

Title Page

The title of the article

Person-organization value congruence mediates the relationship between job resources and collective psychological ownership: The case of social workers in China

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Declaration of Conflicting Interests

We have sought advice from the following scholar regarding the concept of CPO. To avoid any conflict of interest, we suggest not inviting him to be a reviewer for this study:

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Ethics approval statement & consent form

All procedures performed in studies involving human participants were in accordance with the ethical standards of the Research Ethics Committee of the East China University of Science and Technology and with the 1964 Helsinki declaration and its later amendments or comparable ethical standards. All participants were well informed about the objectives of the research and signed a consent form before joining the research.

Data availability statement

The dataset used for this manuscript belongs to the China Social Work Longitudinal Study 2019.

Person-organization value congruence mediates the relationship between job resources and collective psychological ownership: The case of social workers in China

Abstract

Recent research has suggested that job resources are positively associated with collective psychological ownership (CPO) held by social service workers. However, the psychological mechanisms that may explain how job resources relate to CPO are still unclear. The present study aimed to examine the mediating role of person-organization (P-O) value congruence in the relationship between job resources and CPO among social workers. Using a nationally representative sample of social workers (N=5,883) collected in the First Wave of the China Social Work Longitudinal Study in 2019 (the CSWLS 2019), the results showed that job resources were positively associated with CPO ($p < .001$), and that P-O value congruence partially mediated the effects of job resources on CPO (the proportion mediated = 39.2%). The findings highlight the importance of job resources manifested in autonomy and social support as well as value congruence for enhancing social workers' CPO towards their work organizations. Implications for both research and practice were discussed. Future studies are suggested to examine other antecedents of CPO and P-O value congruence and how CPO is formulated and developed in organizational contexts of social work and other human helping professions. (188 words)

Keywords: Person-organization values congruence; collective psychological ownership; job resources; autonomy; social support; social workers

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As a collective phenomenon of psychological ownership, the concept of *collective psychological ownership* (CPO) has been attracting increased academic interest (Pierce & Jussila, 2010, 2011; Pierce et al., 2018; Su & Ng, 2018, 2019; Ng & Su, 2018; Weber et al., 2020). Su and Ng (2018, 2019) defined CPO in a non-exclusionary notion as a sense shared by co-workers that they jointly own a certain entity within an organization. A critique on the dark side of a territorial sense of psychological ownership results in the revelation of negative outcomes of avoidance to change and groupthink (Pierce et al., 2010; Pierce et al., 2018). CPO understood in a non-exclusionary or non-territorial sense emphasizes the importance of a shared sense of possessiveness for organizational management and workplace wellbeing. According to Su and Ng (2018), co-workers may develop CPO towards any group-unit in organizational contexts, such as a specific working group, a project team, or a department, etc. A shared sense of possessiveness towards the organization as a whole entity is a prevalent form of CPO in organizational contexts. The present study aims to investigate how coworkers of the social work profession formulate CPO towards their work organizations.

Informed by the old Chinese saying of ‘*feng yu tong zhou*’, which means that co-owners hold onto the same boat on windy and rainy days, Su and Ng (2018) have developed and validated a bi-factor structure of CPO, which unpacks the general factor of CPO - perceived shared possessiveness - into two specific factors, namely shared decision-making and shared hardship endurance. Specifically, shared decision-making emphasizes the perceived rights and responsibilities held by co-owners that they feel being engaged in the decision-making process of

the organization, while shared hardship endurance signifies members' commitment and affective bonding to their organization that they opt to stay in the organizations even in tough times (Su & Ng, 2018).

With an emphasis on CPO situated in organizational context and a bi-factor structure of CPO, some studies have revealed that CPO held by social workers significantly influences their workplace wellbeing, occupational attitudes and behaviors, and that a higher level of CPO enhances work engagement and decreased turnover intention (Su, 2017, 2020; Su & Ng 2018). However, it remains unclear whether any factor is conducive to fostering CPO among colleagues in organizational contexts. Informed by the job demands-resources model (JD-R model), a pioneering study (Ng & Su, 2018) has suggested that job resources in organizational contexts are positively correlated with CPO held by social service workers, when they are defined as factors functional in achieving work goals, supporting people's personal growth, and mitigating the negative impact of job demands (Schaufeli, 2017; Schaufeli & Taris, 2014). As an overarching construct, the specific components in job resources differ according to different types of workplace contexts (Schaufeli, 2017). Nevertheless, autonomy as a psychological resource to cope with different work demands, and social support available at work to mitigate the effects of work demands, have been widely used in different workplace environments as two important components of job resources (Broeck et al., 2012; Bakker et al., 2014; Quiñones, 2013). Autonomy enjoyed in workplace setting emphasizes individuals' freedom in making decisions about structuralizing their jobs (Hackman & Oldham, 1976) whereas social support denotes the support that individuals receive from different parties in their workplace environment (House & Wells, 1978). In the present study, job resources incorporate autonomy and social support that employees can enjoy in organizational contexts.

