

DO MEANINGFUL MISSIONS MATTER? EXPLORING EMPLOYEE  
ENGAGEMENT ACROSS FINANCIALLY-FOCUSED AND  
SOCIALY-FOCUSED MISSION STATEMENTS

by

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## ABSTRACT

This study explored how the orientation of a firm's mission statement correlates with the degree of employee engagement. More specifically, I aimed to discover if there was a relationship between a more social mission statement and higher employee engagement levels. Through studying employee engagement levels across student internships at Texas Christian University, I found that there was not a significant increase in engagement levels interns for more social mission statements. Other factors of employee engagement, such as person-organization fit, commitment, and gender, however, did have a significant influence on engagement levels for social missions.

Women, individuals with high person-organization fit, and individuals with high commitment were highly engaged whether or not the mission was socially oriented. For men, individuals with low person-organization fit, and individuals with low commitment, however, a more social mission statement was actually associated with a significant drop in engagement levels. The details of this research and implications of the findings are described below.

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## INTRODUCTION

American leadership scholar and organizational consultant Warren Bennis once said, “At the heart of every great group is a shared dream. All great groups believe that... they could change the world... That belief is what brings the necessary cohesion and energy to their work” (Brown, 2003, p. 6). Bennis clearly understood the power of a passionate team. In the workplace, organizations can harness this power, igniting passion in employees through engaging in purposeful, worthwhile work that can make a difference (Ho, 2011; Studer, 2003). Engaged employees will perform their jobs with excellence, “100% psychologically and emotionally committed” to their specific roles in fulfilling the company’s purpose, which they consider “a unique calling, a life's mission” (Tucker, 2002, p. 1). A company’s purpose, traditionally defined in business by a mission statement, provides the “fundamental reason why an organization exists” (Pearce 1987, p. 109). Mission statements are powerful tools in directing firms. Academic research has indicated how the use of mission statements can be tied to organization performance objectives, but, interestingly, little consensus has emerged on what specifically mission statements should and should not contain (Bart, 1998).

A key finding in recent mission statement studies is that prevailing assumptions about the validity and significance of mission statements in correlating with higher firm performance are valid. Hirota (2010), Bart (1998), and Alavi (2009), found empirical evidence that the presence of a mission statement is associated with improved firm performance. Hirota’s (2010) exploration of mission statements in Japanese firms, for example, demonstrated the connection between a “strong” mission statement and improved employee retention. Studies by Brown (2003), English (2012), and Groscurth

(2014) have also linked the presence of mission statements on a variety of measures of firm performance, including employee engagement. Recent studies by Alavi (2009) and Bart (1998) demonstrate that a values/socially-centered mission statement is associated with higher firm performance, compared to a financially-oriented mission statement, which is associated with poorer firm performance. A values-centered mission statement, according to Bart (1998), is one that identifies and articulates, organizational values, which are the set of beliefs that represent a firm's thoughts and opinions about itself. A financially-oriented mission statement, in contrast, is one that identifies and articulates financial goals. Despite research about the importance of socially-oriented mission statements on employee performance, there is little academic research to date attempting to specify the relationship between employee engagement in firms with financially-based mission statements and firms with values-based mission statements.

This research will examine the relationship between a socially-oriented mission statement and the degree of employment engagement, exploring the factors surrounding how and why this correlation might exist and the implications of such findings on organizational performance. It will begin with a review of relevant research on mission statements and employee engagement, following with an explanation of the research questions. The implications of values-based mission statements and employee engagement will be explored through quantitative analysis of student internships at companies that utilize mission statements. Lastly, the research includes a discussion of the implications of these findings for business leaders.

## LITERATURE REVIEW

Business leaders and researchers alike agree about the importance of mission statements in setting the direction of firms. A correlation between a firm's mission statement and its performance has been assumed by these managers and researchers for years, but recent studies have just now begun to uncover and validate the nature of this relationship (Alavi, 2009, p. 556; Bart, 1998). This research will now explore the evidence regarding mission statements and consider the conditions under which mission statements may be the most effective in driving employee engagement and firm performance.

### **Mission Statements**

A mission statement should “answer the first question of any business venture: What business is it in and what is its reason for being?” (Tofttoy, 2004, p. 41). Drohan (1999, p. 117) expounded on that purpose, affirming that a “good” mission statement is one that “expresses an association's reason for being, conveys the association's identity and articulates purpose, focus, and direction. Such a statement is meaningful and inspiring and imparts a sense of stability in the midst of change.” Pearce (1987, p. 109) also points out that a mission statement should identify what makes a firm unique and provide the “foundation for priorities, strategies, plans, and work assignments.” Though the various definitions of mission statements in literature differ greatly in complexity, Forehand (2000, p. 268) found that most definitions tend to convey “the same general features,” including setting “the organization's purpose and discuss[ing] the means to achieve that purpose.” Definitions of the scope of mission statements describe their



intent, functionality, and content; this study will now explore the established benefits of firms that employ mission statements.

### Mission Statements & Firm Performance

Prevalent literature firstly establishes the more subjective benefits that firms enjoy from utilizing mission statements. According to Tofttoy (2004), forming a mission statement is the first and foremost strategic choice that a company needs to make.

Tofttoy expounds on this reasoning with the following explanation:

A small business without a mission is like a traveler without a destination. Without a concrete statement of organizational mission, the values and beliefs of a small business must be interpreted from the actions and decisions of individual managers. This makes it difficult to set clear goals and strategies. Therefore, the owner or the founder of the small business must articulate such a statement of goals and business philosophy. This mission is then maintained through generations of succeeding management long after the founder has left. Even though the business changes its products, customers, market, technology and service method, its basic beliefs and philosophy are still maintained in its modified mission statement (Tofttoy, 2004, p. 43).

Tofttoy's (2004) quote above illustrates widespread qualitative beliefs about the need for a mission statement as an enduring philosophic and strategic goal statement.

Although numerous articles agree about the importance of a mission statement qualitatively, until recently, very few, according to Bart (1998), have established quantitative evidence supporting that the content in mission statements improve firm performance. Bart (1998), Alavi (2009), and Hirota (2010) performed empirical studies to evaluate the quantitative influence of mission statements on firm performance factors.

Bart (1998) analyzed 500 industrial corporations in Canada through surveys, aiming to discover a relationship between the firm's use of mission statements and four

measures of firm performance: return on sales, return on assets, percentage annual change in sales, and percentage annual change in profits. Interestingly, Bart (1998) discovered mixed results, which only weakly support the idea that mission statements improve firm performance. Bart postulates the weakness in empirical support for widely held qualitative beliefs about the benefits of mission statements on firm performance stems from some specific elements of mission statements being more successful than others. For example, Bart (1998) found that mission statement content and the mission statement formation process are instrumental factors in determining the effectiveness of firm mission statements, features that we will discuss further in the literature review.

Alavi (2009) surveyed CEO perceptions on the influence of mission statements on firm performance. The vast majority of respondents, about 72%, considered a formal mission statement as “an essential factor in increasing firm performance.” Beyond this, Alavi’s (2009) study concluded that the mere presence of a mission statement was correlated with higher firm performance. Alavi went even further, like Bart, evaluating when mission statements were more effective and what content would and would not be associated with higher performance, notably finding that the presence of financial goals in mission statements was negatively associated with firm performance. Although this may be due to poorly performing firms placing financial goals in their mission statements in an attempt to improve, Alavi suggests that mission statement framers avoid including financial goals in mission statements at all. We will discuss the influence of financial statement goals in mission statements further.

