

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**PERSON-ORGANIZATION FIT, ETHICAL WORK
BEHAVIOR AND ORGANIZATIONAL COMMITMENT IN
LOCAL NGOS, MYANMAR**

HTI SAN

EMBA II - 49

EMBA 16th BATCH

DECEMBER, 2019

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**PERSON-ORGANIZATION FIT, ETHICAL WORK
BEHAVIOR AND ORGANIZATIONAL COMMITMENT IN
LOCAL NGOS, MYANMAR**

ACADEMIC YEAR (2017-2019)

Supervised By:

Dr. Myint Myint Kyi

Professor

Department of Management Studies

Yangon University of Economics

Submitted By:

Hti San

EMBA II - 49

EMBA 16th Batch

2017-2019

December, 2019

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**PERSON-ORGANIZATION FIT, ETHICAL WORK
BEHAVIOR AND ORGANIZATIONAL COMMITMENT IN
LOCAL NGOS, MYANMAR**

**A thesis submitted to the Board of Examiners in partial fulfillment of the
requirements for the degree of Master of Business Administration (MBA)**

Supervised By:

Dr. Myint Myint Kyi

Professor

Department of Management Studies

Yangon University of Economics

Submitted By:

Hti San

EMBA II - 49

EMBA 16th Batch

2017-2019

December, 2019

ACCEPTANCE

This is to certify that the thesis prepared by Hti San entitled “Person-Organization Fit, Ethical Work Behaviour and Organizational Commitment in Local NGOs, Myanmar” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

(Chairman)

Dr. Tin Win

Rector

Yangon University of Economics

(Supervisor)

(Examiner)

(Examiner)

(Examiner)

December, 2019

ABSTRACT

This study intends to analyze the effect of personal values and organizational values on person-organization fit, and to examine the effect of person-organization fit on organizational commitment and ethical work behavior in local NGOs. Simple random sampling method is applied to select 20 local NGOs from 270 local NGOs and 6 staff are also randomly selected from all staff of each local NGOs. From analysis, it is found that the organizational values have positive contribution on person-organization fit. This indicates that person-organization fit can be achieved if the employees' works, morality, initiatives and new ideas are valued and respected by their organizations. Moreover, the person-organization fit has influence on organization commitment. Most employees in the local NGOs felt that they are satisfied with their job, they intend to remain within their organization and they would recommend their organization to their friends. With regard to ethical work behavior, the person-organization fit has positive effect on ethical work behavior of employees in local NGOs because unethical behavior is always punished in the local NGOs as well as employees are expected to strictly follow legal or professional standard. The study recommend that local NGOs should provide timely help to the employees and encourage open knowledge and information sharing. The morality, new initiatives and new ideas of employees should always be valued and respected. It also recommends that local NGOs should punish on employees who do not strictly follow the legal and professional standard.

ACKNOWLEDGEMENTS

Firstly, I would like to show respects and express my sincerest gratitude to our Rector, Professor Dr. Tin Win, Yangon University of Economics, for his kind permission to compose this thesis.

Secondly, my great appreciation to Professor Dr. Nu Nu Lwin, Head of Department of Management Studies, Yangon University of Economics, for her constructive suggestions, supportive lectures and guidance to complete this thesis.

I would like to express my deepest gratitude and greatest thanks to my supervisor Professor Dr. Myint Myint Kyi, Department of Management Studies, Yangon University of Economics, for her kind guidance, encouragement, suggestion, and constructive comments. This thesis would not have been possible without full support from my supervisor. I would like to thank to all Professors, Associate Professors, lecturers and visiting lecturers for their great efforts and knowledge sharing during these two years.

In addition, I would like to convey special thanks to all my seniors from EMBA, my classmates of EMBA 16th batch, and office staff of MBA Programme for their help, support, encouragement, guidance and sharing of their knowledge during these period.

Last but not least, I am really thankful to my beloved parents, family and friends, who understand, support and encourage me on every side in pursuing this degree successfully.

Hti San
EMBA II-49
EMBA 16th Batch
2017 -2019

TABLE OF CONTENTS

	Page
ABSTRACT	i
ACKNOWLEDGEMENTS	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	v
LIST OF FIGURES	vi
LIST OF ABBREVIATIONS	vii
CHAPTER 1 INTRODUCTION	1
1.1 Rationale of the Study	2
1.2 Objectives of the Study	3
1.3 Scope and Method of the Study	3
1.4 Organization of the Study	4
CHAPTER 2 THEORETICAL BACKGROUND	5
2.1 Personal Values of People Working at the Organizations	6
2.2 Organizational Values	7
2.3 Person-Organization Fit	9
2.4 Ethical Work Behavior	10
2.5 Employee Commitment	10
2.6 Empirical Studies	12
2.7 The Conceptual Framework	15
CHAPTER 3 PERSONAL VALUES AND ORGANIZATIONAL VALUES IN LOCAL NGOs IN MYANMAR	17
3.1 Profile of Local NGOs	18
3.2 Profile of Respondents	20
3.3 Personal Values of Employees in Local NGOs	21
3.4 Organizational Values of Local NGOs	22

CHAPTER 4 ANALYSIS ON PERSON-ORGANIZATION FIT IN LOCAL NGOs

4.1	Person-Organization Fit	24
4.2	Organizational Commitment	25
4.3	Ethical Work Behavior	26
4.4	Effect of Personal Value and Organizational Value on Person-Organization Fit	27
4.5	Effect of Person-Organization Fit on Organizational Commitment	28
4.6	Effect of Person-Organization Fit on Ethical Work Behavior	29

CHAPTER 5 CONCLUSION 31

5.1	Findings and Discussions	31
5.2	Suggestions and Recommendations	32
5.3	Needs of Further Research	33

REFERENCES

APPENDX I Questionnaires

APPENDX II SPSS Outputs

LIST OF TABLES

Table No.	Description	Page
Table (3.1)	Profile of Selected Local NGOs	18
Table (3.2)	Respondents Working in Local NGOs	20
Table (3.3)	Personal Value of Employees in Local NGOs	22
Table (3.4)	Organizational Values of Local NGOs	23
Table (4.1)	Person-Organization Fit	24
Table (4.2)	Organizational Commitment	25
Table (4.3)	Ethical Work Behavior	26
Table (4.4)	Effect of Personal Value and Organizational Value on Person-Organization Fit	27
Table (4.5)	Effect of Person-Organization Fit on Organizational Commitment	28
Table (4.6)	Effect of Person-Organization Fit on Ethical Work Behavior	30

LIST OF FIGURES

Figure No.	Description	Page
Figure (2.1)	Conceptual Model of Person-Organization Fit	14
Figure (2.2)	The Conceptual Framework of the Study	15

LIST OF ABBREVIATIONS

EWB	Ethical Work Behavior
NGO	Non-Governmental Organization
OC	Organizational Commitment
OV	Organizational Value
P-O Fit	Person-Organization Fit
PO	Personal Value

CHAPTER 1

INTRODUCTION

The reports of scandal and headlines that describe allegations of unethical behavior occur daily on different levels, organizations, government departments and ministerial level. Unethical behavior is an issue of concern across both organizations and individual in terms of the people who engage in such practices and those who are negatively impacted by the practices. Of specific concern within the field of non-governmental organization has been the ethical behavior of local staff within their organization as well. There are many cases of unethical behavior the staff working in the local organization however most cases were not made known to the media. Therefore, nowadays, public confidence in nonprofit performance is at risk. Recently, social media has reported a case of sexual abuse of the Chief of local non-profit organization, a local human rights and women's empowerment NGO, of sexual harassment and sexual assault (Aung, 2018).

According to a 2006 Harris Poll, which mentioned that only one in 10 Americans strongly believed that charities are honest and ethical in their use of donated funds. According to the public perception it is stated that one in three accepted that nonprofits have “pretty seriously gotten off in the wrong direction.” These public perceptions are particularly troubling for nonprofit organizations that depend on continuing financial contributions (Packel, 2009).

For more than 30 years after the final seizure of power by the military in 1962, no organizations independent from the state were authorized. Since the mid-1990s, however, the number of local NGOs has been constantly increasing. Like other organizations, LNGOs as well faces scandal of unethical behavior and staff turnover.

Regarding the ethical behavior, there are many definitions defined by different organizational, professionals, philosophers and society. Theoretically, philosophers define ethics to what is "good" or "right" (Cottone & Tarvyads, 2007). However, some other professionals such as physicians, accountants and counselors are obliged to practice high standard of ethical behavior as directed by code of ethics established within their organizations. Similar to such professionals, the staff of local NGO are held to practice ethical standard in their organization. Therefore, it is expected that the staff shall work

within ethical work environments and that their organizations would promote and allow ethical work behaviors.

1.1 Rationale for the Study

Most non-governmental organizations have adopted code of ethics which governs the ethical conducts of its staff within the organizations. Even though code of ethics or code of conducts are endorsed within organization's cultural, both unethical work behaviors and problematic work behaviors continue to take place within the staff of non-governmental organizations. Professional ethics are not stand-alone assurance to ensure that the staff would make ethical choices and illustrate unobjectionable work behaviors. Also there is a requirement of values that accommodate the staff with intrinsic motivation to make ethical decisions.

Meara, Schmidt, and Day (1996) advised that there are two elements of ethical decision makings; which are principle ethics and virtue ethics. The authors suggested that principles ethics provide a framework to guide future ethical thinking and behavior (Meara et al., 1996). Beauchamp and Childress (1983) suggested virtue ethics from the perspective of certain ideals and character toward which people pursue. Moreover, they argued that these traits are perceived to have social value (Beauchamp & Childress, 1994). Therefore, it could be stated that ethical decision making is not always an obvious process. NGO's staff are cautioned to be aware of their own personal values because those values may influence their behaviors in decision making. Furthermore, since values can be deep-seated beliefs, they can cloud individual perception; therefore, values necessarily impact the ethical decision-making process.