A prior research study using a convenient sample has revealed the positive association between job resources and CPO (Ng & Su, 2018). It remains unknown how job resources may foster CPO. Thus, the present study used a nationally representative sample of social workers in China to examine the mediating role of person-organization (P-O) value congruence in the relationship between job resources and CPO.

Defined as the degree to which an individual's values are congruent with the values of their work organizations (Verplanken, 2003; McDonald, 1993), value congruence has been widely accepted as an important dimension of person-organization fit (Michelle et al., 2003). Employees' perceived value congruence with their organizations is considered important for shaping their work attitudes and behaviors (Ren, 2013; Sorthaix, 2013). Employees' perceived value congruence with their organization is evolving rather than static, as employees gradually socialize themselves into their workplace environment (Verplanken, 2003) and their values can change over time and be influenced by the circumstances (Rokeach, 2000; Schwartz, 2006). A person who was attracted to join an organization for their preliminary understanding of the values of the organization may turn out to find a gap between what they value and what their organization appreciates. Work conditions in organizational contexts such as job resources may influence the change of value congruence in the eyes of employees. Those workers enjoying a higher level of autonomy and social support in organizational context may give a more favorable judgement on their value congruence with their organizations. In this connection, we formulated the first hypothesis for the present study as follows:

H1: Job resources manifested in autonomy and social support will be positively associated with P-O value congruence among social workers after controlling for demographic factors and job position of workers.

It has been widely supported by empirical studies (Agarwal & Sagar, 2012; Amos & Weathington, 2008; Bhargava & Pradhan, 2017; Sortheix et al., 2013; Uçanok, 2009) that P-O value congruence is important for cultivating employee's positive work attitudes and behaviors. Those workers who perceived a higher level of P-O value congruence with their organizations would tend to feel more fulfilling or engaged at work (Sortheix et al., 2013), report a higher level of job satisfaction and commitment (Amos & Weathington, 2008), and perform better than those workers with a lower level of P-O value congruence (Agarwal & Sagar, 2012). As workers' affective commitment has been revealed to be positively correlated with their CPO (Pierce et al., 2018), P-O value congruence may thus be positively associated with CPO. Moreover, according to the ownership theory, there are three routes leading to the formulation of CPO: shared control over the target, collective recognition of shared intimate knowledge of the target, and the collective recognition of the shared investment of different group members' selves in the target of co-ownership (Pierce & Jussila, 2011; Su, 2017; Su & Ng, 2018). Workers with a higher level of P-O value congruence will be more engaged in and more satisfied with their work, and thus they may share a higher sense of control over their organization and hold a higher level of CPO towards their organization. Finally, CPO conceptualized in a non-territorial notion is perceived as value-driven and people sharing a common value are more likely to develop a shared collective sense, and thus the congruence of values between individuals and their organizations may drive people to develop a higher level of CPO. The second hypothesis of the present study was formulated as follows:

H2: P-O value congruence will be positively related to CPO held by social workers towards their organizations after controlling for demographic factors and job position of workers.

In case that a higher level of job resources may foster social workers' perceived P-O value congruence with their organization, and their increased P-O value congruence may lead to a higher level of CPO towards their organization, P-O value congruence may be a psychological mechanism through which job resources enhance social workers' CPO. The term CPO emphasizes how likely workers will stay in the organizations in tough times. As values are considered as implicit but important factors which may influence people's decision-making in tough times (Caprara et al., 2006; Karimi & Clark, 2016; Padilla-Walker et al., 2012), the influence of job resources on CPO may be mediated by their P-O value congruence. In other words, social workers enjoying a higher level of job resources may opt to perceive a higher level of fit between their own values and the values of their organizations and thus they may report a higher sense of shared possessiveness towards their organizations. To test the mediating role of value congruence for job resources and CPO, some covariates need to be controlled, including demographic factors (i.e. gender, age, and educational attainment) and job position of workers, as these factors may influence workers' CPO (Ng & Su, 2018). In this connection, the third hypothesis of the present study was formulated as follows:

H3: P-O value congruence will mediate the impact of job resources manifested in autonomy and social support on social workers' CPO towards their organizations after controlling for demographic factors and job position of workers.