Lastly, Hirota (2010, p. 1134) builds on Alavi’s (2009) opinions about the inclusion of financial targets in a mission statement, calling an emphasis on financial

values such as dividend return a “danger,” and requesting that firms instead should consider elements such as organizational culture, commitment, trust, and mission. After this introduction that implores on the importance of mission statements on organizational behavior, Hirota (2010) explains the methods and results of his study of mission statements in Japanese firms. Hirota (2010, p. 1137) found that “strong-mission” firms, compared to weak-mission firms, have superior performance, as measured by return on assets, and future growth opportunities, as measured by market to book ratio. Hirota (2010) also found that strong-mission firms employ less debt and longer employee tenure. Bart (1998), Alavi (2009), and Hirota (2010) found correlations of mission statements with higher firm performance. Interestingly, the studies also found that different elements of the mission statements, such as content, formation process, and communication of the mission statement to outsiders and employees made a tremendous difference in the strength of correlation. This review will now briefly assess these factors that influence the strength of mission statements, exploring when mission statements are most effective in inspiring higher firm performance, including person-organization fit, mission statement content, gender, and employee engagement.

#### *Person-Organization Fit*

Person-organization fit is defined as “congruence between an individual and an organization” (Hamida, 2011, 8). Although person-organization fit includes factors such as if employee abilities match with organizational needs and if the organization supplies what the employee needs, like an adequate salary, research is increasingly focused on other components of person-organization fit, such as the degree to which employees feel

like their jobs match with fulfilling the company's mission (Hamida, 2011, 8).

According to Brown, this area of congruence, which he calls alignment, is instrumental in determining mission statement effectiveness (Brown, 2003, 8).

Crotts (2005) takes this even further, explaining that, beyond job role alignment, internal structures and communications must also align with the mission in order to be most effective. Crotts (2005, p. 55) also found that despite widespread agreement on the importance of aligning policies, procedures, and internal structure with mission, surprisingly few studied managers ensured "that their words and actions were actually aligned with their mission." A failure to align basic company structure and procedures with the mission of the company often leads to confusion and ultimately to the inability of employees to fulfill the mission. And if employees are not compensated, promoted, or recognized for their work contributing to the mission of the company, but instead rewarded over primarily financial goals, why should they focus on achieving the mission? Crotts (2005) discovered that when employees are included in the mission statement formation process, are rewarded, incentivized, and promoted based on the degree to which they accomplish mission outcomes, and are taught mission statement values through orientation, job descriptions, and job ads, employees will be more aligned with the mission statement, leading to a more effective mission statement overall in improving firm performance. Beyond feeling aligned with the mission statement, the individual components of the mission statement itself are also powerful influencers of how effective the mission statement will be.

### *Mission Statement Content*

Many studies that explored the power of mission statements to boost firm performance have discovered a vital link between which specific elements a mission statement contains and its relationship with performance outcomes. Pearce (1987, p. 109) identified eight key components of mission statements: (1) target customers, (2) product identification/differentiation, (3) geographic domain, (4) core technologies, (5) commitment to profitability, (6) organizational philosophy, (7) organizational self-concept, and (8) desired public image. Using these eight components as a framework, Pearce (1987) developed a model to evaluate the differences in mission statement content between firms in the top quartile of profit margin and firms in the lowest quartile of profit margin among firms in the Fortune 500. The results in his model found statistical differences in content between firms in the top quartile and firms in the lowest quartile. Pearce (1987) discovered that the philosophy, self-concept, and public image components were more prevalently incorporated into higher performing firm mission statements. This does not necessarily indicate a causal relationship between inclusion of philosophy, self-concept, and public image factors in firm mission statements with higher firm performance, only that higher performing firms tended to have these factors. Pearce's (1987) findings also illustrate that the more successful firms had more comprehensive mission statements, including these differentiating factors that describe the organization's enduring beliefs and attitudes rather than a more narrow focus on firm success or financial outcomes. As previously mentioned, Bart (1998) and Alavi (2009) had similar findings on how mission statement content can influence firm performance.

Bart (1998) aimed to study the impact of goals in mission statements, evaluating both financial objectives and more qualitative, values-oriented aims. In his evaluation of mission statement content and firm performance, Bart (1998) hypothesized that significantly higher performance would be associated with firms that articulated specific financial goals in their mission statements. Bart (1998) also hypothesized that significantly higher performance would be associated with firms that articulated specific organizational values in their mission statements, in comparison to firms that do not. Interestingly, Bart's findings did not align with traditional research on the positive benefits of goals (Bart, 1998). Bart (1998) found that inclusion of financial goals in a firm's mission statement was actually negatively associated with firm performance. In other words, firms that included specific financial goals generally underperformed firms that did not. This contradicted his findings on organizational values, which were positively associated with firm performance (Bart, 1998). As with Alavi's research on financial goals in mission statements, the potential for confounding variables exists if poorly performing firms chose to include financial goals more often than well-performing firms. Bart (1998), like Alavi, concludes that financial goals should not be included in mission statements. Hirota (2010), Bart (1998), and Alavi (2009) together make a strong case for a socially-oriented and values-based mission statement, as opposed to a financially-oriented mission statement, when it comes to organizational performance.

Another factor that impacts the significance of mission statement content is gender. In a cross-national study by Jiu Chang in 2004, Chang examined sex differences in job attribute preferences. In having participants evaluate certain job characteristics using a five point scale ranging from "very important" to "not important at all," Chang

evaluated which elements men and women ranked differently. Interestingly, Chang's results found that women rank socially-oriented characteristics, such as the extent to which the job involves "helping others" and "being useful to society" as much more important than men (Chang, 2004, D4). This indicates that women might prefer socially-oriented mission statements more than men, and that perhaps women will respond more significantly to a socially-oriented mission statement than men in their engagement levels. Person-organization fit and mission statement content are powerful predictors of the success of a mission statement in inspiring firm performance. This review will now explore employee engagement both as an outcome of mission attachment and content and as a predictor of firm success.

### **Employee Engagement**

Employee engagement is the "backbone" of business, the very foundation of the company's relationship with its employees (Davila, 2014, p. 1). According to English, employee engagement includes factors such as "the degree to which employees are involved in their work, their investment in the work, and the degree of discretionary effort they contribute (English, 2012 p. 11). These factors are determined through a "psychological contract" between employee and employer (Davila, 2014, p. 1). When this psychological contract is successfully built on "respect, trust, and performance," employee engagement can lead to substantial improvements in business performance (Davila, 2014, p. 1).

### Benefits of employee engagement

English (2012) found that employee engagement is an instrumental factor in employee retention, productivity, and safety, and even plays a role in reducing absenteeism. Increasing individual employee performance is valuable, but employee engagement across an organization is especially powerful. In English's (2012) study, firms with "highly engaged workforce[s]" earned 52% higher operating incomes as compared to firms with low engagement scores (p. 11). Unfortunately, English's study also found that as little as one in three employees are engaged (English, 2012). Managers can capitalize on the tremendous advantages of employee engagement by focusing on achieving excellence in the key determinants of employee engagement, as evaluated below.

### Determinants of employee engagement

Davila (2014) explored eight key determinants of employee engagement that can be tied to organizational mission and values:

#### (1) Manager-employee relationship

According to Davila, the manager-employee relationship is the "most important driver of employee engagement" (2014, p. 2). Forming a professional and genuine relationship between a manager and employees is instrumental in forming purpose and autonomy in employees, both of which, according to Davila, will be "directly tied" with work ownership and engagement (2014, p. 2).



## (2) Intrinsic motivation

According to Thomas, intrinsic motivation in the workplace stems from employees finding “value” in what they do (Davila, 2014, p. 2). In Davila’s study, several employees remained engaged with their workplaces and managers “mainly as a result of their strong intrinsic motivation that often takes them through otherwise challenging times” (Davila, 2014, p. 2). Meaningfulness in the workplace, therefore, is extremely important in driving employee engagement.

## (3) Leadership

According to leadership expert Marc Summerfield, a leader is someone who “makes things better” (2014, p. 252). This definition is important, according to Summerfield, because employees at all levels of the company, even “worker bees” can be leaders (2014, p. 252). Leaders have the power to make a difference in the workplace as role. The presence of a role model demonstrating high levels of engagement can empower employees to also be highly engaged.

## (4) Performance Management

According to Davila, performance measurement includes “goals and objectives” and “how work is distributed to meet company goals” (Davila, 2014, p. 3). This clearly encompasses an organization’s mission statement and the processes in place to help employees achieve that mission in their daily work.

