Leveraging human resources management (HRM) practices toward congruence of values

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ABSTRACT

Core values are critical to an organization's identity, mission, strategy, and success. Harmonizing personal values and the core values espoused by the organization addresses congruence gaps and ensures that the actions of employees are consistent and aligned with organizational strategies. This study aims to identify the HR management practices of a University in Manila, Philippines that promote the congruence between the personal values of employees and the core values of the organization. The qualitative research methodology was utilized to identify practices in the areas of Recruitment and Selection, Performance Management System, and Training and Development that promote congruence of values. Semi-structured interviews of key University officials were conducted using open-ended questions. A review of relevant and pertinent documents was also undertaken. The three identified HR functional areas are highlighted because these are critical in the selection, motivation, and retention of high-quality employees. Leveraging HR management practices to promote congruence entails that the values of the organization are well-defined. Employees must understand how these are translated into workplace behaviors and actions. It must be clearly laid down how these relate to their performance and the impact these have on the achievement of the overall goals of the organization.

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Introduction

Promoting congruence of the personal values of employees and the core values of the organization ensures that the actions and behaviors of the former are consistent with the values espoused by the latter. It is important to develop a shared understanding of what the core values are, how these are transformed into expectations, targeted and expected behaviors, and how these are introjected into daily work activities.

An organization's human resources is a source of competitive advantage. Human Resources (HR) Management practices are formal systems devised for the management of an organization's human capital. These must be anchored on the vision, mission, and goals of the organization. Strategically planned practices in various HR functional areas ensure optimal productivity and consistency in performance.

HR management practices accentuate the important role of human resources in accomplishing the desired goals of the organization. These practices aim to have a positive impact on employee behavior and organizational performance. These actions are intentionally planned and implemented to capitalize on the role of human resources in enhancing organizational effectiveness, achievement of organizational goals, and reinforcing organizational outcomes. HR management practices that promote congruence of values provide conditions that support the overall performance of the organization.

This study aims to identify the HR management practices of a University in Manila, Philippines that promote the congruence between the personal values of employees and the core values of the organization. HR management practices will focus on Recruitment and Selection, Performance Management System, and Training and Development. These three are key functional areas for the selection, motivation, and retention of high-quality employees.

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Qualitative research methodology, through the conduct of semi-structured interviews of key University officials and review of relevant documents, were undertaken in documenting HR management practices in the areas of Recruitment and Selection, Performance Management System, and Training and Development that promote congruence of values. All the interviewees have been with the University for at least 10 years to ensure that they have enough experience and exposure with the core values of the University. The interviews were conducted in the offices of the identified participants, with the exception of one, wherein the interview was conducted online. Being in a comfortable environment can posit favorable effects on the interviewee, thus, can positively affect the quality of the interview (de la Croix et al, 2018). In view of the Covid-19 pandemic, proper health and safety protocols were undertaken.

Each interview started with a brief explanation of the nature and purpose of the study. The consent of the participants was sought prior to the conduct of each interview. Each participant was provided with a copy of the Participant Information and Informed Consent Form, where the ethical considerations, such as voluntary participation, confidentiality, among others, were stated. The interviews were semi-structured in nature and on the average, lasted for 45 minutes. There were prepared and pre-designed guide questions, however, the flow depended largely on the responses, narrations, interpretations, and additional inputs of the interviewees.

This study organizes as follows. Scope and coverage of the study has been introduced in this part. Following introduction, a literature review with conceptual background on HRM highlights important discussion. A critical approach to HRM practices has been developed and this study concludes with final remarks.

Literature Review

Conceptual Background

Values

The concept of “values” is widely used across varying contexts and disciplines. Social scientists have established that values are precursory to the process of decision-making; thus, different circumstances have been analyzed in the light of the predictive and explanatory nature of values that are consciously and unconsciously expressed (Cheng, A. & Fleischmann, K., 2010). Personal values are principles that regulate what an individual would consider important in life (Cheng, A. & Fleischmann, K., 2010). These are focused on norms related to desirable behaviors and goals (Wright, B. & Christensen, R., 2010). Embracing values would indicate what are appealing and enticing to a person, thus, directing the judgments and choices he or she makes. Values develop early in life and are enduring once ingrained in the personality of an individual. They set the standards for priorities (Kumar, C., 2012) and serve as anchor for actions and decisions. Values embody desirable goals and the means to achieve such goals (Marcus, J. & Roy, J., 2017).

