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The Moderating Effect of Mission Statement Integration within Non-profit Organizations

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THE MODERATING EFFECT OF MISSION STATEMENT INTEGRATION WITHIN NON-PROFIT ORGANIZATIONS

EMMA HARRIS

71 Pages

Understanding non-profit organizational factors that distinguish successful companies from unsuccessful companies will aid in the implementation of clearer business planning strategies (Bart, 1998). Past research has shown that companywide mission statements have the capability to optimize productivity and energize the workforce (Patel et al., 2015). This study aimed to examine the effects of mission statements on prevalent factors linked to non-profit organizational success. It was hypothesized that (1) the integration of the mission statement into the work environment moderates the relation between P-O fit and employee engagement and (2) mission statement integration also moderates the relation between P-O fit and turnover intentions. These hypotheses were not supported; however, exploratory analyses indicated that industry type, mission statement accurateness, and employment longevity have strong influences over the hypothesized relations.

KEYWORDS: mission statement, non-profit, employee engagement, person-organization fit, turnover intentions, organizational success

THE MODERATING EFFECT OF MISSION STATEMENT INTEGRATION WITHIN NON-

PROFIT ORGANIZATIONS

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CHAPTER I: LITERATURE REVIEW AND HYPOTHESES

According to the National Center for Charitable Statistics (2020), there were

approximately 1.5 million non-profit organizations in the United States in 2016. This sector

contributed an estimated $1.05 trillion to the United States economy which equated to roughly

5.6% of the United States' gross domestic product (GDP) in 2016. Within the scientific

literature, Salamon and Anheier (1992) developed a structural-operational definition to identify

non-profit organizations. This definition outlines the following five organizational characteristics

for non-profits: (1) *formal* (i.e., maintain an institutionalized structure by upholding regular

meetings, establishing rules and procedures, and producing some degree of organizational

performance), (2) *private* (i.e., independent of government), (3) *non-profit distributing* (i.e.,

returning profits back to the organization), (4) *self-governing* (i.e., maintain internal governance),

and (5) *voluntary* (i.e., acquiring volunteers to manage a meaningful degree of organizational

affairs). Given that the number of non-profit organizations registered with the IRS increased by

2.8% from 1.38 million in 2003 to 1.41 million in 2013 (McKeever, 2015), it would be beneficial

to reflect on factors that lead to their success.

Non-profit organizations experience different levels of success, determined by a

multitude of factors. The specific definition of success varies and depends on the non-profit

organization's goals and leadership; however, there exists a common component behind

achieving success, which is accomplishing set goals (Cross & Lynch, 1988). Past literature

indicates that certain factors appear more often in successful companies when compared with

unsuccessful companies (Coats et al., 1991). In the current study, I seek to broaden the

understanding of these factors by exploring the potential moderating effect that mission

statements have on non-profit organizational success. Despite the fact that mission statements are

ubiquitous and have been previously studied in both for-profit and non-profit organizations (Klemm et al., 1991), the evidence is unclear whether mission statements have a statistically significant effect on non-profit organizational success (Kirk & Nolan, 2010). One of the main goals of this study is to examine non-profit organizations specifically and exclusively to gain a better understanding of how success varies within this type of organization. This study also examines the relations between mission statement integration, perceived person-organization fit, and factors such as employee engagement and turnover intentions. Overall, I seek further clarification regarding the nature of these relationships by examining whether the integration of a mission statement influences the associations between P-O fit and other factors that lead to non-profit success.

Companies worldwide use mission statements to optimize local and global communication (Anitsal et al., 2013; Klemm et al., 1991). An example of local communication would be using the organization's mission statement as a guide for expected employee behavior within the workplace. An example of global communication would be using an organization's mission statement as a starting point when reaching out to external stakeholders. Consistent with the impact that mission statements have on the scope of organizational communication, many researchers have broadened the focus of their studies to examine the relation between mission statements and organizational performance. Patel et al. (2015) conducted an empirical study by surveying 117 non-profit organizations across 30 different countries and found a significant positive association between mission statements and a self-report measure of perceived organizational performance. Patel et al. (2015) also examined the influence of external constructs on this relationship; their results suggested a significant moderating variable of organizational commitment on the mission statement-performance relation. These findings imply that an

organization's performance can be optimized through the use and development of a mission statement that clearly communicates and highlights the organization's ideals and goals; moreover, this research validates the potential existence of many complex intervening variables within the mission statement-performance relation. However, for the current study to provide any useful insight into the relation between mission statements and organizational success, a clear definition of a mission statement is required.

Development of Effective Mission Statements

Within the non-profit realm in particular, mission statements are used as a vital tool in expressing a company's reason for existing and setting the tone for organizations in their every endeavor. Meacham (2008) defined non-profit mission statements to be the organization's vision and purpose which proves beneficial in setting up a proper organizational culture. Although the development of Meacham's definition was centered around anecdotal experience within a university context, there exists a sizable body of empirical evidence supporting the notion that mission statements depict an organization's purpose that effectively guides the development of organizational culture and values. Specifically, Klemm et al. (1991) argued three perspectives on the purpose of mission statements in relation to developing and maintaining organizational values. First, mission statements are used to optimize a positive external public image. Second, mission statements are employed as internal managerial tools to motivate employees. Third, executive leaders within organizations can use mission statements to communicate their expectations of the workforce. Klemm et al. (1991) examined these three arguments by developing a survey in which managers were asked questions about (1) the audience for which the mission statement was developed, (2) the factors that influenced the decision to revise the mission statement, and (3) their thoughts on the purpose of the mission statement. The results of

this survey indicated that managers viewed the purpose of mission statements within an internal context rather than an external one. The general conclusion is that mission statements are used internally as a communication tool between leaders and employees. This conclusion is supported by the additional finding that mission statements are more likely to be revised when there is a change in leadership that is accompanied by a change in strategic direction for the company. Thus, it would be advantageous to develop a mission statement that can be used to motivate and communicate with employees.

In this study, mission statements will be defined as written articulations of an organization's purpose which are simultaneously utilized to develop effective strategic business plans (Macedo et al., 2016). This definition aligns with the understanding that mission statements have the capability to invigorate a workforce and direct their efforts towards productivity (Patel et al., 2015). However, this alignment hinges on the assumption that companies are developing "good" (i.e., more effective) mission statements. Through reviewing past studies, it appears that a more effective mission statement has a higher likelihood of creating the outcomes described above. The research reviewed in the next sections is related to the construction of mission statements and the guidelines that will be used to discriminate between more effective and less effective ones in the current study. To start, Pearce and David (1987) compiled a list of eight components to guide the development of corporate mission statements. These eight components were based on the limited research that had been established at that time. In more recent years, Alegre et al. (2018) conducted a meta-analysis of 53 articles that synthesized conclusions and implications regarding the construction of mission statements within for-profit, industrial corporations. Alegre et al. (2018) described the research that Bart (1997a) built upon when he identified 11 components that optimized a positive impact on organizational performance and

employee behavior within industrial firms. Additionally, Sufi and Lyons (2003) analyzed the

components of 30 mission statements to determine whether the quality of a mission statement is

associated with organizational performance within hospitality firms. In determining the quality

of mission statements, they summarized the literature to reflect ten components which were

similar to what Bart (1997a) described but also integrated more recent research within the field

since their study was published years later. Table 1 compares the studies that have been essential

in describing and developing the components that can be used to rate the effectiveness of mission

statements.