## (5) Career Development

This aspect of employee engagement, according to Davila, involves matching “the right employee with the right opportunity at the right time” (2014, p. 3). Opportunities for personal development and growth are tremendously important in instilling loyalty to

the company. Davila found that employers' ability to adequately see the "big picture" of engagement and motivated employees through opportunities for advancement, even across departments, minimized their losses to other organizations and improved organizational performance as a whole (Davila, 2014, p. 3).

#### (6) Financial and External Incentives

Employee compensation is another factor that is instrumental in employee engagement. Base pay and rewards are opportunities for organizations to tell their employees how valued they are to the company. Companies looking to inspire employee engagement through organizational mission should realize that financial incentives demonstrate the organization's "strategy to attract, motivate, and retain employees" and therefore can be an opportunity to extend the mission.

#### (7) Organizational Image

A company's reputation is another vital factor in employee engagement. If a company is known as values-centered, as opposed to profit-hungry, and these specific values align with employee values, employees will be proud to work at the company and more willing to overtly endorse their support for company values.

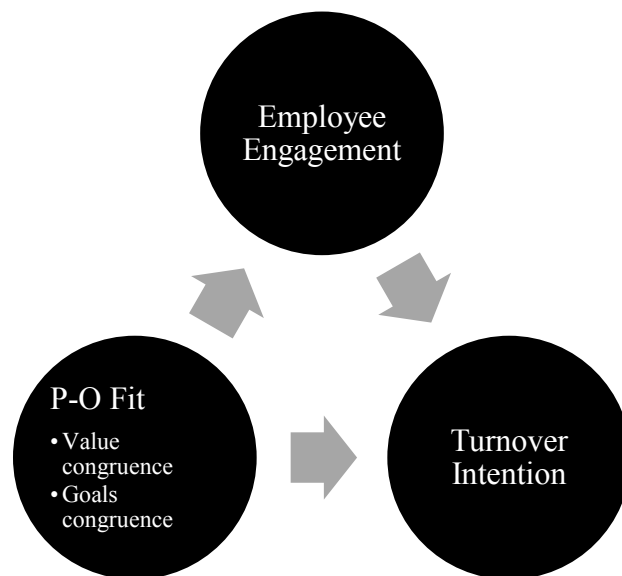
#### (8) Brand Alignment

Lastly, employee engagement is highly dependent on brand alignment. Since employees see the behind-the-scenes operations of their organizations, they can easily see if an organization is truly living up to its values. An employee's perception of contradictions in what the company says it stands for and what it does operationally, according to Davila, will "negatively impact" that employee's engagement (2014, p. 3).

Beyond brand alignment, alignment between employees and their jobs, person-organization fit is also significant in influencing employee engagement.

### Person-organization fit & employee engagement

As previously mentioned, congruence between employees and their jobs is vital in mission statement effectiveness; person-organization fit is also tremendously important in employee engagement. According to a study by Memon (2014, p. 205), person-organization fit, which he describes as value and goal congruence, “will provide greater meaningfulness and psychological attachment, which will then lead individuals to a higher level of employee engagement.” This study aimed to find ways to reduce costly employee turnover, and postulated that employee engagement actually mediates the relationship between person-organization fit and turnover intention, as demonstrated in Figure 1 below (Memon, 2014).



**Figure 1 – the relationship between P-O Fit, Employee Engagement, & Turnover Intention.**

Person-organization fit has a role in both employee engagement and mission statement strength; aligning employees and their roles has the potential to improve business performance through key variables such as turnover intention. Another factor relating to employee engagement is employee commitment.

#### Commitment & employee engagement

Organizational commitment, according to Biswas and Bhatnagar, refers to employees appending a significant amount of “personal meaning to their affiliation with their job and their organization” (2013, p. 30). This study found empirical evidence that engaged employees exhibit higher levels of commitment towards their organization. This indicates that when individuals are engaged, they tend to find their work to be “fulfilling and motivating,” reflecting “greater trust” and a more loyal relationship “between the individual and the organization” (Biswas, 2013, pg. 36). Another factor that differentiates engagement in employees is gender.

#### Gender & employee engagement

Another related factor that has prevailed in research is that women are inherently more engaged than men. A study by Fitch and Agrawal found that women have higher engagement levels than men (2014) and that these higher engagement levels actually lead to higher-performing workgroups for female-led groups. Therefore, when evaluating mission statement content and employee engagement, women may naturally already have higher engagement than men. The chart below shows the significant difference in females engagement levels versus male engagement levels, according to the Gallup study cited in Fitch and Agrawal’s study (2014).

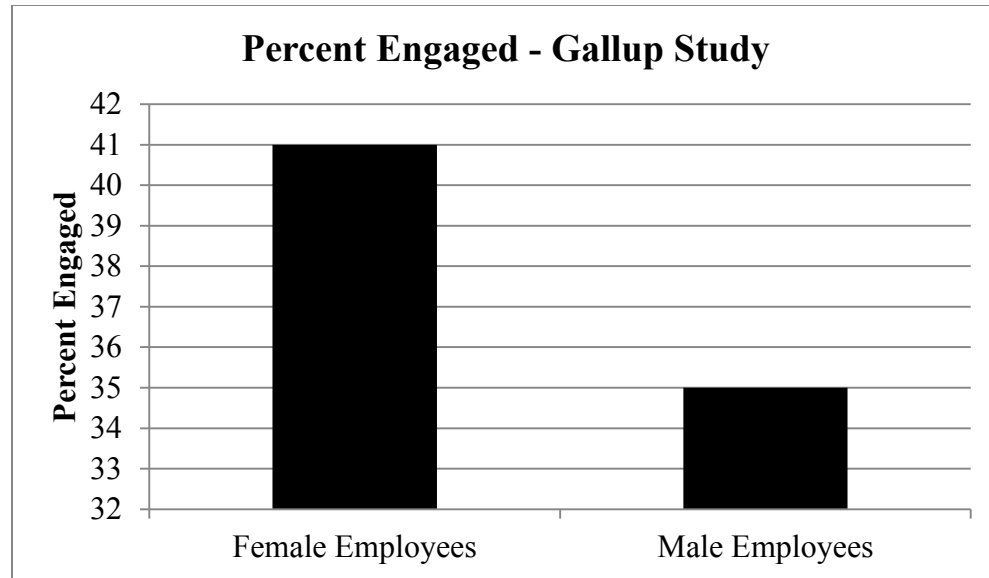


Figure 2 - Fitch, K., & Agrawal, S. (2014). Why Women Are Better Managers Than Men. *Gallup Business Journal*, 5.

### Literature Review – Summary

This literature review demonstrates (1) the true power of a well-formulated, aligned, and well-communicated mission statement, (2) the benefits of basing that mission statement on values rather than financial outcomes, and (3) the benefits of employee engagement on firm performance. Employee engagement and mission statement effectiveness are influenced by several factors including person-organization fit, organizational commitment, and gender. Although the link between a socially-oriented mission statement and organizational performance has been empirically demonstrated by several studies, studies have yet to explore a more precise relationship: the potential for a correlation between a values-based mission statement, as opposed to a financially-based mission statement, and employee engagement. This study will now explore how these characteristics might interact to improve firm performance.

## **General Research Questions**

My examination of prevailing literature on mission statements precipitated the following research questions:

- What is the relationship (if any) between socially-oriented mission statements and employee engagement?
- How does person-organization fit influence the relationship between the degree of social orientation in mission statements and employee engagement?
- How does commitment influence the relationship between the degree of social orientation in mission statements and employee engagement?
- How does gender influence the relationship between social orientation in mission statements and employee engagement?

## **HYPOTHESES**

Based on the quantifiable evidence of the benefits of values-based mission statements discussed above and the determinants of employee engagement such as intrinsic motivation and organizational image, I propose that engagement levels will be higher for firms that utilize socially-oriented mission statements.

