intentions, as employees may struggle to reconcile their own beliefs with organizational expectations (Edwards & Cable, 2009).

In the context of Rivers State, value alignment can help service organizations foster cohesive teams, encourage ethical behaviors, and strengthen employees' affective commitment—their emotional attachment to the organization. By promoting alignment between organizational culture and individual values, managers can enhance employees' sense of purpose, engagement, and long-term retention, which are critical for maintaining high service standards and organizational sustainability (Rego & Cunha, 2010). In essence, value alignment serves as a foundational mechanism through which employees' emotional and psychological connection to their organization is cultivated, making it a key determinant of affective commitment.

Affective commitment

Affective commitment refers to the emotional attachment, identification, and involvement an employee has with their organization (Meyer & Allen, 1991). Employees with high affective commitment genuinely want to remain in the organization because they feel a sense of belonging, loyalty, and personal alignment with organizational goals. It represents the internalized connection between an employee's values, beliefs, and the organization's mission, rather than being driven by external pressures such as job security or financial incentives (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002).

Affective commitment has been associated with several positive organizational outcomes. Employees who are emotionally committed are more likely to exhibit organizational citizenship behaviors, higher job performance, and lower turnover intentions (Gellatly, Meyer, & Luchak, 2006). It also strengthens employees' willingness to contribute beyond their formal role requirements and align their efforts with organizational objectives. In service organizations, where employee interactions and service delivery are critical, affective commitment ensures consistency in quality, ethical behavior, and customer satisfaction.

The development of affective commitment is influenced by various organizational factors, including value alignment, supportive leadership, opportunities for meaningful work, and a sense of inclusion and recognition (Rego & Cunha, 2008; Fry, 2010). Employees are more likely to develop emotional attachment when they perceive that the organization supports their personal and professional growth, aligns with their values, and fosters a collaborative and ethical work environment. In the context of service organizations in Rivers State, fostering affective commitment is particularly important for employee retention, service quality, and overall organizational effectiveness. By creating work environments that emphasize value congruence, interpersonal support, and meaningful engagement, organizations can enhance employees' emotional attachment and commitment, ultimately contributing to sustainable performance and organizational success.

Theoretical Framework

This study is anchored on two key theories: the Person–Organization Fit Theory and the Social Exchange Theory, both of which provide insights into the relationship between value alignment and affective commitment among employees in service organizations in Rivers State.

The Person–Organization Fit (POF) Theory, introduced by Kristof (1996), posits that employees are more likely to be satisfied, committed, and productive when their personal values, beliefs, and goals align with those of the organization. The theory assumes that congruence between individual and organizational values leads to positive work outcomes, while misalignment results in dissatisfaction and disengagement. Despite its usefulness, POF Theory has been critiqued for sometimes overlooking situational factors, such as job characteristics or organizational constraints, that may influence employee attitudes (Edwards & Cable, 2009). Nonetheless, it is highly applicable to this study because it explains why employees in service organizations who perceive strong alignment between their personal values and organizational values are more likely to develop affective commitment. For example, employees who value teamwork and ethical behavior will be more emotionally attached to organizations that promote collaboration and ethical standards (Rego & Cunha, 2008).

Complementing this perspective, **Social Exchange Theory (SET)** emphasizes that workplace relationships are based on reciprocal exchanges between employees and the organization (Blau, 1964; Cropanzano & Mitchell, 2005). According to SET, employees develop positive attitudes such as affective commitment when they perceive the organization as supportive, fair, and aligned with their personal values. The stronger the perceived organizational support and value alignment, the stronger the emotional attachment and loyalty of employees. Critics, however, argue that SET may underestimate intrinsic motivations and cultural factors, suggesting that affective commitment can also emerge from personal ethics or professional norms rather than solely from reciprocal exchanges (Cropanzano & Mitchell, 2005). Despite this limitation, SET provides a useful lens for understanding how value alignment in Rivers State service organizations can enhance affective commitment through positive organizational interactions and support (Rego & Cunha, 2010).

By integrating these two theories, the study establishes a framework showing that value alignment influences affective commitment through both personal congruence with organizational values (POF) and reciprocal, supportive organizational relationships (SET). Together, they explain why employees are more emotionally attached and committed when they perceive alignment with their organization's values and receive supportive treatment in return. This theoretical foundation guides the study's investigation into the mechanisms through which service organizations in Rivers State can foster employee commitment.