Organizational Core Values

Values, in the context of management, are associated with organizational performance. Every organization has an established value system (Gorenak, M. & Kosir, S., 2012). They are principles that support successful management which are adhered to by a company (Kumar, C. 2012). An organization’s value system is a mechanism used by management to bring about organizational success through desirable and purposeful employee behavior, favorable attitude towards work, and promotion of positive organizational climate (Gulbovaitė, 2017). They provide the idiosyncratic mark of an organization and are indicative of styles and patterns related to conduct, communication, and decision making.

Values are perceived to be a fundamental aspect of organizational culture. Organizational culture is built upon the shared values of individuals who comprise the organization. Creation of organizational values is preceded by establishing the company’s philosophy, which is ingrained in the organizational culture (Gorenak, M. & Kosir, S., 2012). Organizational values mirror the mission and strategic goals of the organization. They pertain to the values articulated by management and are juxtaposed as critical to progress.

Core values, otherwise known as central values, are tenets that unify the organization as it evolves through time. Organizations go through changes such as growth, decentralization, diversification, and expansion. Core values are steadfast amid the ambiguity and uncertainty brought about by these evolutionary phases. They are the prevailing ethos that secure the stability of the organization.

Values become an organization’s core values when the impact they have on behavior and what people do goes beyond the influence of the other values in a value system (Bourne, H. & Jenkins, M. & Parry, E., 2019). The intrinsic meaning drawn from core values motivates people to perform their tasks. A clear grasp of the core values promotes the alignment between company strategy and employee motivation. Employees are motivated to support the implementation of a mapped-out strategy if the goal is clear and if the process of actualizing the value is concretely defined. The obtrusiveness of the values most central to the organization provides the reason why these are important to the institution and its employees and serves as explanation why actions are undertaken as such. They provide clarification on what are deemed as vital to the organization, the philosophy behind activities, and how operations are performed (Barchiesi, M. & La Bella, A., 2014).

A specific value is established as core to the organization if it is essential to the strategy and operations (Byrtek, G. & Dickerson, M., 2013). Acting and thinking in accordance with established core values are critical to the organization’s identity, mission, strategy, and success. The mindset of the organization is steered towards the context of its vision, mission, and strategic direction (Barchiesi,

M. & La Bella, A., 2014). It must be constantly and strongly reiterated that the core values serve as encompassing basis for all decisions the institution makes; thus, these must be introjected into all processes, including human resource management processes. Employees must be made aware of the organization's core values from their first interview up to their last day of work because these are the institution's cultural foundation upon which actions and decisions are deeply rooted.

Core values lead the organization towards the realization of its vision, mission, and strategic direction. Organizations that have successfully accomplished the identification of their core values and aligned their daily business practice have gained the approval of various stakeholders, are known to meet expectations, and make lasting contributions to society (Barchiesi, M. & La Bella A., 2014). Core values ensure leaders and employees that the purpose of their actions is strategically aligned with the organization's vision and mission, otherwise, such actions must not be pursued (Franklin, D., 2019).

Business leaders across the globe recognize the importance and impact of core values on ethical practice within the organization. Culture and values are resonated by an organization's reputation and contribute to building competitive advantage. A lot of organizations have clearly stated definitions of their core values but have failed to translate them into the day-to-day activities of the company and its employees. Little has been actualized into concrete actions (Barchiesi, M. & La Bella A., 2014). Actualizing core values would necessitate the identification of the organization's core value orientations. Common examples of core value orientations are those directed toward employees, customers, organizational growth and profitability, excellence, and society. Identifying these will facilitate the determination of critical values that exert the most impact on work activities related to that particular orientation and would ensure alignment with the direction being treated by the organization.