**Hypothesis 1:** Higher social orientation in mission statements will correlate with higher employee engagement levels.

### **Person-Organization Fit**

Person-organization fit describes how aligned employees are to their jobs and how aligned the job structures are to fulfilling the mission. Person-organization fit is vital to mission statement effectiveness and also correlates with higher employee

engagement levels. Therefore, hypothesis two posits that person-organization fit will moderate the effect of social orientation in mission statements on employee engagement levels.

**Hypothesis 2:** Person-organization fit will moderate the relationship between social orientation and employee engagement such that the higher the person-organization fit, the more positive the relationship.

### **Commitment**

If employees are more committed to a socially-oriented mission as opposed to a financially-oriented mission, this could foster higher intrinsic motivation and higher engagement levels. Additionally, research shows that higher commitment correlates with higher engagement. I propose in hypothesis three that employee commitment will moderate the effect of social orientation in mission statements on employee engagement levels.

**Hypothesis 3:** Commitment will moderate the relationship between social orientation and employee engagement such that the higher the commitment, the more positive the relationship.

### **Gender**

Research shows that women prefer jobs that involve social outcomes, such as “helping others,” and “being useful to society,” more than men (Chang, 2004). Women are also inherently more engaged than men (Fitch and Agrawal, 2014). Due to these gender differences, I theorize in hypothesis four that gender will moderate the effect of social orientation in mission statements on engagement levels.

**Hypothesis 4:** Gender will moderate the relationship between social orientation and employee engagement such that females have a more positive relationship between social orientation in mission statements and engagement levels.

## METHODOLOGY

### **Sample**

The study sample was a collection of undergraduate students at a medium-sized Southern private university. The collection encompassed all students with reported internships during summer of 2014 at the university. The list included 201 students from a range of majors, classifications, work experiences, and backgrounds. To obtain data, an email was sent these 201 undergraduates requesting their voluntary participation in an online research study about their experiences during their summer internship. 62 individuals responded and filled out the survey, but only 45 of those individuals worked at a company that utilized a formal mission statement. Only the individuals working at companies that used mission statements went on to evaluate the content of the company's mission statements, so our final sample size was 45 students.

### **Data Collection Procedures**

We attempted to evaluate how mission attachment and mission content correlate to employee engagement through an online survey created in Qualtrics. The students provided the name of their company and evaluated their mission attachment, engagement, organizational commitment, satisfaction, and how they perceived their overall leadership experiences. Scales for measuring variables and demographic factors were obtained primarily from extant literature.



## **Variables**

### Dependent Variables

#### *Engagement*

Student engagement was evaluated using an abbreviated version of the ISA Engagement scale. Students answered a total of eight measures such as “I focused hard on my work,” and “I was enthusiastic in my work” with a seven item scale ranging from strongly disagree to strongly agree. These eight answers were then averaged to produce a single composite engagement score. Typically, scores of one to two indicate very low engagement and scores of six to seven indicate strong engagement (Soane, 2012).

#### *Satisfaction*

Student satisfaction was evaluated using an adapted version of the Teacher Job Satisfaction Questionnaire, taken from Tahir’s study of job satisfaction among college teachers (Tahir, Sumbul 2014). The four measures included “I enjoyed working at this company” and “This job provided me an opportunity to use a variety of skills.” Items were evaluated on a seven-point scale with one indicating strongly disagree and seven indicating strongly agree. Student answers to these four measures were averaged to produce a single satisfaction score.

#### *Productivity*

A seven-item scale adapted from Soane and Truss (2012) was used to assess individual productivity. I amended the wording of the items from Soane and Truss to the past tense because the student internships had ended prior to the time of the survey. The four measures included, “I met all the formal performance requirements of the job” and

“I completed the duties specified in my job description.” Answers ranged from one to seven and each of the seven answers were averaged to produce a productivity score for each student. Scores of sixes and sevens indicate high productivity.

### *Likelihood of Future Employment*

In order to evaluate the likelihood of future employment, I created my own questions that ranged from one (‘extremely unlikely’) to five (‘extremely likely’). These measures assessed students’ affinity to accept future jobs at their internship organization. Measures included “How likely are you to seek future employment at the company?,” “If this company offered you a job, what is the likelihood you would take it?,” and “Given the values system at this company, how likely would you take a lower salary to work here than in another company with different values?” Answers to these three measures were averaged to compile a single score for each student. Scores over three indicate that the students were interested in future work for their internship employer.

### Independent Variables

Our independent measure was the degree of social orientation of firm mission statements. In order to measure how socially-oriented mission statements were, I created a question that asked students to evaluate their firm’s mission statement on a gradient from financially oriented to socially oriented. Higher scores (five to seven) in this measure indicated social orientation. Several students were unaware of their companies’ mission statements. These student responses were coded as neutral (a four in the scale) because we assumed that the mission statement was not strongly financial or social as it had not made any impression on them during their internship.

## Moderators

### *Commitment*

Student commitment to their internship organizations was evaluated using items adapted from Allen's 1990 study of organizational commitment (Allen, 1990). The twelve questions included, "I am proud to tell others that I was part of this organization," "This organization has a great deal of personal meaning for me," and "I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful." Questions were evaluated on a seven-point scale with one indicating strongly disagree and seven indicating strongly agree. A simple average was taken of each answer to compile a single score for each student. Higher values indicate greater commitment.

### *Person-Organizational Fit*

Person-Organization fit was evaluated using an adapted scale from Cable and Judge (1996). The eight total measures included "I prefer to work for a socially-oriented company," "My values match or fit this organization," and "I care about the mission of the company I work for." Students evaluated these statements from one "strongly disagree" to seven "strongly agree" and higher evaluations indicated higher person-organization alignment. An average score of the eight questions was compiled to give a single score for each student.

### *Gender*

Lastly, I asked participants to provide their gender as a potential moderator.

Female was coded as a two and male was coded as a one. Our gender distribution was 78% female and 22% male.

### Control Variables

#### *Major/Minor*

Students selected their major(s) from a list of all 95 majors offered by the university where the study was performed. The top reported majors in our study included Fashion Merchandising, with six students, Finance, with five students, Strategic Communications, also with five students, and Marketing, with three students. Students self-reported their minors into a text entry field. The most commonly reported minors included Business, Spanish, Communication, and Mathematics.

#### *GPA*

Students selected their GPA range from eight choices. Counts from each measure are shown in the table below.

<b>GPA</b>	<2.00	2.01- 2.25	2.26- 2.50	2.51- 2.75	2.76- 3.00	3.01- 3.25	3.26- 3.50	3.51- 3.75	3.76- 4.00
<b>Count</b>	0	0	0	3	1	5	14	8	14

**Table 1- GPA**

#### *School/College*

Students also selected which respective college they studied in at the university. The top schools were the business school with eleven students, the college of fine arts with nine students, and the college of science and engineering with eight students.

### *Classification*

For classification, students elected if they were Freshman, Sophomores, Juniors, Seniors, or Other (such as Doctoral student). Close to half of the respondents were Seniors and another third were Juniors.

### *Leadership positions*

In order to evaluate the strength of the applicant, we asked students to name their leadership positions and experiences while at the university. Many had experience as camp facilitators at university-sponsored summer camps, officers in their Greek organizations, presidents of student organizations, or leaders in the university's honors program.

### *Country of origin*

Students also listed what country they were born in. These values were coded to represent either "USA" or "Other," indicating a student born abroad.

## **Methods**

We used the statistical package Stata 13 to evaluate the data and run the analysis. Using this software, we used hierarchical linear regression to analyze the data, which allowed us to evaluate the effects of each set of variables on the overall relationship between social orientation in mission statements on employee engagement levels. The hierarchical linear model allows us to evaluate the effect of moderator variables while still incorporating and analyzing the relationship with the dependent variables. This analysis gave us significant results. Our descriptive statistics are shown in the Table 2 below. Note that categorical control variables, such as classification, college/school, and

leadership positions were excluded from the descriptive statistics table because their numerical values would be irrelevant to our analysis. Table 3 shows the results of our models.