Table 1

Components of an Effective Mission Statement Developed Over Time

Source	Main Components
Pierce & David (1987)	1. Specification of target customers and markets 2. Identification of principal products/services 3. Specification of geographic location 4. Identification of core technologies 5. Expression of commitment to survival, growth, and profitability 6. Specification of key elements in the company philosophy 7. Identification of the company self-concept 8. Identification of the firm's desired public image
Bart (1997a)	1. Organizational purpose 2. Statement of values/beliefs/philosophy 3. Distinctive competence/strength of the organization 4. Desired competitive position 5. Relevant/critical stakeholders identified 6. Statement of general corporate aims/goals 7. One clear and compelling goal 8. Specific customers/markets served 9. Concern for employees 10. Concern for shareholders 11. A statement of vision
Sufi & Lyons (2003)	1. Whether the mission statement defines the company business 2. Communication about where the company is and where it is heading 3. Concern for customers 4. Concern for employees 5. Expression of a philosophy held by all employees

(Table continues)

Table 1, Continued

Source	Main Components
Sufi & Lyons (2003)	6. Concern for surviving and growth 7. Desire to be the jewel in the industry and society 8. Concern for product/service quality and innovation 9. Markets where the company competes 10. List of major sources of competitive advantage

Within Alegre et al. (2018)'s review, it is also noted that there exist overarching assumptions throughout research on mission statements. The first assumption is that mission statements are an accurate reflection of real-time organizational behaviors. To support this assumption, future researchers are encouraged to verify the authenticity of mission statements by comparing the promises outlined in the statements with the everyday activities of the organizations. The second assumption that researchers make is that all the components of a mission statement are equally important to the organization. It is important for researchers to collect information from employees to determine which components hold higher value in that organization; this assumption will be addressed in the current study. Additionally, within any analysis, there should be a clear indication and consideration of these potentially different weights of various components. The final assumption asserts that effective mission statements contain more components (i.e., the more components a mission statement has, the better it is). A more accurate understanding is that effective mission statements are not measured by the quantity of components, but by quality. In other words, statements that contain fewer components that are more relevant to the organization are generally better than those that contain numerous components that are less relevant.

Influence of leadership on the effectiveness of mission statements. Organizational leadership has also been found to have a significant influence in the formation and use of mission statements. As previously discussed, Klemm et al. (1991) revealed that mission statements are primarily used by leadership to internally communicate with the workforce regarding constructs such as culture, morale, expected behaviors, and beliefs. However, Klemm et al. (1991) also found that mission statements were significantly more likely to be revised when new higher-level management was selected. Klemm et al. explained that new management often brings a shift in strategic planning and a new direction for the business, so it is essential that the mission statement be revised to reflect these changes. Overall, Klemm et al. asserted that effective leadership uses the mission statement as an internal communication tool between executive leadership and the workforce; this communication is centralized around motivating employees by linking employees' values with the organization's values. The linkage of organizational and personnel values results in employees finding their individualized sense of mission within their work. For example, when Sufi and Lyons (2003) used a content analysis to explore the association between mission statements and organizational performance, they found that most mission statements are focused on communication. In particular, they found that mission statements allow for a behavioral standard to be established while also integrating the needs of employees through the value alignment of the employees and the company. Sufi and Lyons (2003) also developed a manager's guide to improving company mission statements, which included the following points: (1) the mission statement should be distinct from other organizations, (2) stakeholders should be addressed in the statement, and (3) simple mission statements are easier to communicate.

Link between performance and effective mission statements. Because mission statements are primarily used as communication tools, there is robust evidence that more comprehensive mission statements have a greater impact on a company versus wordy and non-comprehensive ones (Pearce & David, 1987). Specifically, Pearce and David (1987) surveyed 218 Fortune 500 companies and analyzed 61 mission statements. The researchers found support for the notion that higher performing organizations have more comprehensive mission statements. To explain this finding, Pearce and David (1987) suggested that simply having a mission statement that is easier to remember provides a basis for the implementation of strategic decisions which allows for improved performance. Since 1987, several researchers have conducted studies to seek a greater understanding of this association. For example, Bart and Baetz (1998) found that as the length of a mission statement increased, the rate of sales and the degree of influence the mission statement had over the employees decreased. Bart and Baetz (1998) suggested that more concise statements are easier to remember, more communicable, and aid in the focus of the organization's strategic plan. In 2014, David et al. conducted a content analysis of nine mission statements to examine the components from a customer perspective. Based on the results of this study, nine propositions were generated for the development and revision of mission statements. One of the propositions stated that mission statements should be no more than 100 words in length to optimize customer satisfaction. This finding is additionally evidence of the impact that mission statements and their development can have on organizational performance.

Mission Statement Integration: The Moderator Variable

Aside from the analysis of their formation, the effectiveness of mission statements also depends on how an organization implements the mission statement into the everyday processes

by which the workforce functions (i.e., mission statement integration). Ozdem (2011) explored the relation between mission statements and strategic planning within 72 universities. This study found that a successful strategic business plan was dependent upon the formation of a mission statement that was reflective of the organization's true values and goals. Ozdem (2011) drew the conclusion that to utilize mission statements in a strategic manner, organizations should regularly reflect on the impact that the mission statement has on performance and revise the statement accordingly. In other words, a clear articulation of mission is vital to the development and achievement of realistic strategic objectives.

To further support this claim, other studies were built on the understanding that mission statements should provide the starting point for any new management drive or initiative (Bart, 1998). By definition, mission statements offer a useful means by which the aspirations of the business can be conveyed to all those with an interest in it. This communication between organizations and external entities is further explored by Bart (1998)'s research that examined the differences in mission statements between innovative versus non-innovative firms. Innovative companies were defined to have informal structure that allowed for quick group problem solving. Non-innovative companies were defined to have a bureaucratic, formal structure with strict rules and procedures. Through surveying 72 North American managers, Bart (1998) found that certain components of a mission statement were used significantly more in innovative companies as opposed to non-innovative companies. The major implication of this finding is that mission statements may differ depending on the type of company for which they are developed. A possible explanation could be that different types of organizations have varying cultures, values, strategic objectives, leadership styles, and target demographics, so, mission statements should be modified to account for these differences. In other words, mission

statements should be developed to accurately reflect and communicate the uniqueness of the organization.

The use of mission statements has previously been analyzed through the examination of semantic attributes such as activity and commonality (Pandey et al., 2017). In the study conducted by Pandey et al. (2017), 'activity' represented the specified actions an organization took to achieve its purpose and 'commonality' represented the organization's relation with the broader community. A sample of 1,792 non-profit performing arts organizations was gathered and a text analysis was performed to assess whether performance improvement depended on the semantic attributes of commonality and/or activity within mission statements. Performance improvement was examined for instrumental (i.e., financial stability and program outcomes) and expressive (i.e., donating and volunteering) functioning within the organizations. The researchers found that the attribute of activity was significantly and positively related to performance improvement for both instrumental and executive functioning. The attribute of commonality was not significantly related to either instrumental or executive functioning. Pandey et al (2017) concluded by stating that these findings partially support the notion that mission statements should be utilized when developing strategic business plans within non-profit organizations.

Wilkerson and Evans (2018) categorized mission statements in a similar manner, but instead of assessing specific attributes of words, they constructed a set of keywords and reviewed the usage and frequency of those keywords within the mission statements of higher education institutions. They found that the words "public", "service", "community", "business", and "research" were among the most frequently used terms. However, the main finding of this study was that the terminology that was most frequent within the individual colleges' mission statements were not the same as the terminology found in the Nonprofit Academic Centers

Council (NACC) Guidelines. This finding suggests that mission statements should be more carefully examined to ensure that they reflect the purpose of the organization.

The studies conducted by Wilkerson and Evans (2018) and Pandey et al. (2017) demonstrated two different perspectives for analyzing mission statements and practical methods of assessing their quality. Incidentally, Mullane (2002) argued that the usefulness of mission statements as a strategic tool is dependent on the utilization of the statements. To support this claim, Mullane (2002) described two distinct mission statement integration processes within two different organizations. The first organization was attempting to implement behavioral standards based on a pre-existing mission statement that distinctly outlined the desired daily employee behaviors; the mission statement was designed to be a daily guide for employees to reference. The second organization was attempting to create a new mission statement that accurately reflected organizational values. Qualitative data was collected through individual interviews with employees of both organizations. Within the first organization, Mullane (2002) found that managers at each organizational level were selecting various objectives found in the mission statement that pertained to the jobs of the employees they oversaw. Afterwards, the managers developed strategies to obtain those objectives. To incentivize employees, managers integrated the objectives into the work environment physically (i.e., displaying the written objectives on a poster) and by including the fulfillment of the objectives within employees' performance evaluations. Additionally, managers sought to develop an organizational culture that valued the acquisition of the set objectives.

Within the second organization, Mullane (2002) found that the new president prioritized developing a new mission statement that more accurately reflected the direction of the company. However, the president's vision did not initially align with the top managers within the

organization. A small group of middle and upper-level managers was formed, including the president, and after several retreats, a new mission statement was created for the company. Strategic objectives were also developed that revolved around the core values of the company which were outlined in the new mission statement. The new mission statement was in the process of being integrated throughout the company at the time of the interview; however, it was noted that this process was performed through calculated steps, gradually including employees to optimize the acceptance of the new objectives and mission.