Values Congruence

Based on the Person-Environment (P-E) fit paradigm, attitudes and behaviors arise from the congruence between characteristics of the individual and the environment. Characteristics of the individual include needs, values, end-goals, personality, and abilities, while environment characteristics include rewards, cultural values, and environmental conditions (Darrow, J. & Behrend, T., 2017). This paradigm is comprised of two traditions, namely: the complementary fit and the supplementary fit. Complementary fit is anchored on the psychological need fulfillment and is demonstrated as the match between a person's desires and the resources available from the environment to fulfill these desires. Supplementary fit gives emphasis to the matching characteristics of a person and an organization, including similarity between individual values and the values system of the organization. Theoretically, values congruence has effects on the attitude and behavior of a person because of the tendency to trust and be attracted to people with similar values and characteristics (Gulbovaitė, E., 2017). Similarities in values can yield a common approach to cognitive processing and interpretation of circumstances, thus, increasing predictability and enhances interaction with others. An employee is likely to be comfortable in a work environment where the things important to him are also important to others. Having shared values promotes ease in communication and coherence in actions.

Organizations often attempt to capitalize on values congruence in order to improve employees' work attitudes and behaviors. In hiring applicants, assessments are done to determine values congruence. Applicants who articulate values consistent with the formally established values of the organization must be selected (Vveinhardt, J., Gulbovaitė, E. & Streimikiene, D., 2016). Even on the onboarding phase, socialization mechanisms are utilized to allow new employees to acquire the necessary knowledge, skills, and behaviors deemed important to the organization. This includes efforts of modifying the values of the new employees toward the direction of the values of the organization. Shared values increase the likelihood of developing a trusting relationship characterized by the willingness of a person to be vulnerable to the actions of another. This implies that alignment of the values between the employee and the organization promotes the perception among employees that their welfare will not be compromised by the organization. Shared values in the organization foster interactions characterized by an open exchange of information (Vveinhardt, J., Gulbovaitė, E. & Streimikiene, D., 2016). Having common standards minimizes cases of misunderstandings, interpersonal friction, and conflicting personal activities because of similar approaches to processing information. The trust and ease of communication are significant factors that ensue from values congruence that contribute to achievement of positive outcomes.

The congruence of values indicates that there is alignment between the values of an employee and those of the organization (Diskiene, D. & Gostautas, V., 2013). This refers to the semblance in values held by a person and the organization and how this is reflected in the daily activities of an employee (Vveinhardt, J. & Gulbovaitė, 2018). Individuals are guided by values in making decisions and undertaking actions, while the value system of an organization provides norms that guide how organizational members should behave and how resources are to be utilized (Wright, B. & Christensen, R., 2010). The concept of congruence addresses concerns pertaining to the interests of the employee and that of the performance of the organization. It has been observed that congruence of values has positive implications on both the employee and the organization (Vveinhardt, J. & Gulbovaitė, E., 2016).

Congruence goes beyond simply agreeing to values. It is a condition where an employee embraces, adheres, and develops a deep understanding of the significance of the organizational value (Vveinhardt, J. & Gulbovaitė, E., 2016). Employees whose personal values match with the organizational values exhibit high level of job satisfaction and are more likely to stay in the organization. This creates an adaptable, motivated, and committed workforce. Studies also show that values congruence contributes to the reduction of human resource-related issues such as staff turnover, unethical employee behavior, using time in the workplace for activities unrelated

to one's work, stress, and anxiety (Gulbovaitė, 2017). Employees give more importance to selecting organizations with which they have a match of values over how much they will be compensated for their work (Diskiene, D. & Gostautas, V., 2013).

Corollary to its positive effects to the organization and its employees, evaluating congruence has become necessary. Assessing congruence enables an organization to undertake steps to lessen the existence of congruence gaps between personal and organizational values (Vveinhardt, J. & Gulbovaitė, E., 2016). The importance of managing a congruence gap is gaining attention in order to ensure that organizations are able to attract and retain employees who exhibit the expected and desired behavior in the workplace. Values congruence does not only mean that an employee agrees with the organizational values, but also champions and complies with them, thus, contributing to creating a positive work environment and organizational climate (Gulbovaitė, E., 2017).

Gulbovaitė (2017) referred to values congruence as a phenomenon and emphasized on the importance of diagnosing the congruence of personal and organizational values. It is seemingly possible that the organization has identified a list of values but the process of informing employees about these may be inadequate. Questions such as the extent of the obligatory nature of organizational values, and should organizational values take precedence over personal values may arise if incongruence would persist. Identifying the gap and the reasons for the gap between personal and organizational values will enable management to make decisions and take action to strengthen congruence. Indicators of congruence include alignment of personal and organizational values, explicit support provided by top management, and actualization as seen in the day-to-day activities of majority of employees who uphold and abide by the values.