Empirical Review

Milliman, Czaplewski, and Ferguson (2003) conducted a study titled "Workplace spirituality and employee work attitudes: An exploratory empirical assessment" in the United States. The study employed a quantitative survey design, collecting data from employees across different

organizations using standardized questionnaires. The study measured dimensions of workplace spirituality, including sense of community, and employee work attitudes such as organizational commitment. The findings revealed a significant positive relationship between sense of community and affective commitment, showing that employees who experienced a strong sense of belonging and alignment with organizational values were more emotionally attached to their organizations. The study concluded that promoting workplace spirituality and value congruence is essential for enhancing employee commitment and recommended that organizations foster supportive and inclusive environments to strengthen employee loyalty.

Rego and Cunha (2008) investigated the relationship between workplace spirituality and organizational commitment among employees in Portuguese organizations. Using a cross-sectional survey design and regression analysis, the study explored how workplace spirituality dimensions, including value alignment, influence affective commitment. The results indicated that value alignment significantly predicted affective commitment, suggesting that shared values and interpersonal relationships play a crucial role in shaping employees' emotional attachment. The authors concluded that organizations promoting value congruence are more likely to achieve higher levels of employee commitment and recommended strategies such as promoting teamwork, trust, and open communication to reinforce workplace relationships.

Similarly, Gellatly, Meyer, and Luchak (2006) in their study "Combined effects of the three commitment components on focal and discretionary behaviors" employed a quantitative approach with survey data collected from employees in various sectors. Using statistical modeling, they found that affective commitment had the strongest positive influence on desirable workplace behaviors, including organizational citizenship behaviors. The study concluded that fostering affective commitment should be a priority for organizations seeking improved performance outcomes and recommended implementing practices that strengthen employees' emotional attachment, such as supportive leadership and recognition programs.

Fry (2010) examined the role of leadership in fostering workplace spirituality in the study "Spiritual leadership". Using a mixed-method approach, combining theoretical modeling with empirical data from organizational settings, Fry found that leadership practices promoting value congruence and a sense of calling significantly enhance affective commitment among employees. The study concluded that leadership plays a critical role in creating an environment where employees feel emotionally connected and recommended that organizations develop leadership strategies emphasizing ethical values, vision, and relational connectedness.

More recently, Milliman, Gatling, and Kim (2018) investigated hospitality employees in the study "The effect of workplace spirituality on hospitality employee engagement, intention to stay, and service delivery". Using a quantitative survey design and structural equation modeling, the findings revealed that sense of community and value alignment positively influenced employee engagement and intention to stay, both closely related to affective commitment. The study concluded that organizations that foster value congruence and a supportive community are more likely to retain committed employees and recommended creating inclusive, team-oriented cultures to enhance employee retention and service quality.

Methodology

Research Design

This study utilized a survey research design, which is well-suited for collecting data from a large group of respondents to explore the relationship between sense of community and affective commitment among employees in service organizations in Rivers State. Survey research is appropriate in this context because it allows for the systematic collection of standardized information from participants using structured instruments, providing insight into their attitudes, perceptions, and behaviors across different organizational settings (Creswell, 2014).

Population of the Study

The population comprised 519 employees employed in selected service organizations in Rivers State, including commercial banks, the Rivers State Police Command, and Rivers State University. This population was chosen because these employees are directly involved in service delivery and are likely to exhibit varying levels of organizational commitment and a sense of community. Official staff records from the respective organizations such as the Human Resource Department of Rivers State University, the Personnel Office of the Rivers State Police Command, and HR departments of banks in Port Harcourt were used as the source for identifying the population (2018).

Sample Size and Sampling Technique

To determine an appropriate sample, Taro Yamane’s formula (1967) for finite populations was applied, resulting in a sample of 226 employees. The study adopted a stratified random sampling technique, ensuring proportional representation of employees from each type of organization (banks, police command, and university). Stratification helped to accurately reflect the structure of the population, reducing sampling bias and improving the generalizability of the findings. Within each stratum, participants were selected randomly to give all eligible employees an equal chance of inclusion in the study.

Instrument for Data Collection

Data were collected using a structured questionnaire designed to measure employees’ perceptions of sense of community and affective commitment. The questionnaire contained sections on demographic information and items measured on a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). To ensure validity and reliability, the instrument underwent expert review and pilot testing, confirming that the questions were clear and capable of capturing the intended information accurately.

Method of Data Analysis

Both descriptive and inferential statistical techniques were employed to analyze the data. Descriptive statistics, such as mean and standard deviation, were used to summarize participants’ demographic profiles and their perceptions of sense of community and affective commitment. For inferential analysis, the Pearson Product-Moment Correlation (PPMC) was used to examine the hypothesized relationship between sense of community and affective commitment. All analyses were conducted using SPSS version 25, allowing for precise computation and interpretation of results.