Mullane (2002) concluded by stating that both organizations supported the notion that mission statements are valuable organizational tools when integrated properly. According to this study, proper integration involved the following: (1) top management commitment, (2) communication of key concepts, (3) involvement of multiple levels of management, and (4) setting specific objectives that relate directly to the mission. The main implication of these findings, pertaining to the current study, is that it is advantageous to assess the degree of mission statement integration within organization. For this study, I plan to focus on the degree of mission statement integration within an organization and examine whether this index could aid organizational success.

Mission Statements and Organizational Values

To achieve organizational success, the objective of building and maintaining an organizational culture that accurately reflects a business' values has become more vital than the traditional objective of developing strategies to strictly make profit. According to Brătianu and Bălănescu (2008), social values create a competitive advantage for companies that is a fundamental advantage at the managerial and executive level. Brătianu and Bălănescu (2008) also developed the argument that organizations are living entities that acquire different identities

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and relations which determine their longevity and degree of success. All businesses centralize around societal values, and the acquisition of specific values can be found within an organization's mission. Through this ideology, business objectives should focus on developing values that consequently fulfill consumer needs and generate profit. For example, Microsoft is an extremely successful for-profit company that maintains high societal values; these values are reflected in their mission statement which is "… to empower every person and every organization on the planet to achieve more" (Gregory, 2019). Part of Microsoft's success lies in the fact that empowerment and achievement are valuable attributes that Microsoft products can help one obtain. Other businesses, universities, and individuals value these products and will spend a significant amount of money to purchase them.

By communicating its mission, a business also promotes shared values that can influence the behavior of key stakeholders (Atrilla et al., 2005). Atrilla et al. (2005) examined the impact of mission statement orientation on performance. The researchers separated statements into four categories: (1) shareholder orientation (i.e., written to reflect the concerns of shareholders and their financial gains), (2) stakeholder orientation (i.e., statements that reflect the concerns of stakeholder), (3) customer orientation (i.e., written to show that the business values and works to maintain good customer service), and (4) market orientation (i.e., reflects the desire for the organization to achieve success within their targeted market). Through multiple regression analyses, Arilla et al. (2005) found that stock returns significantly varied depending on the orientation of the mission statement. Specifically, the shareholder and stakeholder orientations were associated with higher levels of stock returns over three-year and six-year periods of time.

These results imply that the values of an organization affect the orientation of the mission statement. Theoretically, through the clarification of organizational goals and values within the

mission statement, employees will work to produce outcomes that match those goals and values. For example, if a company values positive interactions between employees and customers (i.e., good customer service), then this value should be clearly outlined within their mission statement. As this mission statement becomes apparent to the employees, the expected behavior of good customer service is communicated which theoretically results in employees actively trying to obtain the organization's objective; so, the level of customer service increases throughout the workforce. In general, mission statements have been shown to be more than just an insignificant message tied to a company; this understanding propels the notion that mission statements have the potential to influence organizational success.

Mission Statements and Organizational Performance

It has been established that both for-profit and non-profit organizations must develop and maintain values to grow and succeed (Atrilla et al., 2005; Brătianu & Bălănescu, 2008). However, the main difference between these two types of organizations can be found in the way they analyze organizational performance, which directly impacts the understanding of overall success. Within the for-profit sector, success tends to be defined through the optimization of profit and organizational performance depends primarily on the achievement of financial gain (Mauboussin, 2012). Within the non-profit sector, there are several generally accepted approaches to analyzing performance and its relationship to mission statements; two of these are described below

Rational-objective approach. The rational-objective approach is a quantitative approach where the concept of organizational effectiveness is reduced to a financial measure (Kirk & Nolan, 2010), much like for-profit businesses. For example, Pandey et al. (2017) calculated a financial sustainability index as one of their dependent variables which included calculations of

equity balance, administrative costs, revenue concentrations, and operating margins. Pandey et al. (2017) limited their correlational analysis to only performing arts organizations. Measures of instrumental functions and expressive functions were used as the dependent variables. Instrumental functions contained the variables of financial sustainability (i.e., equity balance, administrative costs, revenue concentration, and operating margins) and program outcomes (i.e., total paid and free attendance). Expressive functions consisted of total individual donations and total number of volunteers. Two attributes of mission statements (activity which depicts organizational actions taken to achieve the organization's purpose and commonality which depicts the organization's communal relationships) were used as independent variables. The control variables within this analysis were total expenses, number of board members, number of full-time personnel, and organization longevity (i.e., the number of years the organization has been in business).

The results of this study only partially supported a positive association between mission statements and performance. Specifically, there was a positive association between the attribute of activity and the instrumental functions of financial sustainability. There was also a positive association between the attribute of activity and the expressive function of volunteer and individual donation quantity. The researchers asserted that more than just financial measures need to be considered when exploring non-profit organizational performance, especially when focusing on how mission statements impact that performance. They suggested that other measures for performance include number of volunteers, community engagement with organization-led programs, and organizational longevity. Furthermore, the researchers suggested that measures of communication should be taken into consideration when examining the effectiveness of non-profit mission statements; theoretically, organizations should accurately

describe their activities within the mission statement to optimize communication between employees, the community, and outside stakeholders. Increased levels of effective communication should impact performance in a positive manner.

Social constructivism. To measure success of non-profit organizations by merely evaluating pecuniary gains seems somewhat misguided. The word "non-profit" itself suggests that such an organization does not view revenues as its chief objective. An approach that appears to better fit the nature of non-profit organizations is that of assessing success through a social constructionist view. Social constructionism is a philosophical position that maintains that "reality" is created by the joint beliefs of people inhabiting it. In line with social constructivism, Herman and Renz (1998) frame success of non-profit organization as the joint opinion of the stakeholders. That is to say, a non-profit organization should be viewed as successful as long as the stakeholders see the organization as successful. This social constructivist view of success proposed by Herman and Renz is certainly a qualitative one that is in contrast with the quantitative one (i.e., financial gains) generally advocated for measuring for-profit organizations' success.

Social constructionism also asserts that the social environment of an organization influences productivity; additionally, when analyzing this factor, organizational effectiveness should be measured qualitatively rather than quantitatively (Herman & Renz, 1998). The observations made by Herman and Renz (1998) were adopted by Patel et al. (2015), who defined organizational success based on perception when studying the effects of mission statements on organizational effectiveness as moderated by organizational commitment. They too suggested that the nature of non-profit work in particular, lends itself better to a social constructionist approach, stating that when objective measures are not available or too complex, perceived

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measures are more reliable and valid. In this study, Patel et al. (2015) analyzed the relation between mission statements and organizational success across 117 non-profit organizations in 30 different countries. They found that mission statements predicted 23% of the variance in perceived non-profit organizational success. Because the current study focuses on non-profit organizations, it is important to consider these findings when defining and measuring success.

Based on the social constructionist approach, researchers found that one way to focus a community's attention on an organization is to centralize the organization's mission statement around organizational goals and expectations (Meacham, 2008). Meacham (2008) argued that one major advantage of mission statements that include organizational goals is that they can be used to make difficult decisions which influences the success of the organization. Meacham suggested that when faced with a difficult decision, the discussion on what course of action to take should always start from the company's mission statement. Then, the one decision that better serves the guidelines of the company's mission statement should be taken. What transpires from Meacham's argument is that mission statements provide "the overarching consensus, deeply rooted in an institution's history and identity, about *what* needs to get done" (Meacham, 2008, p. 22).

These high expectations can be created using an accurate mission statement. This finding implies that stating a common goal or purpose that develops/clarifies employee expectations can result in a more effective mission statement. By developing an accurate and effective mission statement, external parties can also easily understand a company's values and purpose. For example, external parties can easily see that a company has high expectations for their employees that creates an expectation of quality and professionalism. However, one study showed that including financial goals and expectations in a mission statement can be a bad idea

and have negative effects. Bart and Baetz (1998) reported that including financial performance and goals in a mission statement had a negative effect on company performance in a sample of 136 Canadian organizations. Although Bart and Beatz could not identify a clear explanation for this counterintuitive finding, they suggested that including financial goals in mission statements could detract from the real goal of the company and create a long-term decline in performance. A second intriguing hypothesis that Bart and Beatz tested was that only companies that tended to expect low levels of financial performance included financial gains as a cardinal objective in their mission statement to reassure external investors. On the contrary, successful companies, such as Google or Apple, do not bother mentioning financial profit in their mission statement because external investors know that their notoriety reflects their financial success. A possible explanation for this finding is that negative financial performance (i.e., disclosed profits being compared to other organizations that produce more profit) could be revealed within the mission statement, which reflects poorly on the company and will further damage that company's reputation and financial situation (Bart & Beatz, 1998). Additionally, including financial information within the mission statement could solidify the idea that your company is mainly focused on making money and not on customer satisfaction because mission statements should communicate organizational values (Bart & Beatz, 1998). The following sections will outline the criterion variables (i.e., employee engagement and turnover intentions) and predictor variable (i.e., P-O fit) of the current study.