Human Resources Management Practices

Recruitment and Selection

Recruitment and Selection involve processes critical in attracting individuals whose characteristics match those of the organization. HR management practices must focus on the fit between the needs of the applicant for a job and the needs of the organization to fill in a job vacancy. A consensus must be achieved in putting the right person with the right qualifications for the right job to ensure the performance and sustainability of the organization (Eva, T., 2018).

HR management practices must include ways of gauging the personal values of an applicant and how congruent these are with the core values of the organization. The design of the orientation and onboarding processes must incorporate strategic activities that will develop engagement and introduce the norms of the institution. This will contribute in making known to the new employee the daily activities and duties that manifest the organizational core values.

Performance Management System

Managing the performance of employees is concerned with establishing clear and realistic goals and objectives, monitoring, measuring, providing feedback, and performance improvement. The relationship between the employee and the immediate superior plays a key role in the success of an implemented Performance Management System. The holistic approach to performance management emphasizes not just the evaluation of an employee's performance. Goals and strengths are also highlighted (Cappelli, P. & Travis, A., 2016). HR management practices related to performance management are designed to motivate and retain employees. Performance evaluation must be underpinned on mutually established goals and objectives and must be the basis of giving performance feedback. The objectivity and accuracy of evaluation measures are important in maintaining the overall quality of performance. An organization's performance management system aims for better overall performance. This includes different facets of quality management (Raziq, A. & Wiesner, R., 2016). Part of the standards of performance must be the extent to which employees are able to meet established expectations in relation to promoting the organizational core values.

Training and Development

Training and development practices are necessary for organizations that want to achieve sustainable competitive advantage in a rapidly changing milieu (Mzimela, T. & Chikandiwa, C., 2017). Organizations that invest on the development of employees are able to harness organizational commitment and minimize employee turnover. HR management practices aimed at training and developing employees can curb job satisfaction and enhance retention (Bibi, P., Ahmad, A., & Majid, A., 2018). To ensure continuous improvement of the performance of employees, activities must be geared toward enhancing their knowledge and skills, which can aid in promoting the core values. A detailed guide must be reinforced to constantly advise employees on proper workplace behavior that exhibits embracing and following the values. Minimizing the gap between organizational core values and personal values can be achieved by clarifying to employees how the performance of their roles and responsibilities reflect the core values and how their significant contributions are strategically linked with organizational performance.

In terms of HR management practices, actions are being implemented in terms of Recruitment and Selection, Performance Management System, and Training and Development to motivate employees to espouse the core values, which in turn promotes congruence. The core values of the institution are competence, commitment, and compassion.

Competence is associated with performance (Campeanu-Sonea et al, 2011). This ensures that the knowledge, skills, and experiences possessed by an individual match those necessary to meet the expected quality of performance. Competence is essential in order to yield performance and efficiency of superior quality. It is the ability to function efficiently in one's work environment and operate

amid challenging situations (Agha, S., Alrubaiee, L. & Jamhour, M., 2012). Commitment is characterized by an adherence to identified goals, eagerness to be at the forefront, and enthusiasm to pursue a job (Chiang, Y., Lee, H., Chu, T., Han, C. & Hsiao, Y., 2015). Persistence, dedication to one's role, and the interest for professional development are elements of commitment (Mazerolle, S. & Dodge, T., 2015). This is a continuous process where the individual works beyond expectations, for the benefit of achieving the goals of the organization and attain success (Alkautsar, M., 2014). Compassion is an emotion and virtue that defines human nature (Ryan, 2010). It is in man's nature to extend assistance to another. It is other-oriented and inter-relational, manifested by genuine sympathy for another person's plight and the urge to take action to bring ease.

Recruitment and Selection

The University is very inclusive in terms of recruitment and selection of employees. Job postings indicate the qualifications as required by the job. It is ensured that job postings are compliant with labor laws, thus, there are no other restrictions imposed in terms of hiring. Screening of applicants include review of the qualifications, results of the employment examination, and the interview. During the orientation, the University is presented to the newly-hired employees. Information about the organization, including espoused values, and a background of the institution and its policies are discussed. It is during the orientation where the Human Resource Department (HRD) accentuate the core values of competence, commitment, and compassion.