Method

Sample

This study used data from a cross-sectional study of the First Wave of the China Social Work Longitudinal Study in 2019 (the CSWLS 2019). The CSWLS was the first national survey

for the social work profession in China, which aimed to explore and track the development of the social work profession in China by establishing a large size of longitudinal dataset about social workers' work attitudes and behaviors and their workplace environment in social service organizations (SSOs). The first round of data collection for CSWLS was conducted by the East China University of Science and Technology (ECUST) from June to October in 2019 (see Liu, Yuan, Sun, & He, 2020). In the first place, the CSWLS 2019 selected 56 large and medium-sized cities (e.g. Beijing, Shanghai, Guangzhou, Shenzhen) from 22 provinces, 4 municipalities, and 4 autonomous regions (except the Tibet Autonomous Region) in mainland China. Then the next step was the random sampling of different number of SSOs in each city and different number of social workers from each SSO with regard to the respective number of SSOs in the city and social workers in the SSO. Written informed consent was obtained from each of the participants before all self-report questionnaires were completed and collected. The CSWLS 2019 received a total of 5,965 individual questionnaires filled in by sampled social workers who were employed by 979 SSOs located in the 56 cities, yielding a high valid survey response rate of 98.59%. Questionnaires with valid data for the items measuring CPO were included for the current study ($N = 5,883$). Ethical approval for the research was obtained from the Institutional Review Board of the university that the first author is affiliated with.

Table 1 presents the descriptive characteristics of the participants. All participants for the present study were social workers. The sample consisted of 21% of male social workers and 79% females. The mean of age was 29.97 ($SD = 7.87$). Most of the participants had a Bachelor's degree or above (63.8%). Half (50.4%) of the participants were frontline workers without having any management or supervisory role and the rest (49.6%) were social workers with a management or supervisory role.

[INSERT TABLE 1 ABOUT HERE]

Instruments

Job resources were assessed by averaging scores for autonomy and social support. Autonomy was measured by two items drawn from the subscale of decision authority in the Chinese version of the Job Content Questionnaire (JCQ) (Karasek et al., 1998; Jian et al., 2003). These two items were ‘I have a lot to say about what happens on my job’ and ‘I have a lot of freedom to decide how I do my work’. Participants need to respond by a five point Likert-type scale from 1 (strongly disagree) to 5 (strongly agree). The Cronbach’s alpha for the two items in the present sample was .75. Social support was measured by the Social Support Scale developed by House and Wells (1979), which specified a variety of social support employees receive from their immediate supervisors, project/program directors, co-workers, and director of the organization. The Social Support Scale was used in Chinese context in prior published research studies (Wang, 2018). Participants were asked to use six items to report social support they receive from each of the aforementioned party by a five point Likert-type scale ranging from 1=very unsupportive to 5=very supportive. The scores of job resources ranged from 1 to 5. The Cronbach’s alpha for Social Support Scale in the present sample was .96.

Collective psychological ownership was measured by the Chinese version of a seven item self-report scale developed by Su and Ng (2018), which assesses a collective sense of ownership shared by workers. The item to measure the general factor of CPO was ‘I feel like we are co-owners of the organization’. An example item for the shared decision-making dimension was ‘My

colleagues feel they are involved in decision-making’ and an example item for shared hardship endurance was ‘The organization is keen to keep staff even in tough times’. Participants were asked to respond by a four point Likert-type scale ranging from 1 (I hardly feel this way) to 4 (I strongly feel this way). The scores of CPO were the sum of six items for the two specific factors, ranging from 6 to 24. The Cronbach’s alpha for the CPO scale in the present sample was .82.

P-O value congruence was measured by two self-report items originally developed in Chinese by the expert panel of CSWLS 2019, which assessed the extent to which the participants perceived that their values were congruent with those of their work organizations. The first item was “I agree with the values of our organizations” and the second item was “My values are congruent with the values of most of my colleagues”. Participants were asked to respond how much they agree with these two items by a five point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). Participant’s scores of P-O value congruence were calculated by averaging their scores for these two items and thus resulted in a range of 1 to 5. The Cronbach’s alpha for these two items in the present sample was .81.

Covariates for the current study included socio-demographic variables of gender, age, and educational attainment, and job position in the organizations. Gender was coded into two categories of 1 (males) and 0 (females), and age was reported in years. Educational attainment included five levels ranging from level 1 (secondary school or below) to 5 (Master’s degree or above). Job positions were classified into two ranks: frontline social workers (0) and social workers with a management or supervisory role (1).