The studies especially in the field of business have focused on values and how they impact ethical behavior within organizations (Joyner, Payne, & Raibon, 2002). There is also research on how alignment of values between organizations and employees can affect productivity and commitment (Suar &Khuntia, 2010). However, especially in Myanmar, there is lacking of examination of how the degree of fit of values between local NGO staff and the organization that employ them influence ethical decision making and workplace behavior. Furthermore, there has not been any research on the concept of person-organization values fit as it related to staff and their nonprofit organizations. Therefore, there is limited data on how value congruence affects ethical work behaviors

and organizational commitment among the staff of local nonprofit organizations.

Cable and Edward argued that organizational values serve as a catalyst in the development of organizational culture, and those shared values shape the norms and behaviors of its staff (Cable & Edward, 2004). Both personal values and organization value impact the decision making of the staff working in each organization. Therefore, there is a need of clear understanding of how both personal and organizational values contribute to local NGO staff's behavior. In consequence, understanding person-organization fit (P-O fit) helps to clarify understanding of relationship between the individual and the organization. This study aims to explore the relationship of personal values and organizational values, and how the fit between these values impacts ethical work behaviors and organizational commitment outcomes. There is no study in the field of local NGO in Myanmar in term of this relationship between the two values. The testimony of factors that impact ethical work behavior and commitment is vital to the field of non-profit organization.

1.2 Objectives of the Study

The objectives of the study are as follows;

1. To analyse the effect of personal values and organizational values on person-organization fit in local NGOs
2. To examine the effect of person-organization fit on organizational commitment in local NGOs
3. To examine the effect of person-organization fit on ethical work behavior in local NGOs

1.3 Scope and Method of the Study

There are three types of civil society organizations in Myanmar; community-based organizations, local and international nongovernmental organisations (NGOs). This study only focus on the local NGOs in Myanmar, it is interchangeably called civil society organizations (CSOs). It is estimated that there are a total of 270 Local NGOs in Myanmar (Save the Children, 2003). Among them 20 Local NGOs is randomly selected from 270 LNGOs and 6 staff are also randomly selected from all staff of each LNGO and

are surveyed. And two stages sampling is practiced in this survey.

Primary data is collected from selected 120 staff with mail interviews method by using structured questionnaire. Secondary data is collected from relevant websites and official publications. Multiple Linear regression method is applied to data analysis and 5-point Likert scale is used. The additional information which is relevant and applicable to this study is also collected from related books, previous studies, and websites.

1.4 Organization of the Study

In this paper, there are five chapters. Chapter (1) is the introduction which involves rationale of the study, objective of the study, scope and method of the study and organization of the study. The theoretical background and the conceptual framework of the study is presented in chapter (2). Chapter (3) presents profile of twenty local non-profit organizations in Myanmar as well as the survey's results on personal value of employees and organization value. Chapter (4) discusses about the analysis on person-organization fit, ethical work behavior and organization commitment of employees in local NGOs. Finally, chapter (5) involves the conclusion with the findings, discussions, suggestions and recommendations and needs for further research.

CHAPTER 2

THEORETICAL BACKGROUND

Generally, one of the biggest confrontations of staff of Local NGOs is to ensure the welfare of the communities they serve. Their major responsibility is to deliver the services effectively and efficiently that are entrusted to them by donors. They are to be accountable to the beneficiaries, their organizations as well as to the donors. Because staff are the vital resource of the organization. Most organizations tend to prioritize systems and profit rather than employees. Staff commitment is important because high levels of commitment lead to favorable organizational outcomes. The aim of Chapter II is to present the review of relevant literature on ethical concepts, personal values, organizational values, value congruence, and organizational outcomes such as ethical work behavior and organizational commitment.

To be able to understand the relationship between values and behavior, there is a need to clarify as to what values speak for. Values can be interpreted as what is socially and personally desirable and worthy. Rokeach states that values are stabilized beliefs about personally or socially acceptable behavior or end states of conduct (Rokeach, 1973). These are the concepts of what individuals accepted to be good and righteous (Suar & Khuntia, 2010, p. 443). The culture of society has constituted agreement as to what is considered right and acceptable among its members (Williams, 1979). Therefore, individuals tend to comply to what is considered acceptable within their culture.

Their acceptance of societal values is reflected in their daily behaviors, the decisions that they make, and in how they govern themselves throughout life. Values are the principles, goals, and standards of society that members within a culture accept to be intrinsically worthy (Hatch & Cunliffe, 2006). Value influence how individuals live their lives both professionally and personally. They impact their attitudes, their approach to life situations, their relationships, their interactions with people and within settings, and the meaning they assign to situations and the behaviors of others. Suar and Khuntia stated that values are the key drivers of personal, social, and professional choices (2010 p. 443).

In his introduction to value theory, Schwartz argues that when a person thinks of values, a person think of what is important to them in their lives (e.g., security, independence, wisdom, success, kindness, pleasure). A particular value may be very

important to one person, but unimportant to another (Schwartz S.H 2006). The key features of basic values was summarized as values transcend specific actions and situations. They are abstract goals. The nature of values refer to specific actions, objects, or situations and guide the selection or evaluation of actions, policies, people, and events. That is, values serve as standards or criteria (Schwartz S.H 2006).

Ethical Behaviour is defined as acting in ways consistent with what society and individuals typically think are good values. It is to be good for business and involves respect for key moral principles including honesty, fairness, equality, dignity, diversity and individual rights (Dictionary, 2019). Numerous scholars have argued that behavior is a result of several factors, including values. Connor and Becker (1979) argued that values provide the foundation for personal opinions that lead to the reinforcement of decision-making behaviors (Connor et al., 1979).

Williams also (1979) stated that values, when fully conceptualized, become criteria for judgments, preferences, and choices. Because values have long been viewed as an important determinant of human behavior (Busacca, Beebe, & Toman, 2010; Schwartz, 1994). An investigation of fit between the personal values of the staff of local NGOs and organizational values may help to better understand the factors that affect ethical work practices and behaviors among those staff of local NGOs.

Chapter II provided an overview of the literature that formed the basis for this study. The followings were discussed and defined in relation to the effects of P-O fit on behavior and commitment: (a) personal values of people working at organization, (b) organizational values, (c) person-organization fit, (d) ethical work behavior, (e) organizational commitment, (f) literature review of previous study, and (f) conceptual framework. The purpose of this research was to examine how shared values between the staff of CSOs and the organizations in which they work may impact the outcomes of perceived ethical behaviors and organizational commitment.

2.1 Personal Values of People Working at the Organizations

When ones think of values, they think of what is important to them in life. Each of everyone holds numerous values (e.g., achievement, security, benevolence) with varying degrees of importance. A value may be very important to one person but unimportant to another person. Schwart asserts that values guides attitudes and behaviors (Schwartz,

1992, 1996). Values influence action when they are relevant in the context and important to the actor.

In addition, personal values are desirable, trans-situational goals that serve as guiding principles in peoples' lives (Kluckhohn, 1951; Rokeach, 1973; Schwartz, 1994). This study of Thomas (2013) is established from several assumptions about values, which include the following aspects:

1. Values influence human behavior and help to determine how an individual ought or ought not to behave or act (judgments, evaluations, and attitudes).
2. Intrinsic worthiness of values determines external behavior.
3. People seek worthiness in activities that they engage in professional and principles.
4. Values are drivers of personal, social, and professional choices and behaviors.
5. Professional alignment with organizations that exemplify fit of values fosters a climate that supports ethical behaviors and practices and organizational commitment (Thomas, 2013).

In the development of their Contingency Model of Decision Making, Ferrell and Gresham (1985) cited values and attitudes as individual factors that influence decision making. Later, Fritzsche (1991) specified instrumental and terminal values as the initial input for his Model of Decision Making Incorporating Ethical Values that more thoroughly explained the process of ethical decision making (Fritzsche & Oz, 2007). The research of Ferrell and Gresham (1985) and Fritzsche (2004) supported the idea that values are key ethical building blocks of the choices made by the decision maker. Values impact how people feel about themselves, their work, and their organizations (Posner & Schmidt, 1993). The congruence between personal values and values that are encouraged on an organizational level could serve as a foundation for understanding ethical practices and work behaviors that affect all stakeholders.

2.2 Organizational Values

In the study of "Organizational Cultural Competence", the authors (2006) defined the Organizational Values as expressions and actions that demonstrate the organization's perspective and attitudes regarding the worth of cultural competence and commitment. It

is an indication of how the organization intends to serve the community appropriately (Maya Harper, 2006). Some researchers have suggested that organizational values have a great influence on the lives of employees as well as the performance and success of organizations (Pedersen & Sorensen, 1989; Peters & Waterman, 1982). Posner et al (1985) maintain that clearly articulated organizational values do significantly affect the organization's performance (Khatib, 1996). Deal and Kennedy (1982) argue that value provide the foundation for an organizational culture. They are the manifestation of culture and not the culture itself (Davis, 1984; Hofstede et al., 1990). They observe that organizations succeed because their employees were able to identify, accept, and act on their organization's values. Schein (1985) hold that values provides principles that guide employee behaviors. Organizational values also influence employee choices and contribute meaning to actions and behaviors (Enz, 1986).