Data Presentation and Response Rate

Out of the 226 questionnaires distributed, 200 were completed and returned, representing the final dataset for analysis. These responses formed the basis for all subsequent descriptive and inferential analyses.

Table 1: Descriptive Statistics on Value Alignment

	N	Min	Max	Sum	Mean	Std. Deviation	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
My personal values align with the core values of my organization.	200	1	5	722	3.61	1.210	-.518	-.535
							.172	.342

I believe the goals of my organization reflect values that I personally consider important.	200	1	5	645	3.23	1.049	-.462	.172	-.406	.342
I feel comfortable with the ethical standards and principles practiced in my organization.	200	1	5	675	3.38	1.145	-.470	.172	-.594	.342
My organization's culture supports my personal beliefs and professional values.	200	1	5	658	3.29	1.266	-.576	.172	-.684	.342
I am proud to be associated with an organization whose values match mine.	200	1	5	626	3.13	1.354	-.447	.172	-.934	.342
Valid N (listwise)	200									

Source: Survey Data (2018) via SPSS output version 25.

The descriptive statistics for value alignment among employees of service organizations in Rivers State indicate moderate to high alignment between employees' personal values and those of their organizations. The mean scores for the items ranged from 3.13 to 3.61, suggesting that, on average, employees agree that their personal values are compatible with organizational values. The highest mean score (3.61) was observed for the item *"My personal values align with the core values of my organization"*, indicating a strong perception of value congruence. Conversely, the lowest mean (3.13) was for *"I am proud to be associated with an organization whose values match mine"*, suggesting that some employees perceive slight gaps in alignment or take less pride in value congruence. Standard deviations ranged from 1.049 to 1.354, reflecting moderate variability in responses, which indicates that while most employees perceive value alignment positively, there is some diversity of opinion. The negative skewness values (ranging from -0.447 to -0.576) suggest a slight tendency for responses to cluster toward the higher end of the scale, meaning that a larger proportion of employees generally agreed with the statements. Kurtosis values (ranging from -0.406 to -0.934) indicate a relatively flat distribution of responses, showing moderate spread around the mean. Overall, the results imply that employees in these service organizations generally perceive a good degree of alignment between their personal values and those of their organizations, which may serve as a foundation for fostering affective commitment.

Table 2: Descriptive Statistics on affective commitment

	N	Min	Max	Sum	Mean	Std. Deviation	Skewness	Kurtosis		
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
I feel emotionally attached to my organization and its goals.	200	1	5	714	3.57	1.246	-.492	.172	-.653	.342

I would be happy to spend the rest of my career with this organization.	200	1	5	638	3.19	1.077	-.435	.172	-.531	.342
I feel a strong sense of loyalty and belonging toward my organization.	200	1	5	667	3.33	1.175	-.434	.172	-.708	.342
I genuinely care about the success and reputation of my organization.	200	1	5	649	3.25	1.290	-.509	.172	-.818	.342
I am proud to be a member of this organization and enjoy being part of the team.	200	1	5	615	3.07	1.382	-.378	.172	-1.057	.342
Valid N (listwise)	200									

Source: Survey Data (2018) via SPSS output version 25.

The descriptive statistics for affective commitment among employees of service organizations in Rivers State indicate a moderate level of emotional attachment to their organizations. The mean scores for the five items ranged from 3.07 to 3.57, suggesting that employees generally agree that they feel emotionally connected and loyal to their organization. The highest mean (3.57) was for "I feel emotionally attached to my organization and its goals", indicating that employees largely identify with organizational objectives. The lowest mean (3.07) was observed for "I am proud to be a member of this organization and enjoy being part of the team", which may reflect some variability in employees' emotional engagement or pride in organizational membership.

Standard deviations ranged from 1.077 to 1.382, showing moderate variability in responses. This indicates that while many employees feel committed, there is a diversity of perceptions across the workforce. The negative skewness values (from -0.378 to -0.509) suggest a slight concentration of responses toward agreement with the statements, implying that more employees leaned toward higher affective commitment. Kurtosis values (from -0.531 to -1.057) suggest a relatively flat distribution, indicating a moderate spread of responses around the mean. Overall, the findings suggest that employees in these service organizations demonstrate a moderate but positive level of affective commitment, which aligns with the perceived value alignment highlighted in Table 1. This supports the idea that value congruence within organizations may contribute to employees' emotional attachment and loyalty.

Ho₁: Value Alignment has no significant relationship with affective commitment among employees of service organizations in Rivers State.