Employee Engagement: The First Criterion Variable

Organizational performance is largely dependent upon the work accomplished by the employees that allow the organization to function daily, thus it becomes pertinent to examine the degree of engagement employees have at work. In their 2016 study, Gupta and Sharma outlined

the definitions and driving factors of employee engagement. Through this meta-analysis, they described several definitions of employee engagement such as "a persistent, positive affective-motivational state of fulfillment in employees that is characterized by high levels of activation and pleasure" (Maslach et al., 2001, p. 417) and "individual employee's cognitive, emotional, and behavioral state directed toward desired organizational outcomes" (Shuck & Wollard, 2010, p. 103). For this study, employee engagement will be defined as the passionate involvement of employees to enthusiastically work towards achieving the goals of the organization (Macey & Schneider, 2008; Christian et al., 2011). Gupta and Sharma (2016) also discussed the findings of Alfes et al. (2010) who conducted a two-year study, from the Kingston Employee Engagement Consortium Project, examining levels of employee engagement among eight different organizations within the United Kingdom. Alfes et al. (2010) found that employee engagement has three core factors: (1) intellectual engagement, (2) affective engagement, and (3) social engagement. Intellectual engagement is defined by employees continuously thinking about their jobs and how to improve the efficiency of their work. Affective engagement is reflected in employees who exhibit positive feelings towards their jobs. Finally, social engagement is exhibited when employees actively discuss and propose job improvements with others in the organization.

Macey and Schneider (2008) also conducted a meta-analytic study to explore the construct of employee engagement and its components. State engagement (i.e., an antecedent of behavioral engagement) pertains to the scope of this study and includes constructs such as organizational commitment, job involvement, empowerment, and engagement behaviors. It is proposed that organizational commitment is reflected in employee engagement when it is defined and measured as a degree of attachment to the organization. Job involvement is proposed to

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encompass task engagement and job commitment, both of which are integral aspects of engagement. Feeling empowered within a position depends on the level of self-efficacy an employee has in relation to their work; this empowerment is also an essential factor of engagement. Finally, engagement behaviors are behaviors performed by employees that show their desire to contribute to the growth of the organization in a manner that exceeds the expectations of the employee's position in the organization. Macey and Schneider (2008) concluded their review by stating that the combination of these facets leads to a truly engaged employee; they also stated that obtaining and maintaining employee engagement can lead to an obvious competitive advantage in relation to organizational performance. This competitive advantage is apparent when analyzing the relation that engagement has with constructs that lead to organizational success. For example, based on a meta-analytic review of employee engagement and satisfaction at the business-unit level, Harter et al. (2002) found that employee engagement and satisfaction are positively correlated with customer satisfaction, productivity, profit, employee retention, and safety. The major implication of these findings, particularly within the scope of the current study, is that employee engagement has a robustly positive relation with constructs that lead to positive organizational outcomes.

Because mission statements encompass an organization's values and objectives, they should be capable of relating to the many aspects of employee engagement. To analyze this assumption, Desmidt (2016) conducted a study in which he analyzed how the constructs that influence an employee's perception of mission statement quality (i.e., self-efficacy, person-organization fit, comprehension ambiguity, and behavioral integrity) affect the level of overall employee engagement. Desmidt (2016) defined each aspect: self-efficacy is the belief that one has the ability to accomplish certain work tasks, person-organization fit is the perceived

congruence between one's personal values and the values of the organization, comprehension ambiguity refers to the degree to which one can comprehend the organization's mission statement, and behavioral integrity is the perceived alignment between organizational values that are supported versus the values that are acted upon. To collect data, 1,418 employees were given a copy of their company's mission statement and a questionnaire. The perceived message quality was assessed by having participants evaluate the statement on eight quality features. Through multivariate analyses, Desmidt (2016) concluded that perceived message quality is significantly and positively related to engagement.

However, Desmidt (2016) reported that the perceived quality of the mission statement was not the only factor that influenced engagement; there was a direct negative association between engagement and mission statement comprehension ambiguity as well as a larger positively significant and direct association between engagement and person-organization fit. Desmidt (2016) also performed mediation tests that showed the partial mediation of message quality on the relation between comprehension ambiguity and person-organization fit. This study supports the relation between employee engagement and mission statements while also outlining the need to analyze the effects of constructs such as person-organization fit.

Person-Organization (P-O) Fit: The Predictor Variable

Accurate mission statements can also be used as a motivational tool for employees in prompting them to work more effectively and reach the goals/promises proposed by the organization. According to Klemm et al. (1991), mission statements are often used by organizations to motivate employees. It is noted that the motivating power of mission statements comes from an *alignment of values between employees and the organization*. For example, the mission statement for the Type 1 Juvenile Diabetes Research Foundation (JDRF) is "to find a

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cure for diabetes and its complications through the support of research." Employees who value scientific research may be more motivated to apply for a position at this non-profit organization.

Related to the extent to which an employee agrees with a company's mission statement and values, person-organization fit (P-O fit) is defined as a continuous variable indicating the degree to which a person and their values align with the organization (Andrews et al., 2011; Hamstra et al., 2018). Hamstra et al. (2018) explains there are two types of P-O fit: (1) *subjective* P-O fit (i.e., an individual's perceived alignment of their values and the organization's values), and (2) *objective* P-O fit (i.e., external perceptions of the alignment between an individual's values and the organization's values). When measuring this construct, individuals can be asked to *directly* rate their value-alignment with the organization; individuals can also be asked to *indirectly* rate their value-alignment by describing their values and the organization's values separately (Hamstra et al., 2018). Within the current study, P-O fit will be conceptualized as perceived P-O fit (i.e., subjective P-O fit that is measured in a direct manner).

The construct of P-O fit, overall, encompasses the previously described concept of mission statements being used as motivational tools. To illustrate this point, Andrews et al. (2011) conducted a study in which they tested whether an organization's values related to P-O fit. They also examined the relation between P-O fit and other indicators of performance such as job satisfaction and organizational commitment. Through structural equation modeling (SEM), the researchers found a significantly positive association between P-O fit and organizational values. There was also evidence that a positive association exists between P-O fit and job satisfaction as well as P-O fit and organizational commitment. Past research also suggests that P-O fit is positively correlated with intrinsic values of employees (Ünal & Turgut, 2015), which has been shown to optimize overall performance by reducing counterproductive work behaviors

(Liao et al., 2004) and turnover intentions (Kristof-Brown et al. 2005). Because there is a

plethora of support for P-O fit as a predictor of positive organizational outcomes, Hamstra et al.

(2018) conducted a study to examine the moderating effect of perceived P-O fit of supervisors on

the relation between perceived P-O fit of employees and supervisor performance evaluations of

employees. The researchers found that when supervisors' perceived P-O fit was high, there was a

significant positive association between employees' perceived P-O fit and their performance

evaluations. However, when supervisors' perceived P-O fit was low, this association was no

longer significant. Additionally, performance evaluations were highest when both employees and

supervisors had high perceived P-O fit. These findings imply that P-O fit is so integral to positive

organizational outcomes that it not only relates to employee performance, but it also relates to

the manner in which performance is measured.

A positive association between P-O fit and employee engagement exists as well. Ünal

and Turgut (2015) found that P-O fit could explain up to 20% of the variance in "organizational

engagement", a concept very similar to work engagement, across a sample of 285 Turkish

employees. To explain their findings, Ünal and Turgut (2015) used Lewin's (1951) Field Theory;

field theory maintains that person, environment, and behavior are tightly intertwined. Namely,

behavior is influenced by how the person sees the environment; when the environment is seen as

positive, behavior will be positive, and when the environment is seen as negative, behavior will

be negative. Then, when employees' personal values align with the organization's values, an

indication of good P-O fit, employees will perceive the environment as positive and will be

willing to expend more energy to help the company succeed. This explanation supports the

notion that mission statements should effectively communicate and promote shared values

(Atrilla et al., 2005). Thus, it can be theoretically proposed that the P-O fit and employee

engagement relation is moderated by mission statement integration in the workplace.