Organizational values are instrumental to the success of the organizations because they guide employee choices for behavior and provide meaning to their actions. The success of many organizations can be attributed to the ability of their employees to identify with the act upon the organization's values (Deal & Kenedy, 1982).

Research conducted by Liedtka (1989) argued that organizational value systems play a critical role in establishing the foundation upon which ethical dilemmas of managers are played out. Organizational values were defined by Liedtka (1991) as “individual member’s perceptions of the important principles, which in his or her opinion, guide the behavior of the organization”. According to Hill and Jones, organizational values are discussed in the context of beliefs and ideas about what kinds of goals members of an organization should pursue, as well as ideas about the appropriate kinds or standards of behavior organizational members should use to achieve these goals (Hill et. al., 2001). According to Schein (2010), culture can be viewed as the foundation for social order, and rules have been implemented by organizational leaders with the expectation that organizational members would follow them (Schein, 2010).

Organizational values are organizational norms, guidelines, or expectations which therefore show appropriate kinds of behavior by employees in particular situations. In essence, organizational values serve as a measurement of an organization’s culture—how things ought to be, and how members or the organization are expected to behave (McDonald & Gandz, 1991; Suar & Khuntia, 2010).

2.3 Person-Organization Fit

Bright (2008) maintained in his study that P-O Fit is one of the most widely studied topics in the field of organizational behaviour and general management. Person-Organization fit is defined as the compatibility between people and organizations that occurs when at least one entity provides what the other needs or they share similar basic characteristics or both (Kristof-Brown, Zimmerman and Johnson (2005). The extent to which individual values match those of the organization is considered fit (Dawis & Lofquist, 1984), also referred to as P-O fit (Chatman, 1989; Verquer, Beehr, & Wagner, 2003).

P-O fit happens when the organization meets employee's needs, whereas from all abilities-demands perspective, there is congruence between person and organization, when the employee possesses and demonstrates the abilities to meet organizational demands (Kristof, 1996). The scholars has argued these two perspectives suggesting that needs and abilities compose the “person” angle, and supplies and demands the “job” angle of the P-O fit research. He expressed needs in terms of employees’ desires, goals, values, interests and preferences, and abilities in terms of aptitudes, experience and education (Cable & Edward, 2004).

According to Argyris (1957), P-O fit to show that an individual’s organizational behavior is the result of interaction between the organization and the individual. Argyris (1964) also pointed out the relevance of incongruence and its impact on motivation and productivity, and emphasized the importance of matching the organization to the person. More significantly, he encouraged the re-structuring of organizations to promote perceived control and involvement of individuals in the decision-making process, which could help to reduce incongruence. The above strategy would show more positive outcomes within organizations (Argyris, 1964).

However, the interactional model suggests that the focus is also on how people affect situations (Schneider, 1987) and that a mismatch in characteristics can impact the culture or norms within the organization. The lack of acknowledgement that people do affect situations has left a gap in the exploration of interactional research. A P-O fit model proposes “treating organizational values and norms as the situational part of the model. On the person side, individual values and some personality characteristics are studied (Chatman, 1989, p. 335). P-O fit was defined by Chatman as the “congruence between the

norms and values of organizations and the values of persons” (1989, p. 339). Conceptually, when assessment of fit is determined and established, behavioral outcomes, organizational changes, values, and norms can be predicted (Chatman, 1989). The P-O fit model considers the extent of agreement between the person and the organization and, based on fit, identifies determinants of behavior within the organization.

2.4 Ethical Work Behavior

The scandals ranging from businesses to athletic teams and religious organizations have provided widespread interest in ethical and unethical behavior in organizations. Stakeholders, including communities and governments, have put increasing pressure on organizations to manage employees’ behavior in ways that could reduce individuals’ illegal and unethical conduct. In the last 20 years, researchers have focused more attention on the social scientific study of ethical and unethical behavior in organizations and have produced a body of research that is informative and useful (Linda, 2006).

Ethical Behaviour is defined as acting in ways consistent with what society and individuals typically think are good values. Ethical behaviour is supposed to be good for business and includes demonstrating respect for key moral principles that comprise honesty, fairness, equality, dignity and diversity (Business Dictionary, 2019). Numerous scholars have argued that behavior is a result of several factors, including values. Connor and Becker (1979) suggested that values provide the foundation for individual opinions that lead to the development of decision-making behaviors.

The author stated that values, when fully conceptualized, become criteria for judgments, preferences, and choices. Because values have long been viewed as an important determinant of human behavior (Busacca, Beebe, & Toman, 2010; Schwartz, 1994). An investigation of fit between the personal values of the staff of local NGOs and organizational values may help to better understand the factors that affect ethical work practices and behaviors among those staff of local NGOs.

2.5 Employee Commitment

If employee is engaged actively in the work, there is work commitment and organizational commitment leads to self –efficacy. In order to enhance employees work

engagement, knowledge and commitment, the organization can take proactive measures such as provide effective training, counselling, effective communication and leadership skills.

Organizational commitment refers to an employee's level of identification and involvement in the organization (Mullins, 1999). Meyer and Allen (1997) defined organizational commitment as a psychological state that characterizes employee's relationship with the organization to continue membership in the organization. According to Meyer and Allen's (1997) three-component model of commitment, there are three types of an employee's commitment to the organization: affective, continuance and normative commitment (Meyer et al., 1997).

2.5.1 Affective Commitment

Affective commitment indicates employees' perception of the emotional attachment or identification with the organization. Employees who have a strong level of affective commitment continue to stay at an organization because they want to. The norm of affective commitment rooted in several earlier conceptualizations of commitment. Kanter (1968) described commitment as the attachment of an individual's fund of affectivity and emotion to the group, and Buchanan (1974) referred to as affective attachment to the goals and values of the organization. Finally, an affective attachment was defined by Mowday and peers (1979) as the relative strength of an individual's identification with and involvement in a particular organization (Mowday, Steers & Porter, 1979).

2.5.2 Normative Commitment

The employees' perception of their normal obligation to the organization is called normative commitment. The definition described this type of commitment as "behaviors that are socially acceptable that exceed formal authority" (Wiener & Gechman, 1977) or "the moral obligation to stay with the company (Marsh et al., 1977). The Normative Commitment describes individuals who stay in an organization because it is the right and moral thing to do so (Meyer et al., 1991).

2.5.3 Continuance Commitment

Continuance commitment attributes to employees' perception of the cost of leaving the organization to another place. Becker (1960) proposed a definition of commitment that was rooted in a type of cost analysis between investments in and cost of leaving work. Kanter (1968) introduces a similar construct which included the "profit associated with continued participation and cost of leaving." Continuance Commitment in the Meyer and Allen model includes that individuals know the costs of leaving an organization and they then stay at the organization because they are not able to leave (Meyer et al., 1991).

2.6 Empirical Studies

Literature review is conducted on the theoretical background and previous related studies. The researcher has used value congruence to study P-O fit because values are enduring characteristics for both individuals and organizations as well as it can predict a variety of outcomes and behavioural intentions (Chatman, 1991).

2.6.1 Background Theories

In this Study, the three models of Person-organization fit and its consequences (ethical background approach) are reviewed related to studies of Chatman's Interactional Model of person-organization fit, Venkatraman's Conceptual Model of six different viewpoints of fit and Liedtka's Congruency Theory.

2.6.2 Chatman's (1989) Interactional Model

There is a need to understand P-O fit in order to clarify the interaction between the individual and the organization. The theoretical foundation of this research is Chatman's (1989) comprehensive theory of P-O fit, which she labeled an "interactional model." The model is considered interactional because it takes into consideration aspects of both the person and the organization (or situation). Chatman (1989) defined P-O fit as the congruence between the norms and values of organizations and the values of persons (Chatman, 1989). Chatman's Interactional Model considered the fit between a compilation

of organizational characteristics and those of individuals, which were considered predictor variables.

The model also assessed outcome variables such as tenure, extra-role behaviors, and value change, which were considered criterion variables. Chatman (1989) proposed an instrument to measure P-O fit called the Organizational Culture Profile (Chatman, 1989).

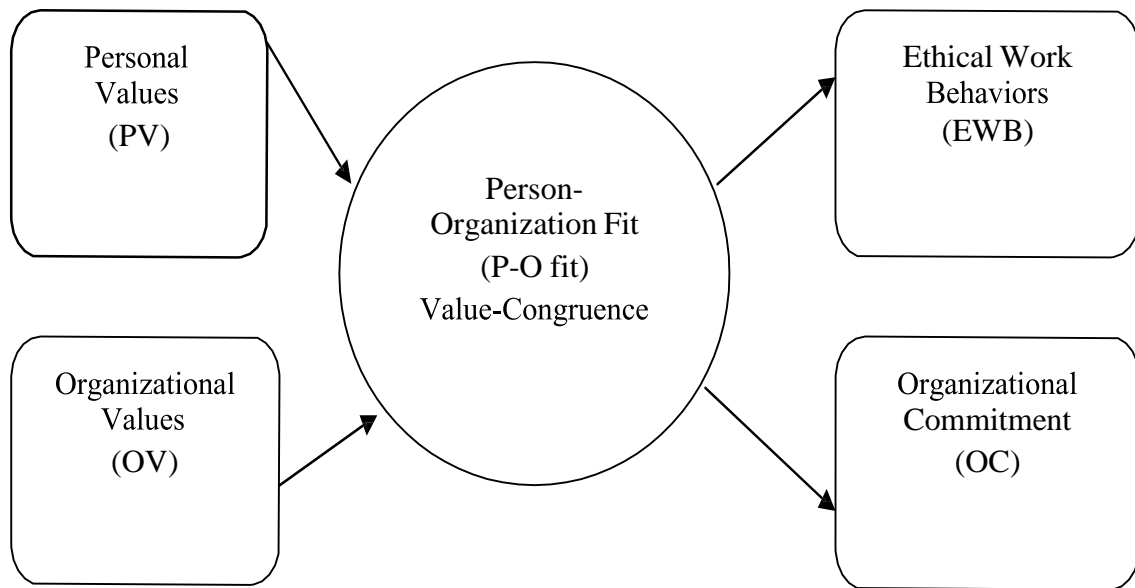
Venkatraman (1989) provided a conceptual framework that showed six different viewpoints of fit: moderation, mediation, matching, gestalts, profile deviations, and covariation. He proposed that each of these perspectives warranted specific methodologies. He suggested the conceptual framework identified moderation, mediation, and profile deviation perspectives for criterion-specific, whereas matching, gestalts, and covariation perspectives were characterized as criterion-free. He argued that two scales provided the basic foundation of the framework and the specifics of the functional form of the fit-based relationship and the number of variables (Venkatraman, 1989).