Variable	M	(SD)	1	2	3	4	5	6	7
1. Engagement	5.86	0.88	1						
2. Social Orientation	4.77	1.23	-0.14	1					
3. Commitment	5.19	1	0.62	-0.14	1				
4. Person-Organization Fit	5.51	0.86	0.6	0.04	0.69	1			
5. Gender	1.78	0.42	0.5	-0.06	0.22	0.37	1		
6. GPA	7.36	1.65	-0.1	0.14	-0.04	-0.07	-0.08	1	
7. Country of Origin	0.87	0.34	-0.12	0.03	0.01	0.05	0.1	0.21	1

**Table 2 – Descriptive Statistics**

VARIABLE	Model 1 Engagement	Model 2 Engagement	Model 3 Engagement	Model 4 Engagement	Model 5 Engagement
Commitment	0.20 (0.17)	0.20 (0.17)	0.17 (0.16)	-0.56 (0.44)	0.25 (0.16)
Person-Organization Fit	0.33 (0.20)	0.33 (0.20)	-0.64 (0.44)	0.30 (0.19)	0.24 (0.19)
Gender	0.54* (0.31)	0.56* (0.32)	0.64** (0.30)	0.76** (0.33)	-3.31* (1.75)
Classification - Junior	0.47 (0.48)	0.43 (0.53)	0.13 (0.50)	-0.04 (0.57)	-0.26 (0.58)
Classification - Senior	0.80 (0.48)	0.76 (0.53)	0.66 (0.49)	0.47 (0.53)	0.03 (0.59)
Classification - Other	1.44* (0.78)	1.35 (0.93)	0.48 (0.92)	0.30 (1.05)	0.96 (0.88)
College or School - College of Fine Arts	0.36 (0.36)	0.35 (0.37)	0.30 (0.34)	0.29 (0.36)	0.55 (0.36)
College or School - Health Sciences/Nursing	0.44 (0.52)	0.46 (0.54)	0.33 (0.50)	0.30 (0.52)	0.48 (0.50)
College or School - School of Business	0.22 (0.36)	0.22 (0.36)	0.40 (0.34)	0.36 (0.36)	0.43 (0.35)
College or School - Science & Engineering	0.73* (0.39)	0.73* (0.39)	0.79** (0.36)	0.95** (0.40)	0.76** (0.37)
College or School - Humanities & Social Sciences	-0.25 (0.44)	-0.23 (0.45)	0.17 (0.45)	0.23 (0.50)	-0.29 (0.42)
College or School - University Programs	-0.21 (0.78)	-0.20 (0.80)	-0.09 (0.73)	0.19 (0.79)	-0.47 (0.75)
GPA	-0.00 (0.08)	0.00 (0.08)	0.05 (0.08)	0.07 (0.09)	-0.08 (0.08)
Country of Origin	-0.60* (0.33)	-0.60* (0.34)	-0.68** (0.31)	-0.72** (0.33)	-0.47 (0.32)
Social Orientation of Mission Statement		-0.02 (0.10)	-1.30** (0.54)	-0.91* (0.49)	-1.64** (0.73)
Mission Social Orientation X PO fit			0.21** (0.09)		
Mission Social Orientation X Commitment				0.16* (0.09)	
Mission Social Orientation X Gender					0.84** (0.37)
Constant	1.71* (0.92)	1.80* (1.02)	7.46*** (2.52)	5.69** (2.32)	10.52** (3.99)
Observations	42	42	42	42	42
R-squared	0.69	0.69	0.75	0.73	0.74

Standard errors in parentheses

\*\*\* p<0.01, \*\* p<0.05, \* p<0.1

**Table 3 - Model Coefficients**

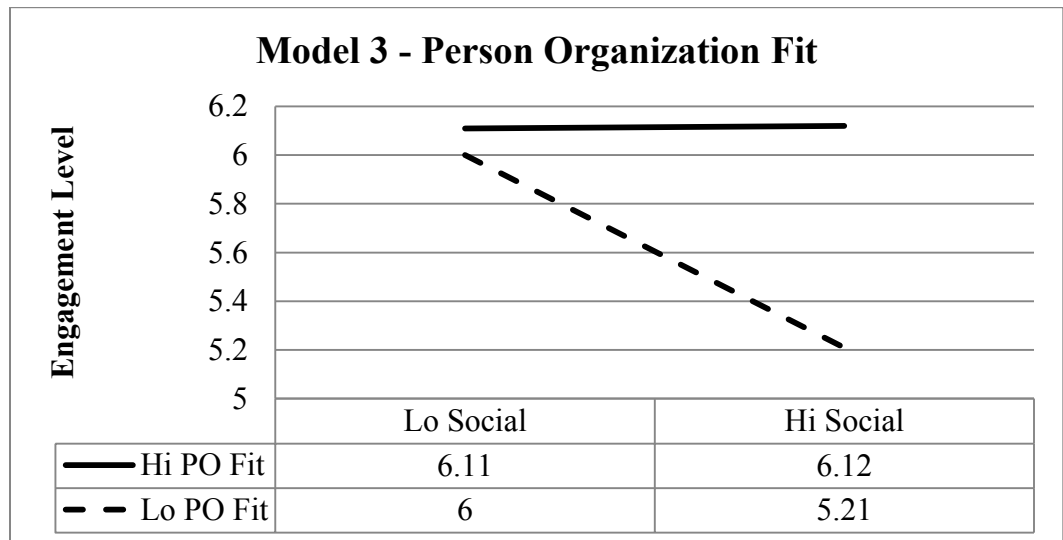


## Results

Hypothesis 1 stated that higher social orientation in mission statements will correlate with higher employee engagement levels. Model 2, found in Table 3, shows the direct relationship of a socially-oriented mission statement on employee engagement. As shown in Model 2, the coefficient for engagement is negative and insignificant. Thus, I find no support for Hypothesis 1.

Hypothesis 2 stated that person-organization fit will moderate the relationship between social orientation and employee engagement such that the higher the person-organization fit, the more positive the relationship. Model 3 shows the relationship of a socially-oriented mission statement on employee engagement, as moderated by person-organization fit. This model has a coefficient of determination of .75, indicating that approximately 75% of the variation in employee engagement is captured by the relationship between our control variables and social orientation of mission statements, as moderated by person-organization fit. As shown in Table 3, Model 3 had a statistically significant beta of .21, supporting the idea that person-organization fit moderates the relationship between social mission statements and employee engagement. To aid interpretation of the interaction effect, I plotted the relationship in Figure 3. As shown in the figure, individuals with high person-organization fit had high engagement levels (6.11 and 6.12 out of 7) whether or not the mission statement was socially oriented. For individuals with low person-organization fit, however, a increasingly social mission

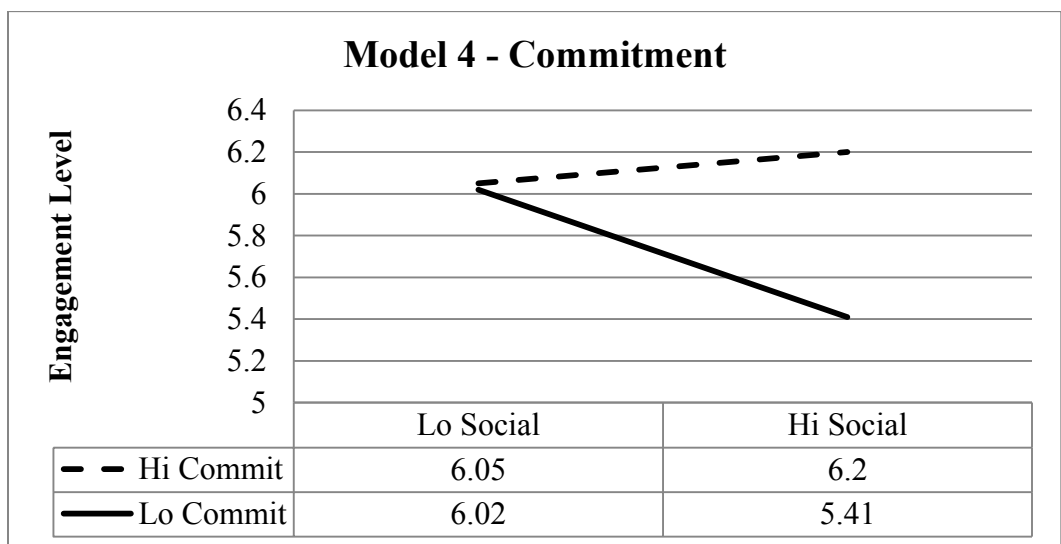
statements actually resulted in statistically significant drops in engagement levels.