Turnover Intentions: The Second Criterion Variable

Employee engagement is not the only construct that relates to P-O fit. Several studies document the role that P-O fit has in curbing employee turnover rates. Turnover behavior is defined as the termination of employment within an organization (Parasuraman, 1982). Turnover data can be collected based on an employee's intent to leave an organization (i.e., turnover intention) or the actual behavior of leaving the organization. In the current study, turnover intentions will be examined.

Turnover intentions have been negatively linked to several constructs that promote organizational success. For example, Mai et al. (2016) developed a causal model of the relation between turnover intentions and discretionary behaviors at work. In particular, the researchers were interested in examining the well-established negative association between turnover intentions and organizational citizenship behaviors (OCB, i.e., supportive behaviors that elevate organizational performance) and the well-established positive association between turnover intentions and deviance behaviors (DB, i.e., disruptive behaviors that lower organizational performance). To further examine these relations, Mai et al. (2016) argued that an employee's psychological contract (i.e., the employee's beliefs about their relationship with the company in which they work) is affected by turnover intentions. Moreover, psychological contracts can be transactional (i.e., short-term) or relational (i.e., long-term). It was found that turnover intentions were negatively associated with relational psychological contracts which positively affected OCB and negatively affected DB. Turnover intentions were also positively associated with transactional psychological contracts which negatively affected OCB and positively affected DB. Within a second study, Mai et al. (2016) concluded that the effects of the previous findings were

enhanced when the organization was perceived to be responsible for the employee's intent to leave.

Furthermore, in a 2007 study of 94 employees from a company in Curaçao, it was found that the more employees agreed with the company's values, a pivotal point of the P-O fit constructs, the less they reported wanting to switch jobs (Van Vianen et al., 2007). Similarly, it was reported that P-O fit had a negative correlation as strong as -.741 with turnover intentions in a sample of 140 bank employees (Bhat, 2013). Additionally, Memon et al. (2018) reported that P-O fit predicted not only higher employee retention but was also positively correlated with both employee engagement and job satisfaction.

Because there is support for the negative association between P-O fit and turnover intentions, there exists a need to further explore the role that mission statements play within this relationship. Hayes and Stazyk (2019) addressed this need and examined the impact of mission congruence on actual rates of employee turnover. They defined mission congruence to be an agreement between employees' goals and the goals outlined in the organization's mission statement. Using a sample of approximately 2,600 public school teachers, they found that teachers were statistically more likely to remain at a school where they perceived high mission congruence. Additionally, teachers were statistically more likely to leave the profession when they reported having low mission congruence. However, Hayes and Stazyk (2019) also found that mission congruence did not affect whether teachers decided to work at other schools. These findings highlight the need to further explore the relation between mission statement integration and turnover intentions because mission congruence can be determined preliminarily (i.e., before applying to a job position) using accurate mission statements.

Hypotheses and Purpose

Building on this previous research, two hypotheses were formulated; this section states each hypothesis and briefly outlines the theoretical support based on the review of the literature.

Hypothesis 1. Because the positive association between P-O fit and employee engagement can be explained through the alignment of organization and employee values (Ünal & Turgut, 2015), this relation can, theoretically, be linked to mission statement integration. This linkage is forged based on the understanding that mission statements can motivate employees to work in a manner that optimally maintains the value-driven goals proposed by the organization (Klemm et al., 1991). The first hypothesis states that the integration of the mission statement into the work environment will moderate the positive association between P-O fit and employee engagement. Specifically, it is hypothesized that the relation between P-O fit and employee engagement will strengthen as employees' perceived integration of the mission statement increases. Figure 1 illustrates the first hypothesis.

Figure 1

Hypothesis 1
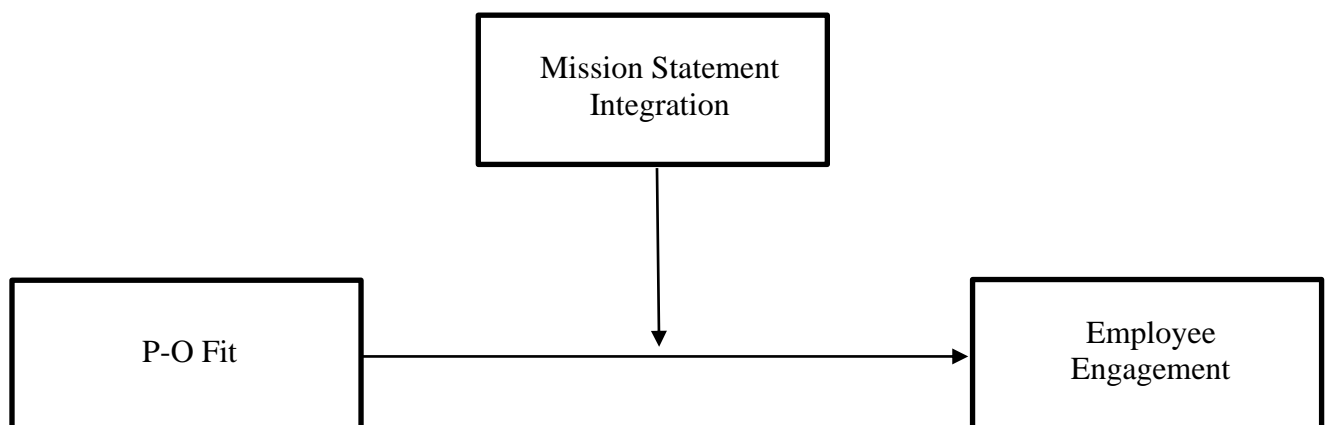
Hypothesis 2. The negative association between P-O fit and turnover intentions can be explained through the misalignment of organization and employee values (Van Vianen et al., 2007). This relation can also, theoretically, be linked to mission statement integration. This linkage is shown in the findings that a low degree of mission congruence statistically increases the likelihood of turnover (Hayes & Stazyk, 2019) and turnover intentions (Bhat, 2013). Thus, the second hypothesis is that the integration of the mission statement into the work environment will moderate the negative association between P-O fit and turnover intention. Specifically, it is hypothesized that the negative relation between P-O fit and turnover intentions will strengthen as the employees' perceived integration of the mission statement increases. Figure 2 illustrates the second hypothesis.
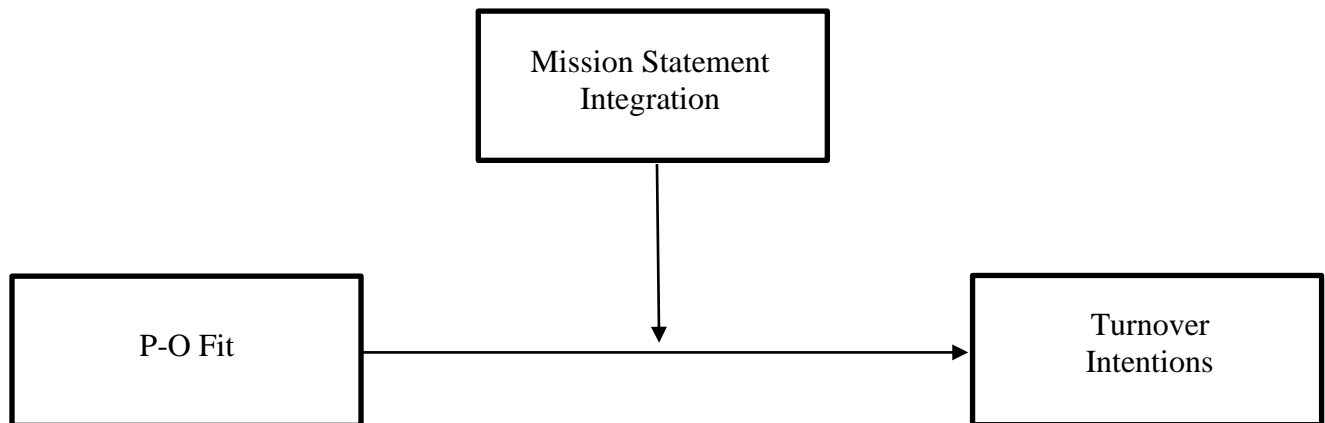
Figure 2

Hypothesis 2

CHAPTER II: METHOD

Participants

Two a priori power analyses were conducted in GPower to provide a range of sample size estimates before the start of data collection. The first power analysis was for F-tests that examine the null hypothesis that the R^2 between a criterion variable and a set of three predictor variables is zero. For this analysis, the effect size, η^2, was set to .11 (corresponding to 10% of variance explained) with an alpha level of .05 and a power level of .80. The estimated sample size was 103. The second power analysis was for F-tests that examine the null hypothesis that the R^2 does not increase the proportion of explained variance in the criterion variable when predictor variables are added hierarchically to the model. For this analysis, the effect size, η^2, was set to .05 (corresponding to 5% of variance explained) with an alpha level of .05 and a power level of .80. The estimated sample size was 152. Thus, I aimed to recruit a minimum sample of 103 to 152 participants.