Liedtka (1989) introduced the Four Quadrant Congruency theory and his model was not a theory of P-O fit, but it led to later empirical P-O fit research. Liedtka's four quadrant model considered individuals' values to be internally contending whereas organizational values were considered contending (Liedtka, 1989). Liedtka theorized that a person in Quadrant I would experience internal value conflict and would seek a frame of reference that would be identified within the strong culture of the organization. Liedtka's theory was framed in the context of a situation in which an employee needs to make a decision. Therefore, the employee who experiences internal value conflict upon receiving feedback from the culture of the organization in turn behaves in keeping with the organization's values. Quadrant II illustrates the conflict of values between both the person and the organization; therefore, the individual feels confusion as a result of the lack of strong organizational culture. In Quadrant III, both the individual and the organization have strong values that are convergent or fit. This quadrant resembles the concept of P-O fit, although Liedtka did not use the term. In Quadrant IV, the author contended that the organizational culture is weak as a result of contending values, but the individual experiences internal value consonance. Liedtka suggested that when there is high fit between personal consonant values and organizational consonant values, then rarely would conflict be expected in the context of decision making (Liedtka, 1989).

In the study, Chatman presented the conceptual framework showing person-

organization fit and Figure (2.1) shows the conceptual framework of Chatman, 1989.

Figure (2.1) Conceptual Model of Person-Organization Fit



Source: Chatman (1989)

The Figure (2.1) is a conceptual illustration of person-organization fit and it illustrates the previous study that examined the influence of personal and organizational values (personal and organizational) and how the interaction (fit) between the two translated into perceptions of organizational behavior and commitment among substance abuse counselors. The researchers who have attempted to explain behavior in organizations have concluded that individual's behavior is a function of interaction between both individual and situational variables (Chatman, 1989; O' Reilly et al., 1991; Schneider et al., 1995). It explains the findings of previous study investigation which supported that the interaction between substance abuse counselors' personal values and organizational values influenced their ethical work behaviors and organizational commitment.

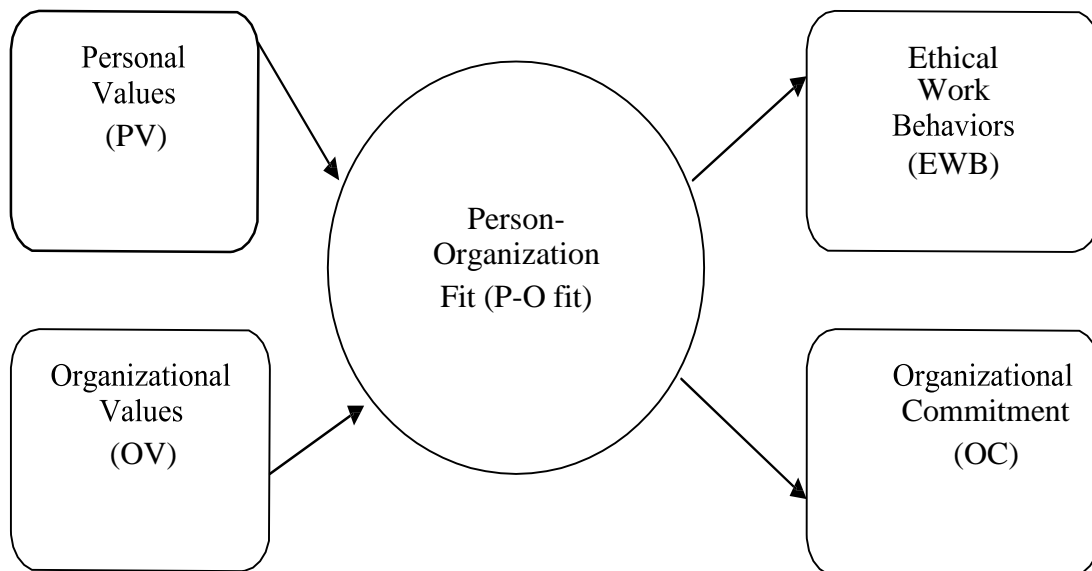
Overall, the findings of previous study served to extend the current understanding of the relationship between personal values and organizational values and how they contribute to the ethical work behaviors and organizational commitment of substance abuse counselors. Furthermore, the findings have also provided support for the assertion that P-O fit may be a tool to be considered when aiming to improve ethical work behavior and organizational commitment within substance abuse treatment organizations.

The findings from the literature review concluded that personal values, organizational values, and the congruence of these values do affect ethical work behaviors and organizational commitment. The best explanation for the findings of this investigation was that person-organization value congruence has a place in influencing ethical work behaviors and organizational commitment of substance abuse counselors.

2.7 The Conceptual Framework

The conceptual framework of Chatman is adopted in this study to analyse the context of local non-governmental organizations in Myanmar. Figure (2.2) shows the conceptual framework of the study.

Figure (2.2) The Conceptual Framework of the Study



Source: Adopted from Chatman (1989)

Figure 2.2 is a conceptual framework of person-organization fit. The figure illustrates how the interaction (process) between the staff's personal values, and organizational (input) influence organizational commitment and ethical work behaviors (outcomes). The staff may sustain specific personal values that they believe to be worthy such as honesty, kindness, loyalty, spirituality and religion, whereas, the local non-governmental organization may also hold organizational values that may be similar to their employees. Figure 2.2 demonstrates how input of both the personal values of the staff and the values of the local non-governmental organization engage in an interactional

process in which the fit of the values (value congruence) of both the person and the organization may lead to positive outcomes such as ethical work behaviors and organizational commitment.

CHAPTER 3

PERSONAL VALUES AND ORGANIZATIONAL VALUES IN LOCAL NGOS IN MYANMAR

This chapter introduces the evolving context of local non-governmental organization in Myanmar. The paper is studying twenty local non-governmental organizations which are implementing different activities from different sectors in Myanmar such as education, health, disaster risk reduction, capacity building, advocacy, land related issues, peace and good governance.

Local Non-Governmental Organizations are active in Myanmar at both the national and local levels, including in ethnic minority areas. In the aftermath of Cyclone Nargis in May 2008, pre-existing and new Myanmar local organization networks organized and greatly expanded as they worked to help survivors. They have developed into a significant positive force in the country. Since the 2011 reform process began, the Myanmar government has granted greater latitude to civil society groups, with new opportunities for them to increase their activities to help people claim their rights, including in local communities. Some organisations have been able to engage with the government, although others find it difficult to do so (Myanmar Centre for Responsible Business, 2014).

An opening opportunity for a more political engaged civil society can be observed after 2010. Both the elections in 2015 and the political reforms towards a more democratic system created high expectations about democratic advancement, including opportunities for civil society development, and respect for human rights. However, the role of local NGOs and its relation with authorities still remain unclear. The current context is characterised by the co-existence of opportunities for local NGOs to engage with public authorities in policy decision-making and implementation processes with elements of shrinking space for civil society participation in the public arena in the more general sense (European Strategy, 2018).

Most local organizations in Myanmar are still small- to medium-sized organisations that, even with their limited capacities, play key roles in the provision of basic services for the poorest, most disadvantaged and excluded populations and, more recently, in holding public authorities accountable at the local level. Nevertheless,

through foreign funding during military rule, capacity development programmes and grants for studying abroad some local organizations have grown into large and well-structured organisations that support the development of smaller local CSOs through highly effective networking systems (European Strategy, 2018).