**Figure 3 – Person Organization Fit Interaction**

Hypothesis 3 stated that commitment will moderate the relationship between social orientation and employee engagement such that the higher the commitment, the more positive the relationship. Model 4 in Table 3 shows the relationship of a socially-oriented mission statement on employee engagement, as moderated by commitment levels. This model has a coefficient of determination of .73, indicating that approximately 73% of the variation in employee engagement is captured by the relationship between our control variables and social orientation of mission statements, as moderated by commitment levels. This model has a statistically significant beta of .16, supporting the hypothesis. To aid interpretation of the interaction effect, I plotted the relationship in Figure 4. As shown in the figure, individuals with high commitment levels were engaged whether or not the firm employed a

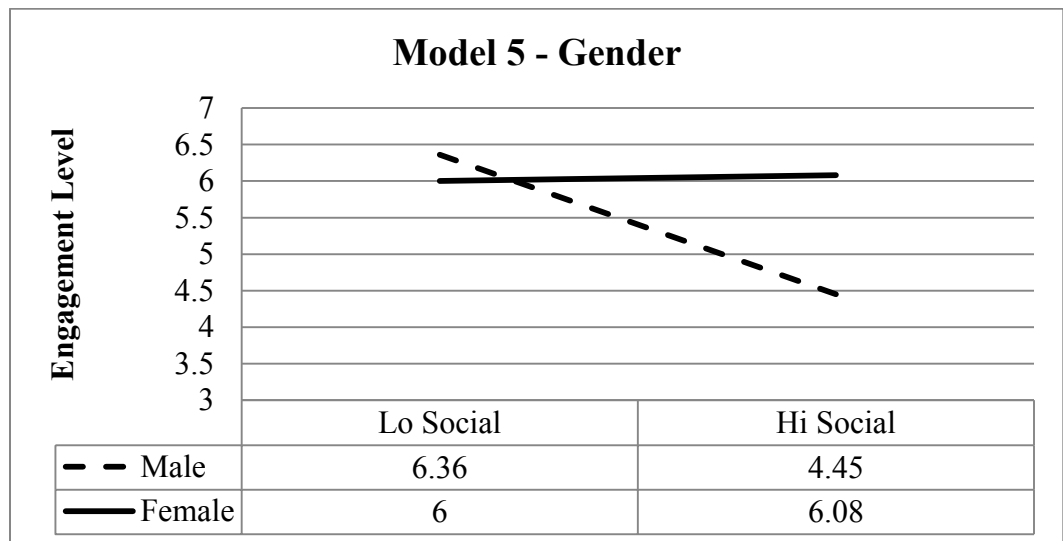
socially-oriented mission statement. The statistically insignificant jump in engagement levels went from 6.05 for low social orientation to 6.20 for high social orientation. For individuals with low commitment, in contrast, a higher degree of social orientation in mission statements resulted in less employee engagement, a statistically significant drop from 6.02 out of 7 for low social mission statements to 5.41 out of 7 for mission statements with high social orientation.



**Figure 4 - Commitment Interaction**

Hypothesis 4 stated that gender will moderate the relationship between social orientation and employee engagement such that females have a more positive relationship between social orientation in mission statements and engagement levels. Model 5 shows the relationship of a socially-oriented mission statement on employee engagement, as moderated by gender. This model has a coefficient of determination of .74, indicating that approximately 74% of the variation in employee engagement is captured by the relationship

between our control variables and social orientation of mission statements, as moderated by gender. This model has a statistically significant beta of .84, supporting the idea that gender moderates the influence of a social mission statement on employee engagement, though the interaction was not quite as expected. To aid interpretation of the interaction effect, I plotted the relationship in Figure 5. As shown in Figure 5, females exhibited high engagement levels whether or not the mission statement was socially oriented. Females increased insignificantly from 6.00 for mission statements with low social orientations to 6.08 for highly social mission statements. For males, on the other hand, having a social mission statement was harmful to engagement levels. Males were highly engaged for less social mission statements (6.36 out of 7), but significantly less engaged (4.45 out of 7) when mission statements were socially oriented.



**Figure 5 - Gender Interaction**

## **Discussion**

One interesting finding was our results on the influence of person-organization fit on employee engagement levels. The hypothesis suggesting that higher person-organization fit would lead to a more positive relationship between social orientation and employee engagement was technically validated. Individuals with high person-organization fit were found to have high engagement levels whether or not the company used a socially-oriented mission statement (6.11 out of 7 for low social, 6.12 out of 7 for high social). For employees with low person-organization fit, contrastingly, the degree of social orientation was negatively correlated to employee engagement. For low PO fit employees, higher social orientation was actually associated with lower engagement levels (6.00 for low social orientation, and 5.21 for high social orientation). This finding validates prevailing research that employee engagement is driven by alignment (Davila, 2014) because engagement in employees with low fit appears to be inhibited by a more social mission statement. The biggest implications of the findings on person-organization fit are on how important it is for managers to hire the right people for the company. If employees have low person-organization fit, engagement levels will be lower and employees will be less engaged when these companies have strong social mission statements.

Another finding that shows significant implications for managers is the findings on commitment. Similarly to person-organization fit, employees that are highly committed were found to be engaged whether or not the mission

statement was socially oriented. Although highly committed individuals were more engaged in highly social firms, this increase was not statistically significant (6.05 to 6.20). For employees who were not committed, in contrast, the relationship between the degree of social orientation in mission statements and the level of employee engagement was negative. In employees with low commitment levels, engagement levels were highest with low social orientation (6.02 out of 7) and dropped to 5.41 out of 7 when social orientation was high. This is significant because it highlights an opportunity for managers to avoid engagement issues. Through focusing on factors that will drive up commitment and hiring employees that both are inherently more committed and are more aligned to these jobs, managers have the potential to maintain high engagement levels across their organization, whether or not their mission is socially oriented.

Perhaps the results of our study with the most implications are the differences in employee engagement levels among males and females. Although I hypothesized that women would be more intrinsically motivated and therefore more engaged when mission statements were more socially oriented, women in our study were highly engaged whether or not the companies had socially-oriented mission statements. When averaging engagement levels across firm's with high and low social missions, this study seems to support Fitch and Agrawal's 2014 research that found that women have higher engagement levels than men. Women had an average engagement level of 6.04 and men had an average engagement level of 5.41. In companies

with low social orientation, however, men actually had higher engagement levels than women. (Men 6.36, women 6.00). When the degree of social orientation increased, male engagement levels dropped significantly. Male engagement levels were negatively correlated with the degree of social orientation. It is interesting to note the opposing relationships between social orientation and employee engagement across men and women. One implication from this finding is for managers to understand the differences between men and women in what motivates them to engagement. Although women exhibit high engagement levels whether or not the company utilizes a social mission statement, men appear to prefer a less social mission statement, in terms of their engagement levels. This finding suggests that, if managers are attempting to increase engagement levels in men, they should consider reforming their mission statement to be less socially oriented. Although they have many implications, these findings do have limitations.

### **Limitations of Study**

One limitation of my research is the relatively small sample size. Perhaps in part because of this small sample size, many of the predicted relationships were not found to be significant, such as the increase in engagement among females as the degree of social orientation increased, because these relationships could have been due to chance.