Using the data collection process described below, a total of 212 non-profit employees participated in this study. There were 193 full-time employees (i.e., those who worked 30 + hours a week) and 19 part-time employees (i.e., those who worked less than 30 hours a week). Participant ages ranged from 21 to 70 ($M = 38$, $SD = 12.87$). There were 177 participants who identified as female, 26 identified as male, and 7 preferred not to answer. The sample was 83% Caucasian, 8.5% African American, 2.4% Hispanic/Latinx, 0.9% Asian, 0.5% Native American, 1.9% Multi-Racial, and 1.4% chose 'other'. The type of non-profit organization was not restricted. For organization type, 33% were in healthcare/behavioral health, 54.7% were oriented towards social advocacy/social work, 1.4% were academic associations, 0.9% were religious associations, and 9.4% chose 'other'. For work tenure, 25% of participants worked for 0-1 year

at the organization, 38.2% worked 1-5 years, 18.9% worked 5-10 years, 5.2% worked 10-15 years, and 11.8% worked over 15 years.

Representatives who I contacted while recruiting organizations for the study were excluded from participation because they were more informed and aware of the purpose of the study due to the recruitment process (outlined in the Procedures section). All participants under the age of 18 were also excluded from the study.

Participants were gathered through convenience sampling. The recruitment process involved emailing the CEOs (or appropriate representatives) of several non-profit organizations. To start the recruitment process, lists of non-profit organizations were generated through the IRS website (https://www.irs.gov/charities-non-profits/exempt-organizations-business-master-file-extract-eo-bmf). On the website, there is an interactive map dubbed 'The Exempt Organizations Business Master File Extract'; this extract provides the contact information of every organization that applied and was approved to be tax exempt in the United States. To be considered a non-profit within the context of this study, all organizations must have been approved by the IRS to be tax exempt. I selected the state of interest (within the interactive map) to download a comma separated value (CSV) document. The document contained the name and contact information of all the non-profit organizations within the selected state. To optimize the generalizability of the sample, I selected and focused all recruitment efforts on one state per region of the United States. The states included in this study were South Carolina (SC; Southeastern region), Pennsylvania (PA; Northeastern region), Illinois (IL; Midwestern region), New Mexico (NM; Southwestern region), and Washington (WA; Western region). The states were randomly generated, aside from Illinois and South Carolina because I have connections with non-profits in those states. Among

all participants, 61.8% were from IL, 25.9% were from SC, 2.8% were from WA, 1.9% were from PA, 1.4% were from NM, and 6.1% chose 'other'.

There were two levels of compensation for participation: one at the organizational level and the other at the employee/participant level. For the organization, a feedback report was shared that outlined the results of the study. For the participant, there was a gift card raffle they could enter once they finished participating. The raffle included a chance to win one of three VISA pre-paid gift cards, each in the amount of $50. All participation was voluntary, and this study was approved by Illinois State University (ISU)'s Institutional Review Board (IRB).

Materials

Participants were asked to fill out a short online questionnaire using Qualtrics. The questionnaire consisted of five scales. The order of the presentation of each measure was the same for all participants and followed the order in which they are described below. This ordering follows standard organizational research protocols in presenting criterion measures first so that scores on those may be less impacted by responses to measures that follow in the survey.

Employee engagement. To measure employee engagement, the Utrecht Work and Well-Being Survey (UWES – 9) modified by Schaufeli et al. (2006) was used. This measure gives nine statements where participants indicate how often they feel a certain way about their jobs. The responses are reported on a 7-point Likert-type scale with 0 indicating they never experienced it and 6 indicating that they have the feeling every day. Across 10 countries, internal consistencies were measured (Schaufeli et al., 2006). In 10% of cases, Cronbach's alpha was lower than .70. In 23% of cases, Cronbach's alpha was between .70 and .80. Finally, in 67% of the cases, Cronbach's alpha was above .80. For the current study, a Cronbach's alpha of .88 was found which indicates good reliability.

P-O fit. To measure employees' perceived degree of P-O Fit, the Subjective Person-Organization Fit Scale developed by Judge and Cable (1996) was used. This scale has three questions about the organization's values and the degree to which they match the participant's values. The participants were instructed to respond on a 7-point Likert-type scale from 1 being "*not at all*" to 7 being "*completely*". The internal consistency estimates for this measure ranged from .80 (Cable & Judge, 1996). to.87 (Judge & Cable, 1997). For the current study, the Cronbach's alpha was .76.

Turnover intentions. To assess employee turnover intentions, a four-item measure developed by Kelloway et al. (1999) was used. This measure evaluates participants' intent to leave the organization by having them respond to four statements (i.e., "I am thinking about leaving this organization") on a 5-point Likert-type scale with 1 indicating they strongly disagree with the statement and 5 indicating they strongly agree with the statement. Kelloway et al. (1999) originally used this measure in a repeated measures design, reporting a Cronbach's alpha of .92 at Time 1 and.93 at Time 2. For the current study, this measure was also found to be reliable ($\alpha = .95$).

Mission statement integration. Participants were asked three questions to assess their familiarity with their organization's mission statement. These questions were constructed by the researcher and can be found in Appendix A. After answering these questions, participants were asked to complete the Management of Meaning Scale (MMS) developed by Fairhurst et al. (1997) which measures participants' perceptions of how integrated the organization's mission is within the work environment. This scale contains 9 statements and participants are instructed to indicate how often the mission statement is reflected in the described situations. For example, one of the items states, "How often do you discuss how your job helps accomplish the mission?".

Responses are reported on a 5- point frequency scale with 1 indicating "never" and 5 indicating "very often". The validity of this measure was originally tested by having participants complete the MMS and giving participants the opportunity to rewrite their company's mission statement. The rewrites were coded as positive or negative by two independent raters. Through a t-test, it was found that the mean MMS score of individuals with negative rewrites was significantly different from the mean MMS score of individuals with positive rewrites (Fairhurst et al., 1997). For the current study, the MMS was found to be a reliable measure ($\alpha = .87$).

Lastly, demographic questions were presented to participants. These questions pertained to participants' age, gender, ethnicity, tenure in the organization, employment type (i.e., full-time, part-time, or volunteer), region, and the type of non-profit in which they worked. An additional question was added to assess whether employees viewed the components of the mission statement as equally important. The variables of age, gender, and ethnicity were used for descriptive purposes while the other variables were analyzed as possible covariates. All demographic questions, except for age, were closed-ended. At the end of the survey, participants were asked if they were interested in entering a gift card raffle for compensation. If they were not interested, participants were thanked for their time and the survey ended. If they were interested, they were directed to a second survey link which asked for their first name, last name, and email address. All survey materials can be found in Appendix A.

Procedure

I recruited participants by emailing the CEO (or an appropriate representative) of approximately 60 non-profit organizations per region. Specifically, I sent a total of 270 recruitment emails; 43 organizations responded, and 17 organizations participated. The initial email that was sent to the executive leaders was the same for all organizations and outlined the

intentions of the project (i.e., the purpose of the study, information regarding compensation for

the organization and their employees and procedural information to ensure confidentiality and

anonymity). This initial email also explained that all participating organizations should send a

mass email to employees using their company listserv. I did not have access to any

organizational listservs to further ensure anonymity and confidentiality. A template of the

listserv email was attached to the initial email to ensure that all participating employees received

the same introductory email, regardless of their organization. The listserv email included a brief

outline of the project with a link to the online survey. It also indicated that employee

participation was voluntary and they could stop participating at any time. Additionally, this email

stated that their responses would be anonymous and confidential (i.e., no individual data would

be shared with their organization). To do so, the researcher used Qualtrics software to distribute

the survey. The Qualtrics system has protective measures built in to protect data; my thesis

committee chair and I were the only individuals with access to the data collection from the

survey. All recruitment material (i.e., the templates for the initial email and the listserv email)

can be viewed in Appendix B.