Performance Management System

A review of the Performance Appraisal System of the University would show that there is a breakdown of factors focusing specifically on competence and commitment. Indicators of competence include job knowledge (*the adequacy of employee's knowledge and effectiveness in using his skills in accomplishing his job*), quality of work (*the completeness, thoroughness, and accuracy with which the employee does the job*), and communication and comprehension ability (*the ability of the employee to effectively hear and understand instructions, guidelines, and policies and to efficiently process and communicate with ease, courtesy, and grace*). Indicators of commitment include work attitude (*the employee's inherent qualities of honesty, adaptability, loyalty, and care for the company, cleanliness, and initiative*), observance of rules and regulations (*the employee's compliance and conformity with the existing Personnel Policies and attitude towards rules and norms*), and attendance and punctuality (*the presence of the employee on the job and his punctuality in the observance of office hours*). Indicators which focus on both competence and commitment are productivity and timeliness (*the capacity of the employee to consistently meet and deliver quality work output on time and his ability to allocate and fully utilize the amount of time available in his daily activities*), responsiveness and reliability (*the employee's ability to respond effectively and conform with the standard of his work responsibilities*), customer service (*the ability of employee to develop and maintain healthy relations with internal and external customers and to deliver the expected services*), and teamwork (*the ability of employee to work harmoniously and get along well with peers and superiors in accomplishing a task*).

Compassion is exhibited through the implementation of the Performance Management System. In the manual of policies, a rating of "Below Average" equates to an administrative case. However, in order to champion the value of compassion, the first time an employee gets a "Below Average" rating, a reminder is given instead of directly resorting to an administrative penalty. Intervention is given to an employee who needs improvement in performance. He is asked what the problem is, how the HRD can intervene, and a heads-up is given that if the same rating will be incurred, that is when the administrative case will commence.

The Performance Appraisal form includes a portion where the employee can state whether he agrees or disagrees with the evaluation done by the rater. The practice of giving the employee an opportunity to express can strengthen commitment to the organization. The form also includes the Plan for Employee Development. This allows the rater to make recommendations in order to enhance the competence of the employee. The strengths and weaknesses are identified, backed by critical incidents whether or not the competencies were clearly manifested. The recommendations for performance improvement and employee development are anchored on these critical incidents.

The HRD of the institution also implements a project that encourages employees to love their work and show, especially to the stakeholders, that they love what they are doing. Through a project that promotes giving "service with a smile", employees are able to show they know, love, and enjoy what they are doing. In customer service, smiling radiates joy and makes the stakeholders feel accommodated.

Other stakeholders are also given the opportunity to comment on the job performance of employees. A feedback box is accessibly located in every office. This is where stakeholders can freely put their feedback, whether positive or negative. The HRD discusses the comments with the concerned employee and his superior. This enables the employee to strengthen competence, with the assistance, supervision, and guidance of his superior. There is also the practice of performance recognition. Competence is reinforced by giving a letter of commendation when an employee is able to garner a rating of "Excellent" in two consecutive appraisal periods. An annual recognition program is also being carried out, where a diverse classification of awards is given. The award for "Most Outstanding Employee" is highly coveted because employees know that it is a very tedious process to review the qualifications of the candidates. The prestige embodied by this award emphasizes competence among employees. The service awards are given to employees who have served the University for at least 10 years. The recognition and cash incentive are conferred for every five additional years of service. This recognizes the commitment of the employees to serve the organization. Special awards are given

to employees who are involved in social work, community service, and similar acts that highlight the value of compassion of the employees.

The performance-based merit increase is a form of monetary recognition aimed to motivate employees to further espouse competence in their work performance.

Social media can also be a tool to promote congruence of values. During the period of the Covid-19 pandemic, in order to comply with safety and health protocols, some employees were placed on work-from-home arrangement, while some were part of the skeletal workforce reporting onsite. Even when some were not reporting regularly on campus, the University, through the HRD, are able to reach out to the employees through the use of various online platforms. Inspirational videos are being shared on the social media accounts of the University and the HRD to assist in alleviating the possible anxiety some employees are experiencing because of the “new normal” way of doing things. Those who are reporting onsite are also being honored and appreciated being the frontliners of the institution. Those celebrating their birthdays are also being remembered. These simple gestures are intentionally practiced by the HRD in order to make employees know and feel that they and the services that they render to the University are being valued. Organizations that show concern to employees are able to champion commitment.