Another limitation in the study is that the study was correlational; a causal effect cannot be inferred from a correlational study. For example, the statistically significant negative relationship I found between the degree of

social orientation in firm mission statements and employee engagement levels in men is not necessarily because the higher social orientation caused the lower engagement level. The fact that the study is correlational also means we cannot infer directionality – high social orientation may not be the causal variable, but in fact the effect of a culture of less engaged employees.

A third limitation of the study is the short time of employment. Student internships in the study lasted an average of 2.61 months, which may not have been long enough for them to develop or evaluate their person-organization fit, commitment, or engagement levels. Additionally, they may not have yet fully understood how social the company's mission is since they had a relatively short amount of time to learn about the organization.

Also, students evaluated the degree of social orientation themselves. This may cause bias because, for example, students who are more engaged or have higher person-organization fit may feel that their company's mission statement is more social because they intrinsically believe in the mission.

Lastly, the research is also limited by the fact that the entire sample was college students from one university. Though these students had a wide variety of internships across the nation, including some abroad, the results may be biased due to the fact that the sample was entirely composed of students evaluating their internship experiences, not employees evaluating their employers.



### **Future Research**

Although this study was done using college student interns, it would be interesting to conduct a similar study using full-time employees. It would also be useful to study how these factors are influenced by tenure, since these summer internships had such a short duration. Lastly, it would be interesting to evaluate how other factors might moderate the relationship between social mission statement and employee engagement. For example, future research could explore the effects of personality characteristics, industry, and non-profit/for profit status of the companies

### **Conclusion**

Warren Bennis' quote on the power of a shared dream in bringing "cohesion and energy" to a team is complicated by the idea that different employees may be motivated to engagement in different ways. For managers, forming a mission statement that will have the maximum impact on employee engagement levels may counter former research, especially studies urging managers to stay away from financial missions in favor of social ones. Since women, highly committed employees, and employees with high person-organization fit were highly engaged whether or not the mission was socially oriented, perhaps the mission statement that would be associated with the greatest degree of employee engagement across all employees is a mission statement that is not socially oriented.

APPENDIX**Companies Included in the Study**

Allied Integrated Marketing	Mori Lee
American Remembrance	NASA Johnson Space Center
BBDO Honduras	New Jersey State Senate
Bellevue Dance Academy	Oopsy Daisy Baby/Enchanted Shimmer
Bellevue Dance Academy	P4L Fitness
Candela	Palos Verdes Peninsula Land Conservancy
China Construction Bank	Paramount Pictures
Clear Creek Music Festival	Park Place Motorcars
Congressman Roger Williams Office	Pavlov
Cook Children's Medical Center	PhysAssist Scribes
Cow Creek Ranch	Pinks and Greens
Edge Theory	Proyecto Inmigrante
Ferrari and Maserati of Newport Beach	Relativity International
Fort Worth Area Swim Team	Reno Orthopedic Clinic Therapy
Fort Worth Cats	Rimes-Shanghai
Fort Worth Community Arts Center	Senator Boozmans office
Fort Worth Sister Cities International	Sister Cities International
Fort Worth. Vaqueros Football club	State Government of CA
Fortress Youth Development Center	Steadfast Creative
General Electric	Tarrant County Archives
Gianna and Company	Texas Children's Hospital
HoyaLens Australia	Texas Health: Harris Methodist
Jimmy Choo	Texas Rehabilitation Hospital
JSC ITC Company	The Wedding Library
Kimbell Art Museum	UNT HSC, Center for the Commercialization of Fluorescent Technologies
Livada Orphan Care	Walmart
Major League Baseball Players Alumni Association	
Make a Wish Southern Nevada	
MeringCarson	

**Table 4 - Companies Included**

## Demographic Characteristics of the Sample

Variables		Frequency	(%)
Gender			
	Male	10	22%
	Female	35	78%
Classification			
	Freshman	0	0%
	Sophomore	4	9%
	Junior	14	32%
	Senior	25	57%
	Graduate Student	1	2%
School/College			
	College of Humanities & Social Sciences	6	14%
	College of Communication	5	12%
	College of Fine Arts	9	21%
	College of Science and Engineering	8	19%
	College of Nursing/Health Sciences	2	5%
	School of Business	11	26%
	University Programs	1	2%
GPA			
	2.01-2.25	0	0%
	2.26-2.50	0	0%
	2.51-2.75	3	9%
	2.76-3.00	1	3%
	3.01-3.25	5	14%
	3.26-3.50	14	31%
	3.51-3.75	8	21%
	3.76-4.00	14	31%
Major*			
	Accounting	1	2%
	Art History	1	2%
	Biology	1	2%
	Child Development	1	2%
	Computer Science	1	2%
	Early Childhood Education	1	2%
	Economics	1	2%
	Energy Technology and Management	1	2%
	Engineering	2	4%
	Entrepreneurial Management	2	4%
	Environmental Science	1	2%

Fashion Merchandising	6	13%
Film-TV-Digital Media	1	2%
Finance	5	11%
Geography	1	2%
Graphic Design	1	2%
History	1	2%
Marketing	3	7%
Mathematics	1	2%
Music Education	1	2%
Neuroscience	2	4%
Nursing	1	2%
Nutritional Sciences	1	2%
Physics	1	2%
Political Science	3	7%
Pre-Law	1	2%
Psychology	1	2%
Ranch Management	1	2%
Spanish & Hispanic Studies	1	2%
Sports Broadcasting	1	2%
Strategic Communication	5	11%
Supply & Value Chain Management	2	4%
Supply and Value Chain Management	2	4%

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\*Some students are double majors, total value adds to more than 100%

## Survey Items

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Instructions: Please consider your job experience at your SUMMER 2014 INTERNSHIP for the entire survey.

Name of Company: (1)

Length of employment/internship (months) (2)

Wage (\$\$/Hour) (3)

How would you characterize the company?

- Non Profit (1)
- For Profit (2)
- Other (3)

How would you characterize the company?

- Local (1)
- National (2)

How would you characterize the company?

- High Tech (1)
- Low Tech (2)

Mission Knowledge - The company I worked for had a formal mission statement.

- True (1)
- False (2)
- I don't know (3)

INSTRUCTIONS: ABOUT THE COMPANY - Please continue to consider your job experience at your SUMMER 2014 INTERNSHIP.

### Mission Knowledge and Attachment

	Strongly Disagree (1)	Disagree (2)	Somewhat Disagree (3)	Neither Agree nor Disagree (4)	Somewhat Agree (5)	Agree (6)	Strongly Agree (7)
I know the company's mission statement well. (2)							
I can recite the company's mission statement word-for-word. (3)							
I was taught about the formal mission statement during training or orientation. (4)							
The mission statement was publicly displayed in the company. (5)							
The administration of the company did not clearly define organizational goals. (6)							
I liked to work for this organization because I believe in its mission and values. (8)							
My work contributed to carrying out the mission of the organization. (9)							

	Strongly Disagree (1)	Disagree (2)	Somewhat Disagree (3)	Neither Agree nor Disagree (4)	Somewhat Agree (5)	Agree (6)	Strongly Agree (7)
The company's mission statement articulates a financial focus (such as profitability, revenues, costs, etc.) (1)							
The company's mission statement articulates a socially-oriented focus (such as company values, employee welfare, community outcomes, etc.) (2)							

	Strongly Financially Focused (1)	Financially Focused (2)	Somewhat Financially Focused (3)	Neutral (4)	Somewhat Socially Focused (5)	Socially Focused (6)	Strongly Socially Focused (7)
Please rate the company's mission statement on a scale from strongly financially-focused to strongly socially-focused. Financial refers to factors such as profit, returns, and prices. Social refers to factors such as company values, employee welfare, community service, etc. (1)							

ON THE JOB EXPERIENCES - Please continue to consider your job experience at your SUMMER 2014 INTERNSHIP.