3.1 Profile of Local NGOs

Table (3.1) shows the demographic factors of selected twenty local NGOs. Most selected organizations are found after 2000 and mostly based in Yangon. As show in Table (3.1), the surveyed organizations are implementing different activities from different sectors in Myanmar such as education, health, disaster risk reduction, capacity building, advocacy, land related issues, peace and good governance

Table (3.1) Profile of Local NGOs

Sr. No	Name of Organizations	Year of Establishment	Sectors
1	Metta Development Foundation	1998	Humanitarian Response, Peace, Skill trainings, Research and Advocacy
2	Naushawng Development Institute	2009	Democratic transition, peace building, Sustainable development, education, advocacy, research and policy development analysis,
3	Local Resource Center	2008	Humanitarian and Development, Human Rights, Good Governance, Civic Engagement, Policy Advocacy
4	Capacity Building Initiative	2001	Capacity and Skill Training and Workshops
5	Gender Equality Network	2008	Capacity Building, Gender Resource Center, Advocacy, Research and Publication
6	Ar Yone Oo	2008	Livelihood and Food Security, Disaster Response
7	Pandita Development Institute	2011	Civic Engagement, Democracy Promotion,

Sr. No	Name of Organizations	Year of Establishment	Sectors
8	Loka Ahlinn	2006	Education and capacity building Agriculture and livelihood Community development Emergency aid/Humanitarian assistance
9	Htoi Gender and Development Foundation	2005	Women Empowerment, Gender Equality, Training and Research
10	Scholar Institute	2004	Capacity Building, Advocacy, Civic Education
11	Karen Development Network	2004	Education supports, Trainings, Community Development , Civic Education
12	NGO Gender Group	2000	Promoting Gender Equality and Women Empowerment, Advocacy and Capacity Building
13	Padei Tha Moe	2010	Capacity Building and Livelihood, Land and Advocacy
14	Paññā Institute	2015	Capacity Building and Research
15	Shwe Min Tha Foundation	2012	Rehabilitation for Disable People
16	Karuna Myanmar Social Service	2002	Education, Health, Livelihoods, Social Protection, Disaster Risk Reduction and Emergency.
17	Myanmar MSM network	2009	HIV/AIDS awareness
18	Paung Ku	2007	Community development and service delivery, Peace, social justice and human rights, Land, responsible investment and environmental protection;
19	Nyein (Shalom) Foundation	2000	Mediation, Peace and Development
20	Swan Yee Development Foundation	2006	Disaster Risk Reduction, Livelihood and Infrastructure

Source: Survey Data (2019)

3.2 Profile of Respondents

Demographic information of respondents have very significant role to play in expressing and giving the response about the problem. Keeping this in mind a set of demographic information of the respondent have been examined and presented in this study. Result of demographic examinations are presented in Table (3.2)

Table (3.2) Respondents Working in Local NGOs

Demographic Factors		No. of Respondents	Percentage
Total		120	100
Gender	Male	50	41.67
	Female	70	58.33
Age	19-25	24	20.00
	26-30	37	30.83
	31-40	40	33.33
	40 +	19	15.83
Position	Administrative Position	30	25.00
	Project Management	35	29.20
	Manager Position	40	33.33
	Executive Position	15	12.50
Years in Organizations	6 months -1 year	7	5.83
	1 – 2 years	43	35.83
	3-4 years	46	38.33
	Above 5 years	24	20.00
Education Level	Undergraduate	5	4.17
	Bachelor Degree	85	70.83
	Master Degree	28	23.33
	Doctoral Degree	2	1.67

Source: Survey Data (2019)

According to Table (3.2), a total of 120 employees responded to the questionnaires of the study. The female respondents are 58% and the rest of 42% are male respondents.

As per analysis of demographic data, majority of respondents are ages between 30-40 years working professionals with good education level and working in the organization more than two years and above. The second largest group is between 26-30 years representing 30.83% of the employees.

The majority of the 70.83% respondents in this study were educated with bachelor's degree and the second largest respondents of 23.33% are educated with Master's Degree. This shows that the majority of the study respondents were adequately educated.

3.3 Personal Values of Employees in Local NGOs

Personal values of employees are important that lead toward person-organization fit. In order to find out personal values of employees in twenty local NGOs, structured questionnaire was used. The standard deviation, percentage and mean scores of the personal values factors are presented in the study based on findings. In this study to find out the effect of personal values in twenty local NGOs, 120 employees have been surveyed. The results are shown in Table (3.3) based on survey findings.

According to personal values of employees, as survey results shown in Table (3.3), the mean for the Personal Values Scale was 3.73 with a standard deviation of 0.56. The means and standards deviation for the scales focused on the distribution properties of the responses indicated by respondents. The mean scores represent overall measures of personal values. The standard deviations indicate an acceptable distribution of responses within the samples.

As show in Table (3.3), employees felt that they always admire the persons who are having the ability to lead others with the highest mean score of (3.96). This clearly indicates that the employees in the local non-governmental organization has a strong admiration on the other. The second highest group with the mean score of (3.93) are those who are developing new and different ways of doing things. The lowest mean score of (3.43) are those who respected by people who are themselves worthwhile.

Table (3.3) Personal Values of Employees in Local NGOs

Sr. No.	Personal Value of Employees	Mean	Std. Deviation
1	Get along with all kinds of people	3.73	0.87
2	Studying to become a well-educated person	3.45	0.79
3	Defending the honor of one's group	3.73	0.80
4	Respected by people who are themselves worthwhile	3.43	0.95
5	Always being patient with people	3.87	0.85
6	Working and living in harmony with other people	3.78	0.77
7	Working hard to achieve academic honors	3.65	0.73
8	Having the ability to lead others	3.96	0.80
9	Practicing self-control	3.91	0.72
10	Developing new and different ways of doing things	3.93	0.85
Overall Mean		3.73	

Source: Survey Data (2019)

3.4 Organizational Values of Local NGOs

Organization values are important that lead toward person-organization fit. In order to find out Organizational values of twenty local NGOs, structured questionnaire was used. The standard deviation, percentage and mean scores of the Organizational values factors are presented in the study based on findings. In this study to find out the effect of Organizational values in twenty local NGOs, 120 employees have been surveyed. The results are shown Table (3.4) based on survey findings.

Regarding the organization values of local NGOs, as survey result shown in Table (3.4), overall mean of organizational values is 3.87 and it can be interpreted that employees are highly valued by the organization they are working at. The agreement of employees on inspiring work vision, mission and philosophy has highest mean of 4.08 which means the organizations surveyed have inspiring work vision, mission and philosophy. It can be interpreted that in the non-profit organizations, employee are happy to work in the organizations which have inspiring vision, mission and philosophy.

Table (3.4) Organizational Values of Local NGOs

Sr. No.	Organizational Values of Local NGOs	Mean	Std. Deviation
1	Receive timely help from their superiors	3.86	0.86
2	Devoted to the job are valued	3.84	0.96
3	Inspiring work vision, mission and philosophy	4.08	0.84
4	Provided with personal responsibility, relying on morality	3.79	0.87
5	Encourages open knowledge and information sharing	3.93	0.95
6	Tolerance is encouraged	3.86	0.98
7	The employees are respected	3.59	0.92
8	Morality of the employees is valued	3.74	1.10
9	Meaningful public objectives are completed	3.79	0.87
10	Initiatives & new ideas are valued	3.92	0.95
Overall Mean		3.87	

Source: Survey Data (2019)

Moreover, employees' perception on the encouragement of open knowledge and information sharing of organization has the second highest mean of 3.93 and which means employees feel that their knowledge and information sharing are valued by the organizations. The lowest mean score of 3.59 are those who feel they are less respected because most of the respondents are above 30 years of ages working in the organization and all employees are given equal opportunity.

CHAPTER 4

ANALYSIS ON PERSON-ORGANIZATION FIT IN LOCAL NGOS

This chapter consists of two major parts; analysis on person-organization fit, organization commitment and ethical work behavior; and analysis on relationships among variables such as person-organization fit, organization commitment and ethical work behavior.

4.1 Person-Organization Fit

Descriptive method is conducted to analyze the person-organization fit in local NGOs. The results are show in Table (4.1).

Table (4.1) Person-Organization Fit

Sr. No.	Person- Organization Fit (P- O Fit)	Mean	Std. Deviation
1	Values match those of the organization	3.86	0.98
2	Like working in this organization	3.60	0.89
3	Intend to remain with the organization	3.78	1.05
4	Employees like their job	3.78	0.86
5	Recommend this organization to friends	3.93	0.91
6	Working for this organization three years from now	3.85	0.86
7	Organization reflects values and personality	3.85	0.97
8	Satisfied with the job	4.08	0.85
9	Not thought seriously about changing organizations	3.92	0.98
10	World tell friends to work for this organization	3.90	0.76
Overall Mean		3.85	

Source: Survey Data (2019)

Regarding the person-organization fit of local NGOs, as survey result shown in Table (4.1), the employees' satisfaction with their job has the highest means score of 4.08 and which mean employees working in the local NGOs are satisfied with their current

job. Employees who like working with their organization has lowest impact with mean score of 3.60. This implies that even employees are satisfaction with their current job there are still a few employees who has low interest of working with their organization. The values of employees match those of their organization have the mean score of 3.85 and the values and personality of the organization reflect their own values and personality with the mean score of 3.85 respectively, and this implies that employee's value are considered to be in line with that of their organizational value.

As well, according to the depicted data, majority of the respondents agreed that they would recommend this organization to their friends as a good place to work with a mean of 3.93.

4.2 Organizational Commitment

Descriptive method is conducted to analyze the organization commitment in local NGOs. Below Table (4.2) describes the finding of mean and standard deviation score of effect of organization commitment employee in their organizations.

Table (4.2) Organizational Commitment

Sr. No.	Organization Commitment	Mean	Std. Deviation
1	Put in effort to help this organization be successful	3.84	0.85
2	Talk this organization to friends as great	4.14	0.79
3	Loyal to this organization	3.78	0.81
4	Accept any type of job assignment	3.92	0.73
5	Employees' values and the organization's values similar	3.97	0.85
6	Proud to tell others of this organization.	3.93	0.77
7	Would not work for a different organization	3.64	0.73
8	Organization inspires the way of job performance.	3.67	0.75
9	Not leave this organization.	3.70	0.78
10	Glad to choose this organization to work for	3.78	0.75
Overall Mean		3.84	

Source: survey data (2019)

The majority of respondents answered they would talk up this organization to their friends as a great organization to work for with the highest mean score of 4.14. The respondents also answered that their values and the organization's values are very similar with the mean score of 3.97 and most respondents are proud to tell others that they are part of this organization with the mean score of 3.93 respectively.