Training and Development

Training activities offered to employees, in general, are focused on strengthening competence and commitment. There are three types of training activities being organized by the HRD according to purpose: Plenary, Sectoral, and Enhancement. Plenary learning sessions are open to all employees. These are designed to strengthen the soft skills. Some examples of topics include: professionalism, customer service, essential etiquette for the professional at work, and work-life balance. These trainings encourage employees to be truly committed in their service. Sectoral learning sessions focus on the hard skills. These are trainings that enhance the competence of employees. Topics offered are aligned to the nature of the job of the specific cluster. Example, for the Supervisory cluster, the topic conflict management was offered since they need to be equipped with the ability to manage possible conflicts among employees under their watch. The Clerical cluster has undergone training on e-records management, while the Technical cluster has had training on video editing. Enhancement learning sessions are focused on topics not covered by the Plenary and Sectoral Learning Sessions. This will ensure that a wide variety of relevant topics are offered to employees to promote versatility and well-roundedness.

Another important practice is the conduct of Training Needs Assessment (TNA). The TNA does not only involve the employees. Their superiors and administrators are consulted as well. This process is important to increase the likelihood of alignment of the trainings that will be offered to the actual needs of employees. TNA can augment the relevance of trainings to the job, professional expertise, and fields of interest of employees, which further highlights competence. Developmental activities are focused on honing compassion. These are activities that are done routinely on an annual basis, such as recollections, pilgrimages, and monthly masses. Community service also falls under the developmental activities spearheaded by the HRD. An example of this is the project aimed at providing financial support to deserving students of a public school in Manila. The source of funds come from the contributions of the employees themselves. Other fundraising activities, such as those launched during calamities and emergencies, are geared to champion the value of compassion.

A critical Approach to HRM

Inclusiveness upholds respect for individuality. It is a process where in barriers that may hinder individuals from rendering complete participation and cooperation are removed. Inclusive workplaces have mechanisms that promote equitability and fairness among employees, regardless of their affinity towards particular social groups (Smith, A., 2020). Competence, commitment, and compassion, as core values of the University, form part of its identity as a Catholic institution for higher learning. Precursors of inclusion include HR practices that make people feel valued regardless of individual differences, needs, and perceptions. A climate of inclusion is created when obstacles to belongingness and respect amid social differences are eliminated (Smith, A. 2020). Diversity brought about by an inclusive workplace can still foster values congruence. Familiarity with the organization, including its culture, can be achieved by new recruits through employee orientation (Rodriguez, J. & Walters, K., 2017). Emphasizing the values and beliefs of the organization during orientation integrates employees into the work environment by shaping expectations and behaviors (Rowland, W., Ruth, M., & Ekot, A., 2017). Orientation activities provide the needed competencies to facilitate adaptability to organizational structures, systems, and processes. Values congruence in inclusive workplaces can be best addressed during the orientation phase as this narrow down individual differences by creating alignment in terms of attitudes and behaviors. Employees view orientation as a gesture of acceptance and willingness of the organization to work with them, thus, building commitment early on (Rowland, W., Ruth, M., & Ekot, A., 2017).

Performance management system is a means of achieving organizational goals by providing a work environment that sets the groundwork for high quality employees. The organization can influence the performance of employees (Idowu, A., 2017) by facilitating the achievement of expectations. An organization's Performance Management System can contribute to values congruence if performance standards are aligned with the core values. Performance assessment metrics must reflect the desired outcomes and behaviors of employee performance (Rodriguez, J. & Walters, K., 2017). Appraisal is a major part of the management of employee performance. Providing feedback, identifying strengths and weaknesses, and highlighting training needs are some of the important developmental aims of appraisal. Recognizing excellent as well as poor performance, validating the criteria for

selection, and deciding on transfers and layoffs are some administrative aims of appraisal (Rodriguez, J. & Walters, K., 2017). Designing appraisal based on the core values can form a basis for recommending actions that will strengthen values congruence and improve employee performance. A well-designed performance appraisal system can be an objective basis for determining if employees have values congruent with those espoused by the organization. Decisions on the kind of support employees need can be anchored on the results of appraisal.