Data analysis

To gain a preliminary understanding of how the study variables related to each other, we conducted Pearson's correlation analyses among participants. We next used the PROCESS macro in SPSS developed by Hayes (2017) to test the hypotheses and in particular the significance of P-O value congruence as a mediator in the relationship between job resources and CPO. Following the procedures as outlined by Hayes (2017), the 5000 bootstrapping resamples were used to test the effects of job resources on CPO, both directly and indirectly through P-O value congruence. According to Hayes (2017), mediation effect will be considered significant if the 95% bias corrected and accelerated CI for the indirect effect do not include zero. Job resources, P-O value congruence and CPO are mean-centered to avoid multicollinearity (Aiken & West, 1991).

Results

Table 1 showed the results of Pearson's correlation analyses. The results of bi-variate correlations suggested that job resources were positively and moderately correlated with P-O value congruence and CPO, and P-O value congruence was positively and moderately correlated with CPO. Job position was weakly and positively correlated with job resources, P-O value congruence, and CPO.

Table 2 presents the Bootstrap test results for mediation analysis in three steps. Job resources was a significant predictor of P-O value congruence ($B = .43$, $SE = .02$, $p < .001$) after controlling for demographic characteristics and job position. This coefficient reflected the direct effect (a) of job resources on P-O value congruence within the path model and H1 was supported. In the mediation process, both job resources ($B = .22$, $SE = .09$, $p < .001$) and P-O value congruence ($B = .33$, $SE = .08$, $p < .001$) were significant predictors of CPO after controlling for demographic characteristics and job position. These coefficients reflected the direct effect (c') of job resources and direct effect (b) of P-O value congruence on CPO within the path model. H2 was supported.

[INSERT TABLE 2 ABOUT HERE]

The indirect effect of job resources on CPO through the mediator of P-O value congruence was tested by using bootstrap standard errors and confidence intervals (CI). Zero does not fall between the lower and upper bound of the 95% CI (lower 95% CI=.8762 and upper 95% CI=1.0633). The indirect effect (ab) of job resources on CPO was .1419, while the total effect ($c = ab + c'$) was .3619. Therefore, the proportion of indirect effect of job resources on CPO through the mechanism of P-O value congruence, named as the variance accounted for (VAF) was 39.2%, which was larger than 20% (Hair, Hult, Ringle, & Sarstedt, 2016). Collectively the results supported the existence of a partial mediation for H3. P-O value congruence was a partial mediator rather than a full mediator in the relationship between job resource and CPO. Figure 1 presents the regression coefficients for the different relationships in the mediation model.

[INSERT FIGURE 1 ABOUT HERE]

Discussion

Using a nationally representative sample of social workers from 56 cities in mainland China, this study has examined the mediating role of P-O value congruence in the relationship between job resources and CPO. It extends previous research on the association between job

resources and CPO (Ng & Su, 2018) and contributes to the knowledge of how CPO held by social workers is influenced by job resources in organizational contexts.

The first key finding of the present study is that P-O value congruence partially mediates the influence of job resources on CPO, which provides empirical support for the proposed hypothesis H3. This finding extends the previous study (Ng & Su, 2018) by explaining a mechanism through which job resources affect the formulation of CPO held by social workers in SSOs. Job resources of social workers manifested in autonomy that social workers enjoy at work and social support they receive from different parties in workplace environment were found to be positively associated with CPO, which was in line with the findings of Su & Ng (2019). But the present study provided stronger empirical evidence with a nationally representative sample. As the concept of CPO emphasizes shared decision-making and shared hardship endurance, job resources manifested in autonomy may enhance their sense of shared decision-making whereas job resources manifested in social support may foster their sense of shared hardship endurance with others in their organizations. The mediating role of value congruence in the relationship between job resources and CPO suggests that job resources may foster CPO of colleagues partially through enhancing their perceived value congruence with their organizations. In other words, this finding suggests that a higher level of job resources may enhance social workers' perceived value congruence with their organizations and thus enhance their shared sense of ownership towards their organizations. This finding may also inspire the directions of practice to foster the CPO held by social workers in organizational contexts in three approaches. The first one is to enhance the job resources defined in terms of autonomy and social support enjoyed by social workers; the second one is to enhance their perceived value congruence with their organizations; and the third one is to implement these two as a two-pronged approach.