4.3 Ethical Work Behavior

Descriptive method is conducted to analyze the ethical work behavior in local NGOs. Below Table (4.3) mentions the mean score and standard deviation of each question on ethical work behavior.

Table (4.3) Ethical Work Behavior

Sr. No.	Ethical Work Behavior	Mean	Std. Deviation
1	Unethical behavior is punished	3.79	0.91
2	What is best for every in this organization.	4.06	0.77
3	Concerned about the beneficiaries' and public's interest	3.98	0.83
4	Required to read and understood the ethics code	3.88	0.80
5	The major responsibility is to consider efficiency first	3.93	0.88
6	Follow strictly the organization's rules and procedures	3.80	0.83
7	Decided for themselves what is right and wrong	3.65	0.72
8	Strictly follow legal or professional standards	3.63	0.78
9	Concerned about what is best for others	3.70	0.83
10	The boss not always right in this organization	3.74	0.75
Overall Mean		3.82	

Source: Survey Data (2019)

According to the Table (4.3), all of the mean values are above, the minimum is 3.63, the maximum mean value is 4.06, and the average mean value is 3.82. Therefore, the study revealed that respondents are agree on the ethical work behavior on their organization. The majority of the respondents agreed that their major consideration is what is best for every in their organization with the highest man score of 4.06. The lowest

mean score of 3.63 responded that in their organization, people are expected to strictly follow legal or professional standards, which indicated that everyone is treated as adult with the freedom of their personal ethical standard.

4.4 Effect of Personal Value and Organizational Value on Person-Organization Fit

In this study, multiple linear regression method is applied to analyze the effect of personal value and organizational value on person-organization fit. The results are show in Table (4.4).

Table (4.4) Effect of Personal Value and Organizational Value on Person-Organization Fit

Variable	Unstandardized Coefficients		β	t	Sig	VIF
	B	Std Error				
(Constant)	0.236	.090		2.623	0.010	
Personal Value	0.045	.030	.038	1.500	0.136	1.681
Organizational Value	0.899***	.024	.953	37.860	0.000	1.681
R Square	.956					
Adjusted R Square	.955					
F value	1267.060					
Durbin-Watson	1.842					

Source: Survey Data (2019)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10%level

According to Table (4.4), the specified model could explain well about the variation on the personal value and organizational value to person-organization fit since the value of R^2 is about 95 percent. The model can explain 95.5 percent about the variance between the independent variable and dependent variable because Adjusted R square is 0.955. The value of F tests, the overall significance of the model, is highly significant at 1-unit level. This specified model can be said valid.

Personal value and organizational value of use factors are overwhelming person-organization fit. Personal value has expected positive sign but it not significant because coefficient value at more than 10 percent level (0.136). Organizational value has expected positive sign and significant coefficient value at 1 percent level increase in this would lead to an increase of person-organization fit. If there is an increase in forces of organizational value by 1 unit, this also increases person-organization fit by 0.89 unit.

In summary, the results show that the standard coefficient (Beta) of organization value has the great value of 0.954 out of two variables, indicating that organization value has contribution on person-organization fit. It means that the person-organization fit can be achieved if the employees value and organization value are matched. This is because, the organizations have values related to their inspiring work vision, mission and philosophy; employees are encouraged by their organizations for their open knowledge and information sharing; and received timely help from their supervisors and their morality are valued by their organizations.

4.5 Effect of Person-Organization Fit on Organizational Commitment

In this study, multiple linear regression method is applied to analyze the effect of personal value and organizational value on person-organization fit. The results are show in Table (4.5).

Table (4.5) Effect of Person-Organization Fit on Organizational Commitment

Variable	Unstandardized Coefficients		β	t	Sig	VIF
	B	Std Error				
(Constant)	1.485	.240		6.180	.000	
Person-Organization Fit	0.610***	.061	.675	9.933	.000	1.000
R Square	.455					
Adjusted R Square	.451					
F value	98.674					
Durbin-Watson	2.372					

Source: Survey Data (2019)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10%level

According to Table (4.5), the specified model could explain well about the variation on the person-organization fit to organization commitment since the value of R^2 is about 45 percent. The model can explain 45.1 percent about the variance between the independent variable and dependent variable because Adjusted R square is 0.451. The value of F tests, the overall significance of the model, is highly significant at 1-unit level. This specified model can be said valid.

As per result person-organization fit factors has expected positive sign and significant coefficient value at 1 percent level and increase in this leads to an increase of organization commitment positively. If there is an increase in forces of person-organization fit by 1 unit, this also increases employee commitment by 0.61 unit.

According to the regression result, the standard coefficient (Beta) of person-organization fit has the great value of 0.675, indicating that the person-organization fit has great influence on organizational commitment. This is because the results of person-organization fit reveals that most employees in the local NGOs felt that they are satisfied with their job, they intend to remain within their organization and they would recommend their organization to their friends, organization reflects employee's own values and personality, which results to stronger in their organizational commitments.

4.6 Effect of Person-Organization Fit on Ethical Work Behavior

In this study, multiple linear regression method is applied to analyze the effect of personal value and organizational value on person-organization fit. The results are show in Table (4.6).

According to Table (4.6), the specified model could explain well about the effect of person-organization fit on ethical work behavior since the value of R^2 is about 4 percent. The model can explain 0.04 percent about the variance between the independent variable and dependent variable because adjusted R square is 0.038. The value of F tests, the overall significance of the model, is highly significant at 1-unit level. This specified model can be said valid.

Person-organization fit has expected positive sign and significant coefficient value at 1 percent level and increase in this would lead to positively increase in ethical work behavior.

Table (4.6) Effect of Person-Organization Fit on Ethical Work Behavior

Variable	Unstandardized Coefficients		β	t	Sig	VIF
	B	Std Error				
(Constant)	3.043	0.328		9.275	0.000	
Person-Organization Fit	0.201**	0.084	0.215	2.395	0.018	1.000
R Square	.046					
Adjusted R Square	.038					
F value	5.738					
Durbin-Watson	2.372					

Source: Survey Data (2018)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10%level

If there is an increase in forces of person-organization fit by 1 unit, this also increases consumer attitude by 0.201 unit only. It means that the regression result of person-organization fit on ethical work behavior suggests that person-organization fit has relatively positive contribution to ethical work behavior of employees in local NGOs. This is because, unethical behavior is always punished in the local NGOs as well as employees are expected to strictly follow legal or professional standard. Moreover, employees are required to acknowledge that they have read and understood the ethical code and conducted.

CHAPTER 5

CONCLUSION

This chapter concludes the study based on findings of Chapter 4, factors affecting person-organization fit on organization commitment and ethical work behavior. The suggestions, recommendation and need for further research are made based on analysis and findings from current study.

5.1 Findings and Discussions

The results of this study reveals a clear understanding of the effect of personal values and organizational values on person-organization fit in local NGOs, and the effect of person-organization fit on organizational commitment and ethical work behavior in local NGOs. In this study, both descriptive and analytical research methods have been used to explore the influencing factors, the effect of person-organization fit on organizational commitment and ethical work behaviour in local NGOs.

According to survey data concerning the personal value, employees felt that they always admire the persons who are having the ability to lead others, practicing self-control and who are developing new and different ways of doing things. With regards to organization values, the employees felt that they are highly valued by the organization they are working and they are happy to work in the organizations which have inspiring vision, mission and philosophy. Moreover, employees' perception on the encouragement of open knowledge and information sharing of organization has the second highest mean and which means employees feel that their knowledge and information sharing are valued by the organizations. Regarding the person-organization fit of local NGOs, the employees' satisfaction with their job has the highest means score and which mean employees working in the local NGOs are satisfied with their current job. Most employees felt that their values match those of their organization since the values and personality of the organization reflect their own values.

For organization commitment, the majority of respondents answered that they would talk up this organization to their friends as a great organization to work for and they felt loyalty to their organization. They also answered that they would not leave their

organization easily. Concerning the ethical work behavior, the study revealed that respondents agreed on the ethical work behavior on their organization. The majority of the respondents agreed that their major consideration is what is best for every in their organization.

Regarding regression results, the both personal values and organizational values have positive contribution on person-organization fit but only organizational values are significant. This indicates that person-organization fit can be achieved if the employees' works, morality, initiatives and new ideas are valued and respected by their organizations.

For the effect of person-organization fit on organization commitment, the person-organization fit has great influence on organization commitment. The more person-organization fit, the more it leads to the increment of employee commitment. This is because the results of person-organization fit reveals that most employees in the local NGOs felt that they are satisfied with their job, they intend to remain within their organization and they would recommend their organization to their friends. Moreover, the organization reflects employee's own values and personality, which results to stronger in their organizational commitments

With regard to the effect of person-organization fit on ethical work behavior, the person-organization fit has relatively positive contribution to ethical work behavior of employees in local NGOs because unethical behavior is always punished in the local NGOs as well as employees are expected to strictly follow legal or professional standard. Moreover, employees are required to acknowledge that they have read and understood the ethical code and conducted.

5.2 Suggestions and Recommendations

The outcomes of this study suggest that personal values and organizational values effect on person-organization fit. Moreover, the study also suggest that person-organizational fit effects on organizational commitment and ethical work behavior of the employees in the local NGOs. Personal value influences human behavior and help to determine how and individual out to behave. Likewise, the organizational values have a great influence on the lives of employees as well as the performance and success of organization. Thus, person-organization fit plays a prominent role in and organizational commitment and ethical work behavior.