Table 3: Correlations on Value Alignment and affective commitment

		Value Alignment	affective commitment
Value Alignment	Pearson Correlation	1	.938**
	Sig. (2-tailed)		.000
	N	200	200
affective commitment	Pearson Correlation	.938**	1

Sig. (2-tailed)	.000	
N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

The relationship between Value Alignment and Affective Commitment among employees of service organizations in Rivers State was examined using the Pearson Product-Moment Correlation (PPMC). The results, as shown in Table 3, indicate a strong positive correlation between the two variables ($r = 0.938$, $p < 0.01$). This implies that as employees perceive a higher alignment between their personal values and the values of their organization, their level of emotional attachment, loyalty, and commitment to the organization also increases. The significance value ($p = 0.000$) is less than the 0.05 threshold, indicating that the correlation is statistically significant at the 1% level. Therefore, the null hypothesis (H_0), which stated that value alignment has no significant relationship with affective commitment, is rejected. The findings suggest that employees' perception of shared values is a critical determinant of their affective commitment, reinforcing the importance of organizational value congruence in promoting loyalty and engagement. In practical terms, these results highlight that organizations that actively align their policies, culture, and practices with the personal values of employees are likely to foster stronger emotional attachment and commitment, which can enhance performance, reduce turnover, and improve overall organizational effectiveness.

Discussion of Finding

The findings of this study reveal that Value Alignment has a strong and significant positive relationship with Affective Commitment among employees of service organizations in Rivers State ($r = 0.938$, $p < 0.01$). This indicates that employees who perceive their personal values as being in harmony with organizational values tend to demonstrate higher emotional attachment, loyalty, and identification with their organizations. These results are consistent with the findings of Milliman, Czaplewski, and Ferguson (2003), who reported that workplace spirituality, particularly sense of community and shared values, significantly enhances employees' affective commitment. Their study emphasized that employees who experience alignment between their own values and organizational goals are more emotionally engaged and invested in organizational success. Similarly, Rego and Cunha (2008) found that value alignment strongly predicted affective commitment among Portuguese employees, highlighting the role of shared values and interpersonal relationships in shaping employees' emotional attachment.

The present findings also resonate with Gellatly, Meyer, and Luchak (2006), who reported that affective commitment is the strongest predictor of desirable workplace behaviors, such as organizational citizenship and discretionary effort. By showing a high correlation between value alignment and affective commitment, this study reinforces the idea that employees who perceive organizational values as consistent with their personal beliefs are more likely to engage in positive behaviors that benefit the organization.

Further support comes from Fry (2010), who emphasized that leadership and organizational culture that promote value congruence and ethical alignment enhance affective commitment. In the context of Rivers State service organizations, employees are more likely to feel emotionally attached when they perceive their organization as reflecting values they personally endorse. Likewise, Milliman, Gatling, and Kim (2018) demonstrated that value alignment and sense of community positively influence employee engagement and intention to stay, which are closely related to affective commitment. The current study's findings confirm this pattern, suggesting that alignment between organizational and employee values is a key driver of loyalty and emotional attachment. Overall, the results of this study support the assertion from previous literature that value congruence is a critical antecedent of affective commitment. Employees who feel their values are recognized and reflected in organizational goals are more likely to develop a lasting emotional attachment, which can positively influence retention, performance, and overall organizational effectiveness. This confirms

the theoretical propositions of Person–Organization Fit Theory and Social Exchange Theory, both of which emphasize the importance of value alignment and reciprocal support in fostering emotional commitment.

CONCLUSION

The study investigated the relationship between Value Alignment and Affective Commitment among employees of service organizations in Rivers State. The findings revealed a strong and positive relationship between the two variables, indicating that employees whose personal values align with the values of their organization are more emotionally attached, loyal, and committed. The results suggest that value congruence plays a critical role in fostering affective commitment, supporting the theoretical frameworks of Person–Organization Fit and Social Exchange theories. These findings underscore the importance of creating an organizational environment where employee values and organizational goals are aligned. When employees perceive that their beliefs, principles, and ethical standards are reflected in the organization’s culture and practices, they are more likely to invest emotionally in their work, engage in discretionary behaviors, and contribute to organizational success.

RECOMMENDATIONS

Based on the finding, the study recommends the following:

1. Organizations should prioritize aligning recruitment and selection processes with their core values to attract employees whose personal values are compatible with organizational goals. Management should develop policies and programs that encourage ethical behavior, teamwork, and shared decision-making, enhancing employees’ perception of value alignment. Organizations should implement initiatives that recognize and celebrate employees’ contributions in ways that reflect shared values, strengthening affective commitment.

By implementing these strategies, service organizations in Rivers State can enhance employee affective commitment, reduce turnover, and improve overall performance and organizational effectiveness.