The direct effect of job resources for CPO, however, should not be overlooked, as value congruence is only a partial mediator. Practically increased job resources in terms of autonomy and social support are needed to formulate and develop the CPO held by social workers. Yet there may exist other mechanisms through which job resources influence the development of CPO held by social workers, and thus future relevant studies are needed to explore other psychological mechanisms. Because this study is one of the first studies to investigate how work conditions in organizational context affect CPO, more research is needed to investigate factors and processes for the formulation and development of CPO in organizational contexts. Moreover, the generalization of findings of the present study may be confined to the social work profession as the participants were all social workers. More studies are needed to examine the hypotheses of the present study with reference to other helping professional settings or to other business enterprises.

The second key finding of the present study is that job resources manifested in autonomy and social support are positively associated with P-O value congruence among social workers, which provides empirical support for the proposed hypothesis H1. One explanation for this finding may relate to the fact that increased job resources manifested in autonomy and social support may enhance the service motivation of social workers, and therefore they show a more favorable judgement on their value congruence in a more supportive and autonomous workplace environment. Subjective perception of value congruence with organization in the eyes of employees is ever changing according to one's socialization in the organizational contexts (Verplanken, 2003). Wright and Pandey (2008) have revealed that one's perceived value congruence with organization is influenced by their work motivation, whereas work motivation is positively associated with autonomy and social support (Galletta et al., 2011; Nie et al., 2015; Sarwar & Khalid, 2015). This finding provides a direction to enhance social workers' P-O value

congruence by enhancing their job resources in terms of autonomy they enjoy and social support they receive from different parties at workplace. Yet future studies are still needed to investigate the process of how job resources manifested in autonomy and social support enhance perceived value congruence of social workers.

The third key finding of the present study is that P-O value congruence is positively related to CPO among social workers, which provides empirical support for the proposed hypothesis H2. It supports previous research that value congruence is positively associated with work engagement and organizational commitment (Amos & Weathington, 2008; Sortheix et al., 2013), and the latter two are positively associated with CPO (Pierce et al., 2018; Su & Ng, 2019). Therefore it is understandable that social workers with a higher level of P-O value congruence are more likely to hold a higher level of CPO towards their organizations. This finding also extends existing literature on conceptualization of CPO by empirically supporting the importance of values congruence for the development of psychological ownership in organizational contexts on a collective basis. The conceptualization of CPO proposed by Su (2017) emphasized a shared sense of decision-making and shared hardship endurance. This finding is consistent with those of prior studies that values are important for one's decision-making in critical moments (Karimi & Clark, 2016; Padilla-Walker et al., 2012). This finding may also inform practice in organizational management by emphasizing the importance of selection of workers whose values are congruent with organizational values and enhancing the value congruence of workers with the organizations through ongoing workplace socialization and training. Nevertheless, future research is still needed to investigate how value congruence will enhance CPO, in particular how value congruence links up with the aforementioned three routes leading to the formulation of CPO (Pierce & Jussila, 2011; Su, 2017; Su & Ng, 2018).

These findings may also inform us the development of social work profession in China by a nation-wide representative sample of social workers. The CSWLS 2019 is the first national survey that sampled a large representative group of social workers working in different SSOs located in a large number of cities in mainland China. Therefore, some important implications for the development of social work profession may be drawn from the present study. An implication of this is the possibility that the spirit of CPO held by social workers towards their organizations manifested in sharing the responsibilities of making decisions for the organizations and going through tough times with the organizations may support the development of the profession. The social work profession in China has been undergoing a tough time (Jiang et al., 2019; Niu & Haugen, 2019; Xiong & Wang, 2007) in terms of confronting high turnover rate, low level of social recognition, and the lagging behind of policy support to the development of the profession (Liu et al., 2012; Mo & Lai, 2018; Su, 2020; Yan et al., 2013). China is a country which highly emphasizes collective values (Lodge, 1987; Wagner & Moch, 1986) and thus to cultivate CPO among social workers is consistent with the cultural background of the country. How to foster the shared sense of ownership held by social workers and keep them working in satisfaction even in hard times are big challenges facing the whole country.

The findings may also help us to inform changes of policies and management practice in relation to job resources and P-O value congruence for the development of CPO. On the political level, some policy changes are needed in order to foster freedom of social workers to decide their work tasks and structuralize their job duties. The employment context of the social work profession in China may explain why there is still space for enhancing job autonomy enjoyed by social workers. By using two different kinds of purchase schemes either by funding SSOs or by employing social workers directly in the governmental system, the government of China plays a

dominant role in deciding the income of social workers and surveilling the operation of SSOs (Cho, 2017). Moreover, to strengthen social support for social workers from their immediate supervisors, project/program directors, co-workers, and director of the organization may request more input from the organizations to establish an enabling and supportive work climate in workplace.