Since person-organization fit has significant influence on employee commitment, in order for the local NGOs to have their employees stronger organizational commitments, the local NGOs should have clear vision and mission and always value the job of its employees. It should provide timely help to the employees and encourage open knowledge and information sharing. The morality, new initiatives and new ideas provided by employees should always be valued and respected.

5.3 Needs for Further Research

There were limitations to this investigation. The most notable limitations were due to (a) the small number of participations, (b) issues of survey sampling, and (c) geographic areas. The first limitation of the investigation was related to sample size. A sample of 120 respondents was obtained from 20 local NGOs. A larger sample size may have provided a better explanation of the variability that exists between the factors analyzed. A second limitation was that the survey was randomly collected from six employees of each organization.

Another limitation was that the survey was paramilitary collected from the Yangon based local NGOs. Many local organizations are based in different States and Regions of our country, it would be more appropriate to gain research insight from the different regional areas to understand specific employees' views on personal values and organizational values as well.

This study was primary looking at the effect of person-organization fit on employee commitment and ethical work behavior. Further studies should also be carried out and other factors could be investigated that might influence employee commitment and ethical work behavior.

REFERENCES

- Argyris, C. (1964). *Integrating the individual and the organization*. New York, NY: Wiley.
- Beauchamp, T. L., & Childress, J. F. (1994). *Principles of biomedical ethics* (4th ed.). New York, NY: Oxford University Press.
- Busacca, L. A., Beebe, R. S., & Toman, S. M. (2010). Life and work values of counselor trainees: A national survey. *Career Development Quarterly*, 59, 2-18.
- Ethical Behavior. *Business Dictionary Online*. In Business Dictionary (2019). Retrieved from <http://www.businessdictionary.com/definition/ethical-behavior.html>
- Cable, D. M., & Edwards, J. R. (2004). Complementary and supplementary fit: A theoretical and empirical integration. *Journal of Applied Psychology*, 89(5), 822-834.
- Chatman, J. A. (1989). Improving interactional organizational: a model of person organization fit. *The Academy of Management Review*, 14(3), 333–349.
- Civil Society Organisations and the Extractives Industries in Myanmar – A Brief Overview: Myanmar Centre for Responsible Business. Retrieved from <https://www.myanmar-responsiblebusiness.org/pdf/2014-10-11-Briefing-Paper-CSOs-and-Extractives-Industries-Myanmar.pdf>
- Connor, P. E., & Becker, B. W. (1979). Values and the organization: Suggestions for research. *Academy of Management Journal*, 18, 550-561.
- Cottone, R. R., & Tarvydas, V. M. (2007). *Counseling ethics and decision making* (3rd ed.). Upper Saddle River, NJ: Pearson Education, Inc.
- Dawis, R. V., & Lofquist, L. H. (1984). *A psychological theory of work adjustment*. Minneapolis, MN: University of Minnesota Press.
- Enz, C. A. (1986). *Power and shared values in the corporate culture*. Ann Arbor, MI: UMI Research Press.
- Fritzsche, D. J. (2007). Personal values' influence on the ethical dimension of decision making. *Journal of Business Ethics*, 75, 335-343. doi10.1007/s10551-006-9256-5

- Harper, M., Hernandez, M., Nesman, T., Mowery, D., Worthington, J., & Isaacs, M. (2006). Organizational cultural competence: A review of assessment protocols (Making children's mental health services successful series, FMHI pub. no. 240-2). Tampa, FL: University of South Florida, Louis de la Parte Florida Mental Health Institute, Research & Training Center for Children's Mental Health.
- Hatch, M. J., & Cunliffe, A. L. (2006). *Organizational theory: Modern, symbolic, and post-modern perspectives*. New York, NY: Oxford University Press.
- Hill, C. W. L., & Jones, G. R. (2001). *Strategic management*. Boston, MA: Houghton Mifflin.
- Joyner, B. E., Payne, D., & Raiborn, C. A. (2002). Building values, business ethics, and corporate social responsibility into the developing organization. *Journal of Developmental Entrepreneurship*, 7(1), 113-131.
- Khatib, Taysir M., "Organizational culture, subcultures, and organizational commitment " (1996). Retrospective Theses and Dissertations. 11540.
- Kluckhohn, C. (1951). Value and value orientation in the theory of action. In T. Parsons & E. Shils (Eds.), *Toward a general theory of action* (pp. 388-433). Cambridge, MA: Harvard University Press.
- Kristof, A. L. (1996). Person-organization fit: An integrative review of its conceptualizations, measurement, and implications. *Personnel Psychology*, 4, 1-49.
- Liedtka, J. M. (1989). Value congruence: The interplay of individual and organization value systems. *Journal of Business Ethics*, 8(10), 805-815.
- Marsh, R. M., & Mannari, H. (1977). Organizational Commitment and Turnover: A Prediction Study. *Administrative Science Quarterly*, 22(1), 57-75.
- Meara, N. M., Schmidt, L. D., & Day, J. D. (1996). Principle and virtues: A foundation for ethical decisions, policies, and character. *The Counseling Psychologist*, 24(1), 4-77. doi:10.1177/0011000096241002.
- Meyer, J. P., & Allen, N. J. (1991). A Three-Component Conceptualization of Organizational Commitment. *Human Resource Management Review*, 1(1), 61.

- Meyer, J. P., & Allen, N.J. (1997). *Commitment in the workplace: Theory, research, and application*. Thousand Oaks, CA: Sage Publications.
- Michael E. B., & Linda K. T. (2006). Ethical Leadership: A review and future direction. *The Leadership Quarterly* 17 (2006) 595–616
- Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14(2), 224-247.
- Mullins, L. (1999). *Management and Organizational Behaviour*. 5th Edition. Portsmouth: Pitman Publishing.
- O'Reilly, C. A., Chatman, J., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of Management Journal*, 34(3), 487-516.
- Pedersen, J. S., & Sorensen, J. S. (1989). *Organizational culture in theory and practice*. England: Gower Publishing Co., Ltd.
- Peters, T. J., & Waterman, R. H. (1982). *In search of excellence*. New York: Harper & Row.
- Posner, B. Z., & Schmidt, W. H. (1993). Value congruence and differences between the interplay of personal and organizational value systems. *Journal of Business Ethics*, 12, 341-347.
- Rokeach, M. (1973). *The nature of human values*. New York, NY: Free Press.
- San Yamin Aung (2018): *Three Women Accuse Chief of Women's Rights NGO of Sexual Harassment, Assault*. Retrieved from <https://www.irrawaddy.com/news/three-women-accuse-chief-womens-rights-ngo-sexual-harassment-assault.html>
- Schneider, B. (1987). The people make the place. *Personnel Psychology*, 14, 437-453.
- Schneider, B., Goldstein, H. W., & Smith, D. B. (1995). The ASA framework: An update. *Personnel Psychology*, 48, 747-802.
- Schwartz, S. H. (1994). Are there universal aspects in the content and structure of values? *Journal of Social Issues*, 50, 19-45.
- Suar, D., & Khuntia, R. (2010). Influence of personal values and value congruence on unethical practices and work behavior. *Journal of Business Ethics*, 97, 443-460. doi: 10.1007/s10551-010-0517-y.

The European strategy for a strengthened partnership with civil society in Myanmar, August 2018.

Thomas, Tammara Petrill. "The Effect of Personal Values, Organizational Values, and Person-Organization Fit on Ethical Behaviors and Organizational Commitment Outcomes among Substance Abuse Counselors: A Preliminary Investigation." PhD (Doctor of Philosophy) thesis, University of Iowa, 2013.

Venkatraman, N. (1989). The concept of fit in strategy research: Toward verbal and statistical correspondence. *Academy of Management Review*, 14(3), 423-444.

Verquer, M. L., Beehr, T. A., & Wagner, S. H. (2003). A meta-analysis of relations between person–organization fit and work attitudes. *Journal of vocational behavior*, 63(3), 473-489.

Wiener, Y., & Gechman, A.S. (1977). Commitment: A behavioral approach to job involvement. *Journal of Vocational Behavior*, 10, 47-52.

Williams Jr, R. M. (1979). Change and stability in values and value systems: A sociological perspective. *Understanding human values*, 15-46.

APPENDIXES

APPENDIX (I) Questionnaires

A Study on Person-Organization Fit, Ethical Work Behaviour and Organizational Commitment in Local NGOs, Myanmar Survey Questionnaire

I am a student of Executive MBA, Yangon University of Economics and I would like to take this opportunity to explore the view of all of you for my final research paper that is crucial to my master degree. This survey is to explore your perception Person-Organization Fit, Ethical Work Behaviour and Organizational Commitment in your local organization. Kindly answer the following questions that will take not more than fifteen minutes of your time. Completion of this information is voluntary and its confidentiality is assured. No individual data will be reported. Your kind help is very much appreciated.

SECTION (A)

Respondent's Profile

Instruction: Please read the following questions carefully and answer.

1. What is your gender?

Male

Female

3. What is your job position?

Executive Position

Manager Position

Administrative Position

Programme Position

4. What is your age group?

19 - 25 Years

26 - 30 Years

31 - 40 Years

Over 40 Years

5. What is your education?

Under graduate

Bachelor Degree

Master Degree

Doctoral Degree

6. How long have you worked for the current organization?

Less than 6 months

6 to 1 Year

1 to 2 Years

3 to 4 Years

5 Years and Above

SECTION (B)

Instructions: Please read the following statements and for each one indicate by circling the appropriate number whether it is;

- 1 = something you always admire in other people,
- 2 = something you often admire in other people,
- 3 = something that depends on the situation whether you admire it or not,
- 4 = something you rarely admire in other people, and
- 5 = something you always dislike in other people.