Overall, the survey required approximately 10 to 15 minutes to complete. Before starting

the questionnaire, participants were presented with the informed consent to which they had to

agree before proceeding. The informed consent can be viewed in Appendix C. The participants

confirmed that they were at least 18 years old in this step as well. The second survey that

collected identifiable information for the raffle remained separate from the first survey that

collected responses pertaining to the purpose of the research study. Identifiable information

collected through the second survey was never linked to the responses of the first survey but was

only collected for compensation purposes. Once data collection ended, there were 173

participants who indicated that they would like to enter the gift raffle. These participants were

assigned a number (1-173) depending on the order in which they completed the survey. I used

Google's random number generator (https://www.google.com/search?q=random+number+

generator&oq=rand&aqs=chrome.0.69i59j69i57j0i67j0i67i433j0i67l2j69i60l2.4567j0j4&sourcei

d=chrome&ie=UTF-8) to generate three random numbers. These numbers determined the

winners of the gift card raffle. Once the winners were selected, I emailed each winner to

distribute their $50 VISA Virtual eGift Card (https://www.vanillagift.com/thanks-orange-email).

Winners were each given five business days to respond. Any winners who did not response in

that time frame were taken out of the raffle and a new winner was selected. All responses to the

second survey were deleted once the distribution of the gift cards was completed.

CHAPTER III: RESULTS

An examination of the data was first performed to check whether the data was normally distributed. A normality test was performed on the variables of employee engagement, employee turnover intentions, P-O fit, and mission statement integration. Tests of normality indicated that the scores for all variables were not normally distributed. See Table 2 for the results of each normality test.

Table 2

Test of Normality Results

Parameters	*df*	Shapiro-Wilk		Kolmogorov-Smirnov	
		Statistic	Sig.	Statistic	Sig.
Mission Statement Integration	212	.98***	.002	.07	.02*
Employee Engagement	212	.94***	.000	.12	.000***
Turnover Intentions	212	.89***	.000	.16	.000***
P-O Fit	212	.93***	.000	.14	.000***

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

Employee engagement had a skewness of - .68 (*SE* = .17) and kurtosis of - .40 (SE = .33). Turnover intentions had a skewness of .57 (*SE* = .17) and kurtosis of - .80 (SE = .33). P-O fit had a skewness of - .90 (*SE* = .17) and kurtosis of .72 (SE = .33). Finally, mission statement integration had a skewness of - .009 (*SE* = .17) and kurtosis of - .76 (SE = .33). To determine whether each distribution was skewed, the absolute value of the skewness statistic had to be greater than one. Visually the distributions looked skewed (see Figure 3), but the absolute value of each skewness statistic was less than one, so no transformed variables were used when conducting the following analyses. All analyses use an alpha level of .05.

Figure 3

Distribution of Main Variables
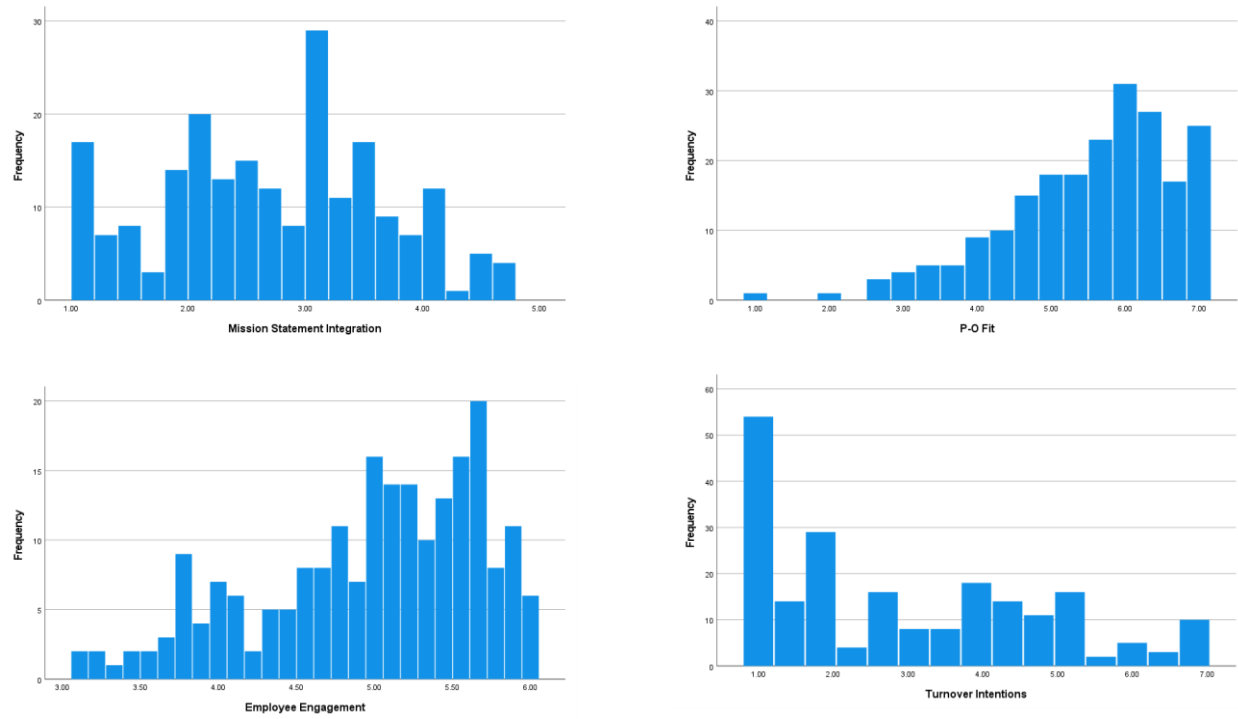
Evaluation of Hypothesis One

A hierarchical multiple regression analysis was performed to evaluate Hypothesis 1 which postulated that mission statement integration would moderate the relation between P-O fit and engagement. Employee engagement was used as the criterion variable; P-O fit, mission statement integration, and the interaction between P-O fit and mission statement integration were all used as predictor variables. At step one, the main effect predictors were entered; P-O fit significantly predicted employee engagement, $b = .28$, $t(209) = 7.95$, $p < .001$. Mission statement integration also significantly predicted employee engagement, $b = .23$, $t(209) = 5.30$, $p < .001$. Additionally, P-O fit and mission statement integration individually explained a significant proportion of the variance in employee engagement, $R^2 = .33$, $F(2, 209) = 52.26$, $p < .001$. At

step two, the interaction between P-O fit and mission integration was added. This interaction did not explain a significant increase in variance in employee engagement above and beyond P-O fit and mission statement integration.

Evaluation of Hypothesis Two

Another hierarchical multiple regression analysis was performed to evaluate Hypothesis 2 which postulated that mission statement integration would moderate the relation between P-O fit and employee turnover intentions. For this analysis, the predictor variables were the same as the first regression analysis, but the criterion variable was turnover intentions instead of employee engagement. At step one, the main effect predictors were entered, and P-O fit was found to significantly predict turnover intentions, $b = -.88$, $t(209) = -9.77$, $p < .001$. Conversely, mission statement integration did not significantly predict turnover intentions. Together, P-O fit and mission statement integration as individual predictors did explain a significant proportion of the variance in turnover intentions, $R^2 = .33$, $F(2, 209) = 52.20$, $p < .001$. At step two, the interaction between P-O fit and mission integration was added. It was found that the interaction between P-O fit and mission statement integration did not explain a significant increase in variance in turnover intentions above and beyond P-O fit and mission statement integration.

Exploratory Analyses

Evaluation of extraneous variables. All analyses were repeated using only full-time employees ($n = 193$) and the same pattern of results emerged for both hypotheses. To identify potential confounding variables, a bivariate correlation analysis was conducted. A correlation matrix was calculated using maximum likelihood estimation of the Pearson correlation coefficient (r) between variables (see Table 3). Age was found to be positively correlated with employment tenure, ($r(182) = .56$, $p < .001$), negatively correlated with turnover intentions

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Table 3

Correlations, Means, and Standard Deviations of Variables

Variable	M	SD	1	2	3	4	5	6	7	8	9	10	11
1. Age	38.10	12.87	--										
2. Gender	1.94	.51	-.10	--									
3. Race	1.40	1.18	-.13	.18**	--								
4. State	2.72	1.29	-.02	-.08	-.06	--							
5. Emp. Longevity	2.40	1.25	.56***	.005	-.10	-.06	--						
6. Org. Type	3.77	2.05	.04	-.09	-.004	.31***	.07	--					
7. M.S. Components	5.53	1.44	.08	-.06	.10	-.08	-.04	.06	--				
8. Engagement	4.97	.71	.13	-.09	.02	-.06	-.004	.09	.23***	--			
9. Turnover Int.	2.96	1.81	-.20**	.14*	.08	.06	.00	-.11	.29***	-.58***	--		
10. P-O Fit	5.51	1.15	.15*	-.14*	.02	.13	.02	.17*	.26***	.49***	-.57***	--	
11. M.S. Integration	2.71	.95	.15*	-.005	.00	-.04	.25***	-.03	.05	.36***	-.17**	.13	--

Note. M.S. stands for mission statement, Emp. stands for employment, Org. stands for organization, and Int. stands for intentions. Significance is indicated with * $p < .05$, ** $p < .01$, *** $p < .001$.