### Calling

	Strongly Disagree (1)	Disagree (2)	Somewhat Disagree (3)	Neither Agree nor Disagree (4)	Somewhat Agree (5)	Agree (6)	Strongly Agree (7)
1. The work I did at this organization feels like my calling in life. (1) 2. I am definitely the sort of person who fits in the line of work at this organization. (4) 3. I was meant to do the work I did. (6) 4. The work that I did at this company is important. (7) 5. I had a meaningful job at this organization. (8) 6. The work that I did makes the world a better place. (9)							

### Engagement

	Strongly Disagree (1)	Disagree (2)	Somewhat Disagree (3)	Neither Agree nor Disagree (4)	Somewhat Agree (5)	Agree (6)	Strongly Agree (7)
1. I focused hard on my work at this company. (1) 2. I concentrated on my work. (2) 3. I shared the same work values as my colleagues. (4) 4. I shared the same work goals as my colleagues. (5) 5. I shared the same work attitudes as my colleagues (6) 6. I felt positive about my work at this organization. (7) 7. I felt energetic in my work. (8) 8. I was enthusiastic in my work. (9)							

### Task Orientation

	Strongly Disagree (1)	Disagree (2)	Somewhat Disagree (3)	Neither Agree nor Disagree (4)	Somewhat Agree (5)	Agree (6)	Strongly Agree (7)
1. I completed the duties specified in my job description. (1)							
2. I met all the formal performance requirements of the job. (2)							
3. I never neglected aspects of the job that I am obligated to perform. (4)							
4. I often failed to perform essential duties. (5)							

### Satisfaction

	Strongly Disagree (1)	Disagree (2)	Somewhat Disagree (3)	Neither Agree nor Disagree (4)	Somewhat Agree (5)	Agree (6)	Strongly Agree (7)
1. I enjoyed working at this company. (1)							
2. Finding the motivation to come to work was a struggle. (2)							
3. Working for this company provided me with an opportunity to advance professionally. (4)							
4. This job provided me an opportunity to use a variety of skills. (5)							

While working for the company, how often did you:

	Never (1)	Rarely (2)	Sometimes (3)	Most of the Time (4)	Always (5)
1. Attend functions that were not required but that helped the organizational image. (1)					
2. Offer ideas to improve the functioning of the organization. (2)					
3. Take action to protect the organization from potential problems. (3)					
4. Defend the organization when other employees criticized it. (4)					



Instructions: Please continue to consider your job experience at your SUMMER 2014 INTERNSHIP.

Person-Organization Fit

	Strongly Disagree (1)	Disagree (2)	Somewhat Disagree (3)	Neither Agree nor Disagree (4)	Somewhat Agree (5)	Agree (6)	Strongly Agree (7)
1. I prefer to work for a socially-oriented company. (1)							
2. I care about the mission of the company I work for. (2)							
3. I believe that mission statements truly reflect a company's values. (3)							
4. My values 'match' or fit this organization. (4)							
5. My values match those of current employees in organization. (5)							
6. My job search is based upon the 'match' or interpersonal fit between my values, personality, and goals and those of the current employees in the organization. (7)							
7. I am likely to recommend the organization to your friends as a good place to work. (8)							
8. I am likely to to tell my friends NOT to work for the organization. (9)							

Describe how committed you are to the organization.

	Strongly Disagree (1)	Disagree (2)	Somewhat Disagree (3)	Neither Agree nor Disagree (4)	Somewhat Agree (5)	Agree (6)	Strongly Agree (7)
1. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful. (1)							
2. I talk up this organization to my friends as a great organization to work for. (2)							
3. I feel very little loyalty to this organization. (3)							
4. I find that my values and the organization's values are very similar. (4)							
5. I am proud to tell others that I was part of this organization. (5)							
6. This organization really inspired the very best in me in the way of job performance. (6)							
7. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined. (7)							
8. I really care about the fate of this organization. (10)							
9. Deciding to work for this organization was a definite mistake on my part. (12)							
10. I would be very happy to spend the rest of my career in this organization. (13)							
11. This organization has a great deal of personal meaning for me. (17)							
12. I would accept almost any job to keep working for this organization. (19)							

Future Employment

	Very Unlikely (1)	Unlikely (2)	Undecided (3)	Likely (4)	Very Likely (5)
1. How likely are you to seek future employment at the company? (1)					
2. If this company offered you a job, what is the likelihood you would take it? (2)					
3. Given the values system at this company, how likely would you take a lower salary to work here than in another company with different values? (3)					

## DEMOGRAPHIC INFORMATION - Tell us about yourself.

## Gender

- Male (1)
- Female (2)

## Classification

- Freshman (1)
  - Sophomore (2)
  - Junior (3)
  - Senior (4)
  - Other (Please Explain) (5)
- 

## College or School

- M J Neeley School of Business (206)
- College of Communication (203)
- College of Fine Arts (204)
- Harris College of Nursing/Health Sciences (205)
- College of Science and Engineering (207)
- AddRan College of Humanities & Social Sciences (208)
- School of Education (209)
- University Programs (210)

## Major(s):

- Accounting (12)
- Aerospace Studies (13)
- All Level Education: Early Childhood-12 (14)
- Anthropology (15)
- Art Administration (16)
- Art Education (17)
- Art History (18)
- Asian Studies (19)
- Astronomy (20)
- Athletic Training (21)
- Biochemistry (22)
- Biology (23)
- British & Colonial/Post-Colonial Studies (24)
- Business Information Systems (25)
- Chemistry (26)
- Child Development (27)
- Classical Studies (28)
- Communication Studies (29)
- Computer Information Technology (30)
- Computer Science (31)
- Criminal Justice (32)
- Dance (33)
- Early Childhood Education (34)
- Economics (35)
- Educational Studies (36)
- Energy Technology and Management (37)
- Engineering (38)
- English (39)
- Entrepreneurial Management (40)
- Environmental Earth Resources (41)
- Environmental Science (42)
- Fashion Merchandising (43)
- Film-TV-Digital Media (44)
- Finance (45)
- Finance with Real Estate (46)
- French (47)
- Geography (48)
- Geology (49)
- German (50)
- Graphic Design (51)
- Habilitation of the Deaf/Hard of Hearing (52)
- Health and Fitness (53)
- Health Care Ethics (54)
- Healthy Aging (55)
- History (56)
- Interior Design (57)
- International Economics (58)
- Italian (59)
- Japanese (60)
- Journalism (61)
- Latina/o Studies (62)
- Lighting for Visual Presentation (63)
- Marketing (64)
- Mathematics (65)
- Middle School Education (66)
- Military Science (67)
- Modern Language Studies (68)
- Movement Science (69)
- Music (70)
- Music Education (71)
- Neuroscience (72)
- Nursing (73)
- Nutritional Sciences (74)
- Philosophy (75)
- Physical Education (76)
- Physics (77)
- Political Science (78)
- Pre-Health Professions (79)
- Pre-Law (80)
- Pre-Major (Undecided) (81)
- Psychology (82)
- Psychology of Leadership (83)
- Ranch Management (84)
- Religion (85)
- Secondary Education (86)
- Social Work (87)
- Sociology (88)

- Spanish & Hispanic Studies (89)
- Speech-Language Pathology (90)
- Sport Psychology (91)
- Sports Broadcasting (92)
- Strategic Communication (93)
- Studio Art (94)
- Supply & Value Chain Management (95)
- Theatre (96)
- Urban Studies (97)
- Women's Studies (98)
- Writing (99)
- Business Information Systems (5)
- Entrepreneurial Management (6)
- Finance (7)
- Finance with a Real Estate Concentration (8)
- Marketing (9)
- Supply and Value Chain Management (10)
- International Emphasis (11)

Minor(s):

What is your cumulative GPA?

- <2.00 (5)
- 2.01-2.25 (1)
- 2.26-2.50 (2)
- 2.51-2.75 (3)
- 2.76-3.00 (4)
- 3.01-3.25 (6)
- 3.26-3.50 (7)
- 3.51-3.75 (8)
- 3.76-4.00 (9)

Please list your leadership positions/experiences at TCU. (Frogs First Leader, Organization/Greek Officer, Resident Assistant, Frog Camp Leader, etc.)

What country were you born in?

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