	Personal Values (PV)	1	2	3	4	5
1	Being able to get along with all kinds of people, whether or not they are worthwhile					
2	Studying constantly in order to become a well-educated person					
3	Defending the honor of one's group whenever it is unfairly criticized					
4	Being respected by people who are themselves worthwhile					
5	Always being patient with people					
6	Working and living in harmony with other people					
7	Working hard to achieve academic honors					
8	Having the ability to lead others					
9	Practicing self-control					
10	Developing new and different ways of doing things					

Instructions: Please read the following statements and for each one indicate by circling the appropriate number whether it is;

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

	Organizational Value (OV)	1	2	3	4	5
1	Employees receive timely help from their superiors					
2	Employees devoted to the job are valued.					
3	Inspiring work vision, mission and philosophy.					
4	Provided with personal responsibility, relying on morality.					
5	Encourages open knowledge and information sharing.					
6	Tolerance is encouraged (example, gender, race, age)					
7	The employees are respected.					
8	Morality of the employees is valued.					
9	Meaningful public objectives are completed.					
10	Initiatives & new ideas provided by employees are valued.					

	Person-Organization Fit (P-O Fit)	1	2	3	4	5
1	My values match those of this organization.					
2	In general, I like working here.					
3	I intend to remain with this organization.					
4	All things considered, I like my job					
5	I would recommend this organization to my friends as a good place to work					
6	If I were to have my own way, I would be working for this organization three years from now.					
7	The values and personality of this organization reflect my own values and personality.					

8	I am satisfied with my job.					
9	I have not thought seriously about changing organizations since I have worked here.					
10	I would tell my friends to work for this organization.					

Organization Commitment (OC)		1	2	3	4	5
1	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.					
2	I talk up this organization to my friends as a great organization to work for.					
3	I feel very loyalty to this organization.					
4	I would accept almost any type of job assignment in order to keep working for this organization.					
5	I find that my values and the organization's values are very similar.					
6	I am proud to tell others that I am part of this organization.					
7	I would not work for a different organization even the type of work was similar.					
8	This organization really inspires the very best in me in the way of job performance.					
9	It would take a lot of change in my present circumstances to cause me to leave this organization.					
10	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.					

Ethical Work Behavior (EWB)		1	2	3	4	5
1	Unethical behavior is punished in this organization.					
2	Our major consideration is what is best for everyone in this organization.					
3	People in this organization are actively concerned about the beneficiaries' and public's interest.					
4	Employees are required to acknowledge that they have read and understood the ethics code.					

5	The major responsibility of people in this organization is to consider efficiency first.					
6	It is important to follow strictly the organization's rules and procedures.					
7	Each person in this organization decides for themselves what is right and wrong.					
8	In this organization, people are expected to strictly follow legal or professional standards.					
9	People in this organization are very concerned about what is best for others.					
10	The boss is not always right in this organization					

Source : Own Compilation (2019)

APPENDIX (II) SPSS Outputs

Table (3.3) Personal Value of Employees in Local NGOs

Sr. No .	Personal Value	Mean	SD	Cronbach's Alpha
1	Able to get along with all kinds of people	3.73	0.87	.876
2	Studying to become a well-educated person	3.45	0.79	
3	Defending the honor of one's group	3.73	0.80	
4	Respected by people who are themselves worthwhile	3.43	0.95	
5	Always being patient with people	3.87	0.85	
6	Working and living in harmony with other people	3.78	0.77	
7	Working hard to achieve academic honors	3.65	0.73	
8	Having the ability to lead others	3.96	0.80	
9	Practicing self-control	3.91	0.72	
10	Developing new and different ways of doing things	3.93	0.85	
Overall Mean		3.73	0.56	

Table (3.4) Organizational Values of Local NGOs

Sr. No .	Organizational Value	Mean	SD	Cronbach's Alpha
1	Employees receive timely help from their superiors	3.86	0.86	.920
2	Employees devoted to the job are valued.	3.84	0.96	
3	Inspiring work vision, mission and philosophy.	4.08	0.84	
4	Provided with personal responsibility, relying on morality.	3.79	0.87	
5	Encourages open knowledge and information sharing.	3.93	0.95	
6	Tolerance is encouraged (example, gender, race, age)	3.86	0.98	
7	The employees are respected.	3.59	0.92	
8	Morality of the employees is valued.	3.74	1.10	
9	Meaningful public objectives are completed.	3.79	0.87	
10	Initiatives & new ideas provided by employees are valued.	3.92	0.95	
Overall Mean		3.73	0.56	

Table (4.1) Person-Organization Fit

Sr. No	Person- Organization Fit (P- O Fit)	Mean	SD	Cronbach's Alpha
1	My values match those of this organization.	3.86	0.98	.905
2	In general, I like working here.	3.60	0.89	
3	I intend to remain with this organization.	3.78	1.05	
4	All things considered; I like my job	3.78	0.86	
5	Recommend this organization to friends	3.93	0.91	
6	Working for this organization three years from now.	3.85	0.86	
7	Organization reflect my own values and personality.	3.85	0.97	
8	I am satisfied with my job.	4.08	0.85	
9	I have not thought seriously about changing organizations.	3.92	0.98	
10	I would tell my friends to work for this organization.	3.90	0.76	
Overall Mean		3.85	0.67	

Table (4.2) Organization Commitment

Sr. No	Organization Commitment	Mean	SD	Cronbach's Alpha
1	Willing to put in a great deal of effort to help this organization be successful.	3.84	0.85	.926
2	Talk this organization to my friends as a great organization to work for.	4.14	0.79	
3	I feel very loyalty to this organization.	3.78	0.81	
4	Accept any type of job assignment in order to keep working for this organization.	3.92	0.73	
5	My values and the organization's values are very similar.	3.97	0.85	
6	Proud to tell others that I am part of this organization.	3.93	0.77	

7	Would not work for a different organization even the type of work was similar.	3.64	0.73	
8	This organization inspires the very best in me in the way of job performance.	3.67	0.75	
9	It would take lots of change in my present circumstances to cause me to leave this organization.	3.70	0.78	
10	Glad to choose this organization to work for	3.78	0.75	
Overall Mean		3.84	0.61	

Table (4.3) Ethical Work Behavior

Sr. No .	Ethical Work Behavior	Mean	SD	Cronbach's Alpha
1	Unethical behavior is punished in this organization.	3.79	0.91	.925
2	Our major consideration is what is best for every in this organization.	4.06	0.77	
3	People in this organization are actively concerned about the beneficiaries' and public's interest.	3.98	0.83	
4	Employees are required to acknowledge that they have read and understood the ethics code.	3.88	0.80	
5	The major responsibility of people in this organization is to consider efficiency first.	3.93	0.88	
6	It is important to follow strictly the organization's rules and procedures.	3.80	0.83	
7	Each person in this organization decides for themselves what is right and wrong.	3.65	0.72	
8	In this organization, people are expected to strictly follow legal or professional standards.	3.63	0.78	
9	People in this organization are very concerned about what is best for others.	3.70	0.83	
10	The boss is not always right in this organization	3.74	0.75	
Overall Mean		3.84	0.61	

**Regression Results for Effect of Personal Value and Organizational Value on
Person-Organization Fit
Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error Of the Estimate	Change Statistics			Durbin-Watson
					R Square Change	F Change	Sig. F Change	
1	.978 ^a	.956	.955	.14218	.956	1267.060	.000	1.842

a. Predictors: (Constant), Organization Value, Personal Value

b. Dependent Variable: Person

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51.229	2	25.615	1267.060	.000b
	Residual	2.365	117	.020		
	Total	53.595	119			

a. Dependent Variable: Person-Organization Fit

b. Predictors: (Constant), Organization Value, Personal Value

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.236	.090		2.623	.010		
PVmean	.045	.030	.038	1.500	.136	.595	1.681
OVmean	.899	.024	.953	37.860	.000	.595	1.681

a. Dependent Variable: Person-Organization Fit

**Regression Results for Effect of Person-Organization Fit on Organization
Commitment
Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error Of the Estimate	Change Statistics			Durbin-Watson
					R Square Change	F Change	Sig. F Change	
1	.675 ^a	.455	.451	.44940	.455	98.674	.000	2.372

a. Predictors: (Constant), Person-Organization Fit

b. Dependent Variable: Organization Commitment

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	19.928	1	19.928	98.674	.000 ^b
Residual	23.831	118	.202		
Total	43.759	119			

a. Dependent Variable: Organization Commitment

b. Predictors: (Constant), Person-Organization Fit

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.485	.240		6.180	.000		
P-O Fit	.610	.061	.675	9.933	.000	1.000	1.000

a. Dependent Variable: Organization Commitment

**Regression Results for Effect of Person-Organization Fit on Ethical Work Behavior
Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error Of the Estimate	Change Statistics			Durbin-Watson
					R Square Change	F Change	Sig. F Change	
1	.215 ^a	.046	.038	.61363	.046	5.738	.018	2.372

a. Predictors: (Constant), Person-Organization Fit

b. Dependent Variable: Ethical Work Behavior

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig
1 Regression	2.161	1	2.161	5.738	.018 ^b
Residual	44.433	118	.377		
Total	46.593	119			

a. Dependent Variable: Ethical Work Behavior

b. Predictors: (Constant), Person-Organization Fit

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	3.043	.328		9.275	.000		
Autocratic	.201	.048	.215	2.395	.018	1.000	1.000

a. Dependent Variable: Ethical Work Behavior