There are, however, some limitations of the study. First, the findings of the present study were confined to data collected from a cross-sectional survey in the CSWLS 2019, though it is a nationally representative sample. Longitudinal data are required to validate the findings. Second, the instruments used to measure the major variables were self-report tools, which may lead to bias in discussing the findings. Third, the current study was conducted in relation to the social work profession and in the context of China, which will limit the generalization of the findings to other occupations and in other cultural contexts. Finally, future studies are needed to investigate other potential mechanisms through which job resources influence CPO in organizational contexts.

Conclusion

In summary, using a cross-sectional yet nationally representative sample of social workers in China, this study adds to our understanding that CPO is positively influenced by job resources in organizational contexts and highlights the mediating role of P-O value congruence in the relationship between job resources and CPO. The findings of the present study can help inform organizational practice to enhance CPO by increasing job resources and P-O value congruence and to boost P-O value congruence by strengthening job resources in social service organizations. Future studies are suggested to examine other antecedents of CPO and P-O value congruence and investigate how CPO held by co-workers can be formulated and developed in social work and other human helping professions. (4,475 words)

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Table 1

Sociodemographic Characteristics, Intercorrelations or Interassociations for the Variables under Study (n = 5, 883).

Variables	N (%) / Mean (SD)	1	2	3	4	5	6	7
1.Job resources (1-5)	3.83 (0.54)	1						
2.Gender (0= female)	4645 (79.00)	.03*	1					
3.Age (years)	29.97 (7.87)	.04**	.03*	1				
4.Educational attainment (1-5)	3.63 (.76)	-.04**	.01	-.24***	1			
5.Position (0= frontline workers)	2965 (50.40)	.07***	.09***	.15***	.15***	1		
6. P-O value congruence (1-5)	3.92 (0.63)	.44***	.03**	.09***	.01	.10***	1	
7.CPO (6-24)	13.08 (3.74)	.38***	.12***	.13***	.03*	.21***	.45***	1

Note. * $p < .05$, ** $p < .01$, *** $p < .001$.

Table 2

Model coefficients for testing the mediating role of P-O value congruence in the relationship between job resources and CPO ($N = 5,883$).

Correlates	Consequent							
	M (P-O value congruence)				Y (CPO)			
		Coeff.	SE	<i>p</i>		Coeff.	SE	<i>p</i>
Job resources	a	.43	.01	< .001	c'	.22	.09	< .001
P-O Value congruence		–	–	–	b	.33	.08	< .001
Covariates								
Gender		.01	.02	.46		.09	.11	< .001
Age		.08	.00	< .001		.07	.01	< .001
Educational attainment		.04	.04	< .001		.03	.06	<.05
Position		-.06	.02	< .001		-.12	.09	< .001
R ² = .20				R ² = .28				
F (5, 5239) = 266.96				F (6 ,5238) = 337.07				
<i>p</i> < .001				<i>p</i> < .001				

Note. * $p < .05$, ** $p < .01$, *** $p < .001$.

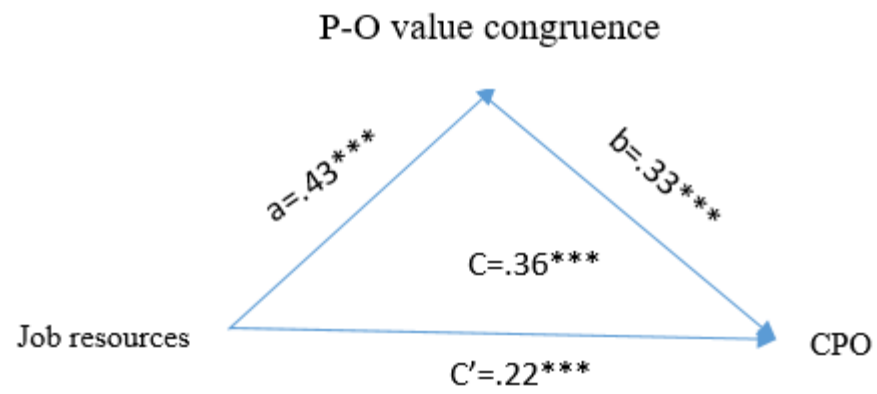


Figure 1. Person-organization value congruence as a partial mediator in the relationship between job resources and CPO.