In planning for employee development, administrators must assist employees in formulating performance objectives and action plans to guide on the proper allocation of resources such as time and effort (Rodriguez, J. & Walters, K., 2017). Tasks expected to be accomplished must be clearly identified. Performance criteria anchored on the core values will help translate these into actions and assess if employee activities are aligned with what the organization aims to achieve. Positive feedback leads employees to perform better. While for employees whose performance fall below standard, feedback can help in addressing areas of deficiencies and highlighting appropriate behavior leading to better performance (Idowu, A. 2017).

Performance management system is a platform for harnessing employee motivation (Idowu, A. 2017). Recognizing employees' work efforts is a key incentive. Following the lines of the expectancy theory, incentives have a positive impact on motivation. Linking appraisal with compensation, rewards, and recognition can be utilized to move employees to increase effort and performance toward organizational goals while successfully meeting their own individual needs as well. In linking pay with performance, setting precise targets is a very important step. This will ensure that rewards are anchored on one's ability to obtain targets. Non-monetary awards that recognize achievements, efforts, and behaviors are also known to generate employee motivation. Recognition leads and encourages employees toward better performance. Meeting expectations and superior performance are indications of commitment and loyalty to the organization (Idowu, A. 2017). Implementation of the rewards system can motivate and retain high quality employees (Rodriguez, J. & Walters, K., 2017).

Relating this with diversity as a consequence of inclusiveness, performance management can be used to align employee activities to the values espoused by the organization. Organizational leaders must support employees in identifying outcomes and behaviors that are in conformity with expectations and standards ideally anchored on the core values. Performance management facilitates consistency in achieving organizational goals through effective and efficient means (Rodriguez, J. & Walters, K., 2017). Rewards and recognition can be used to sustain the motivation of employees to achieve explicit goals and boost performance. Organizations have the responsibility to improve the performance of employees and this can be achieved through training and development. As assets of the organization, employees must be prepared to handle diverse factors such as working conditions, norms, cultures, leadership, personal concerns, among others, thus, positively influencing employee performance (Rodriguez, J. & Walters, K., 2017). These activities are geared toward expanding the performance of employees by introducing new or additional knowledge and skills to meet required standards (Okechukwu, W. 2017).

Provision of competencies to cope with challenging situations is achieved through training and development. Employees become more equipped with the necessary soft, functional, and technical skills to take on diverse roles and responsibilities (Rodriguez, J. & Walters, K., 2017). Training and development are means by which the organization can establish values congruence by including activities, projects, and programs that promote the core values. Part of the TNA must look into the needs of employees to develop knowledge and skills that will allow them to exhibit adherence to the values in their day-to-day activities. Employees feel valued when they are provided with opportunities for training and development (Umamaheswari, S. & Krishnan, J., 2016). Provision of relevant trainings contribute to the development of commitment as employees feel the concern and support of the organization. Employees develop a sense of moral obligation to give back to the organization as the latter exhibits willingness to invest on improving their knowledge and skills (Umamaheswari, S. & Krishnan, J., 2016). Training and development substantially increase the loyalty of employees to the organization. These can be used to make employees more immersed with the values, goals, policies, procedures, and norms of the organization. Training and development activities create an environment of transparency by involving employees in setting the direction of the organization. Investing on employees exhibits the enthusiasm of the organization to work with them and fosters a sense of belongingness (Rowland, W., Ruth, M., & Ekot, A., 2017).

Conclusions

Employees are the most valuable assets organizations can have. They are a source of competitive advantage. This can be enhanced by maintaining harmony between the values of the organization and its members. The coherence in actions, minimal interpersonal friction, and positive organizational climate that ensue as results of congruence, are favorable conditions for the management of an organization's human resources. Well-planned and implemented HR management practices especially in the areas of Recruitment and Selection, Performance Management System, and Training and Development can be utilized by organizations to promote congruence between the personal values of employees and the core values of the organization. Defining the values of the organization and how these are translated into actions must be clearly imparted to the employees. It must be well understood how these relate to their performance and the impact these have on the achievement of the overall goals of the organization.

Future researches may focus on how other HR functions can be leveraged to promote congruence of values. Quantitative research methodology can be utilized to investigate if there is a congruence gap existing between the personal values of employees and the

core values of the organization. The qualitative approach can be used in conjunction with this to investigate the reasons why a gap exists. This can facilitate selecting the appropriate HR management practices to address incongruence.

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