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Appendix A
Questionnaire on Value Alignment and Affective Commitment

Section A: Value Alignment	SA	A	MA	D	SD
My personal values align with the core values of my organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I believe the goals of my organization reflect values that I personally consider important.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel comfortable with the ethical standards and principles practiced in my organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My organization's culture supports my personal beliefs and professional values.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am proud to be associated with an organization whose values match mine.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section B: Affective Commitment	SA	A	MA	D	SD
I feel emotionally attached to my organization and its goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would be happy to spend the rest of my career with this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel a strong sense of loyalty and belonging toward my organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I genuinely care about the success and reputation of my organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am proud to be a member of this organization and enjoy being part of the team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Instructions for Respondents:

- Please indicate your level of agreement with each statement by ticking the appropriate box.
- SA = Strongly Agree, A = Agree, MA = Moderately Agree, D = Disagree, SD = Strongly Disagree.

**Appendix B
 SPSS output**

CORRELATIONS
 /VARIABLES=VAR00001 VAR00002
 /PRINT=TWOTAIL NOSIG
 /MISSING=PAIRWISE.

Correlations

		Notes
Output Created		19-MAR-201803:39:12
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	200
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.
Syntax		CORRELATIONS /VARIABLES=VAR00001 VAR00002 /PRINT=TWOTAIL NOSIG /MISSING=PAIRWISE.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.05

Correlations

		Value Alignment	affective commitment
Value Alignment	Pearson Correlation	1	.938**
	Sig. (2-tailed)		.000
	N	200	200
affective commitment	Pearson Correlation	.938**	1
	Sig. (2-tailed)	.000	
	N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

DESCRIPTIVES VARIABLES=VAR00001 VAR00002 VAR00006 VAR00007 VAR00008
 /STATISTICS=MEAN SUM STDDEV MIN MAX KURTOSIS SKEWNESS.

Descriptives

Notes		
Output Created		19-MAR-201803:42:12
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	200
Missing Value Handling	Definition of Missing	User defined missing values are treated as missing.
	Cases Used	All non-missing data are used.
Syntax		DESCRIPTIVES VARIABLES=VAR00001 VAR00002 VAR00006 VAR00007 VAR00008 /STATISTICS=MEAN SUM STDDEV MIN MAX KURTOSIS SKEWNESS.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.02

Descriptive Statistics

	N Statistic	Minimum Statistic	Maximum Statistic	Sum Statistic	Mean Statistic	Std. Deviation Statistic	Skewness Statistic	Std. Error	Kurtosis Statistic	Std. Error
My personal values align with the core values of my organization.	200	1	5	722	3.61	1.210	-.518	.172	-.535	.342
I believe the goals of my organization reflect values that I personally consider important.	200	1	5	645	3.23	1.049	-.462	.172	-.406	.342
I feel comfortable with the ethical standards and principles practiced in my organization.	200	1	5	675	3.38	1.145	-.470	.172	-.594	.342

My organization's culture supports my personal beliefs and professional values.	200	1	5	658	3.29	1.266	-.576	.172	-.684	.342
I am proud to be associated with an organization whose values match mine.	200	1	5	626	3.13	1.354	-.447	.172	-.934	.342
Valid N (listwise)	200									

Descriptives

Notes		
Output Created	19-MAR-201803:42:55	
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	200
Missing Value Handling	Definition of Missing	User defined missing values are treated as missing.
	Cases Used	All non-missing data are used.
Syntax	DESCRIPTIVES VARIABLES=VAR00001 VAR00002 VAR00006 VAR00007 VAR00008 /STATISTICS=MEAN SUM STDDEV MIN MAX KURTOSIS SKEWNESS.	
Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.00

Descriptive Statistics

	N Statistic	Minimum Statistic	Maximum Statistic	Sum Statistic	Mean Statistic	Std. Deviation Statistic	Skewness		Kurtosis	
							Statistic	Std. Error	Statistic	Std. Error
I feel emotionally attached to my organization and its goals.	200	1	5	714	3.57	1.246	-.492	.172	-.653	.342

I would be happy to spend the rest of my career with this organization.	200	1	5	638	3.19	1.077	-.435	.172	-.531	.342
I feel a strong sense of loyalty and belonging toward my organization.	200	1	5	667	3.33	1.175	-.434	.172	-.708	.342
I genuinely care about the success and reputation of my organization.	200	1	5	649	3.25	1.290	-.509	.172	-.818	.342
I am proud to be a member of this organization and enjoy being part of the team.	200	1	5	615	3.07	1.382	-.378	.172	-1.057	.342
Valid N (listwise)	200									