BACKGROUND

The organizational culture profile (OCP) is an instrument initially developed by O’Reilly, Chatman, and Caldwell (1991) to assess person-organization fit. The tool can be useful as well in assessing organizations in need of culture change, distinguishing subcultures, and evaluating potential fit in mergers and acquisitions.

Person-organization fit is a useful predictor of job satisfaction and organizational commitment, which in turn affect performance. The OCP is considered an important instrument to measure the fit between individual’s preferences and organizational cultures. Traditional measures of person-situation fit used a limited set of descriptions and situations, thus failing to take into account idiosyncratic differences between individuals and situations, depending on salience and relevance. An additional advantage of the profile is that it allows the assessment of individuals and situations using a common language.

Culture is understood as a system of shared symbols and meanings (Alvesson, 2002). According to Schein’s (1984) well-established model, organizational culture is composed of different levels with artifacts and creations at the visible level, values at the next level, and finally, basic underlying assumptions at the core, below the conscious level of culture. The attraction-selection-attrition framework (Schneider, Goldstein, & Smith, 1995) posits that organizational members perpetuate an organization’s values by virtue of attraction to similar individuals (Newcomb, 1960), selection of similar recruits, and departure of ill-fitted individuals. As person-organization fit is a useful predictor of job satisfaction and organizational commitment, the congruency between the values of the individual and the organization may be particularly relevant to organizations.

The OCP contains 54 value statements (see appendix) that are to be sorted by the participants and reflect the following seven factors: (1) innovation; (2) stability; (3) people orientation; (4) outcome orientation; (5) easygoing; (6) detail orientation; (7) team orientation. First, a representative sample of organizational members are requested to complete the instrument by sorting