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($r(182) = -.19$, $p = .008$), positively correlated with mission statement integration ($r(182) = .15$, $p = .041$), and positively correlated with P-O fit, $r(182) = .15$, $p = .043$. Interestingly, employment tenure significantly correlated with mission statement integration, $r(210) = .25$, $p < .001$. Views of the components of the mission statement being equally valued by the organization (i.e., mission statement components) were significantly and positively correlated with engagement ($r(209) = .23$, $p = .001$) and P-O fit, $r(209) = .26$, $p < .001$. Mission statement components was also significantly and negatively correlated with turnover intentions, $r(209) = -.29$, $p < .001$. Employee engagement was negatively correlated with turnover intentions ($r(212) = -.58$, $p < .001$), positively correlated with mission statement integration ($r(212) = .36$, $p < .001$), and positively correlated with P-O fit, $r(212) = .49$, $p < .001$. Turnover intentions were also negatively correlated with P-O fit ($r(212) = -.57$, $p < .001$) and mission statement integration, $r(212) = -.56$, $p = .01$.

One additional item developed for the current study assessed participant knowledge of the mission statement (see Survey Outline in Appendix A). Through a visual inspection, the responses for this variable looked very different from the MMS responses which assessed mission statement integration. These variables were measured on two different scales, so I adjusted the 5-point scale of MMS into a 7-point scale by transforming all of the responses using the following formula: $X_{7\text{-point}} = (X_{5\text{-point}} - 1)(6/4) + 1$. After transforming those variables, a paired-samples t-test was performed to test whether there was a significant difference between mission statement integration and mission statement knowledge. There was a significant difference between the mean of mission statement knowledge ($M = 3.56$, $SD = 1.43$) and mission statement integration ($M = 3.34$, $SD = 1.37$), $t(207) = -2.35$, $p = .020$, $d = 1.37$. This indicates that the increased exposure to the mission statement that comes from integrating it into the work

environment may not directly equate to employees knowing the organization's mission.

Examining the potential covariate of age. Because age was significantly associated with several variables of interest, two additional hierarchical regressions were performed to control for age in the original analyses. For the first test, age was entered in step one, mission statement integration and P-O fit were entered in step two, and their interaction was entered in step three. Employee engagement was the criterion variable. At step one, it was found that age did not significantly predict employee engagement, and age as an individual predictor did not explain a significant proportion of the variance in employee engagement. At step two it was found that age, P-O fit, and mission statement integration as individual predictors explained a significant proportion of variance in employee engagement, $R^2 = .35$, $F(3, 178) = 32.21$, $p < .001$. Additionally, mission statement and P-O fit explained a significant increase of variance in employee engagement above and beyond age as an individual predictor, $\Delta R^2 = .34$, $F(2, 178) = 46.00$, $p < .001$. At step three, the interaction between P-O fit and mission statement integration did not explain a significant increase in variance in employee engagement above and beyond P-O fit, mission statement integration, and age as individual predictors.

For the second test, all the steps were the same; the only difference is that turnover intention was the criterion variable in this analysis. At step one, it was found that age significantly predicted turnover intentions ($b = -.03$, $t(180) = -2.67$, $p = .008$) and age as an individual predictor explained a significant proportion of the variance in turnover intentions, $R^2 = .04$, $F(1, 180) = 7.10$, $p = .008$. At step two it was found that age, P-O fit, and mission statement integration as individual predictors explained a significant proportion of variance in turnover intentions, $R^2 = .38$, $F(3, 178) = 36.52$, $p < .001$. Additionally, mission statement and P-O fit explained a significant increase of variance in employee engagement above and beyond age as an

individual predictor, $\Delta R^2 = .34$, $F(2, 178) = 49.32$, $p < .001$. At step three, the interaction between P-O fit and mission statement integration did not explain a significant increase in variance in turnover intentions above and beyond P-O fit, mission statement integration, and age as individual predictors.

Examining the potential covariate of mission statement components. Mission statement components were also significantly associated with several variables of interest, so the same additional hierarchical regressions were performed to control for mission statement components. The same steps were followed as the analyses for age. For the first test, at step one, it was found that mission statement components significantly predict employee engagement ($b = .12$, $t(207) = 3.47$, $p = .001$) and mission statement components as an individual predictor explained a significant proportion of the variance in employee engagement, $R^2 = .06$, $F(1, 207) = 12.02$, $p = .001$. At step two it was found that mission statement components, P-O fit, and mission statement integration as individual predictors explained a significant proportion of variance in employee engagement, $R^2 = .34$, $F(3, 205) = 35.74$, $p < .001$. Additionally, mission statement integration and P-O fit explained a significant increase of variance in employee engagement above and beyond mission statement components as an individual predictor, $\Delta R^2 = .29$, $F(2, 205) = 45.04$, $p < .001$. At step three, the interaction between P-O fit and mission statement integration did not explain a significant increase in variance in employee engagement above and beyond P-O fit, mission statement integration, and mission statement components as individual predictors.

For the second test, at step one, it was found that mission statement components significantly predicted turnover intentions ($b = -.37$, $t(207) = -4.39$, $p < .001$) and mission statement components as an individual predictor explained a significant proportion of the

variance in turnover intentions, $R^2 = .09$, $F(1, 207) = 19.30$, $p < .001$. At step two it was found

that mission statement components, P-O fit, and mission statement integration as individual

predictors explained a significant proportion of variance in turnover intentions, $R^2 = .35$, $F(3,$

$205) = 37.40$, $p < .001$. Additionally, mission statement and P-O fit explained a significant

increase of variance in employee engagement above and beyond mission statement components

as an individual predictor, $\Delta R^2 = .27$, $F(2, 205) = 42.57$, $p < .001$. At step three, the interaction

between P-O fit and mission statement integration did not explain a significant increase in

variance in turnover intentions above and beyond P-O fit, mission statement integration, and

mission statement components as individual predictors.

      Re-evaluation of hypotheses with healthcare workers. Regression analyses were rerun

using a data set that contained only participants who indicated they worked in healthcare ($n =$

70). It should be noted that participants who worked in behavioral health were included in this

dataset. At step one when evaluating hypothesis one, it was found that P-O fit significantly

predicted employee engagement, $b = .30$, $t(67) = 6.00$, $p < .001$. Mission statement integration

also significantly predicted employee engagement, $b = .23$, $t(67) = 3.87$, $p < .001$. Additionally,

P-O fit and mission statement integration as individual predictors explained a significant

proportion of the variance in employee engagement, $R^2 = .43$, $F(2, 67) = 25.56$, $p < .001$. At step

two, the interaction between P-O fit and mission statement integration did not explain a

significant increase in variance in employee engagement above and beyond P-O fit and mission

statement integration as individual predictors. This finding does not support hypothesis one

which means that mission statement integration does not impact the positive relation between P-

O fit and employee engagement for healthcare workers.

      At step one when evaluating hypothesis two, it was found that P-O fit significantly

predicted turnover intentions, $b = -1.04$, $t(67) = -7.31$, $p < .001$. However, mission statement

integration did not significantly predict turnover intentions. P-O fit and mission statement

integration as individual predictors explained a significant proportion of the variance in turnover

intentions, $R^2 = .46$, $F(2, 67) = 28.05$, $p < .001$. At step two, the interaction between P-O fit and

mission statement integration explained a significant increase in variance in turnover intentions

above and beyond P-O fit and mission statement integration as individual predictors, $\Delta R^2 = .05$,

$F(1, 66) = 6.616$, $p = .012$.

Figure 4

Healthcare Workers Significant Result
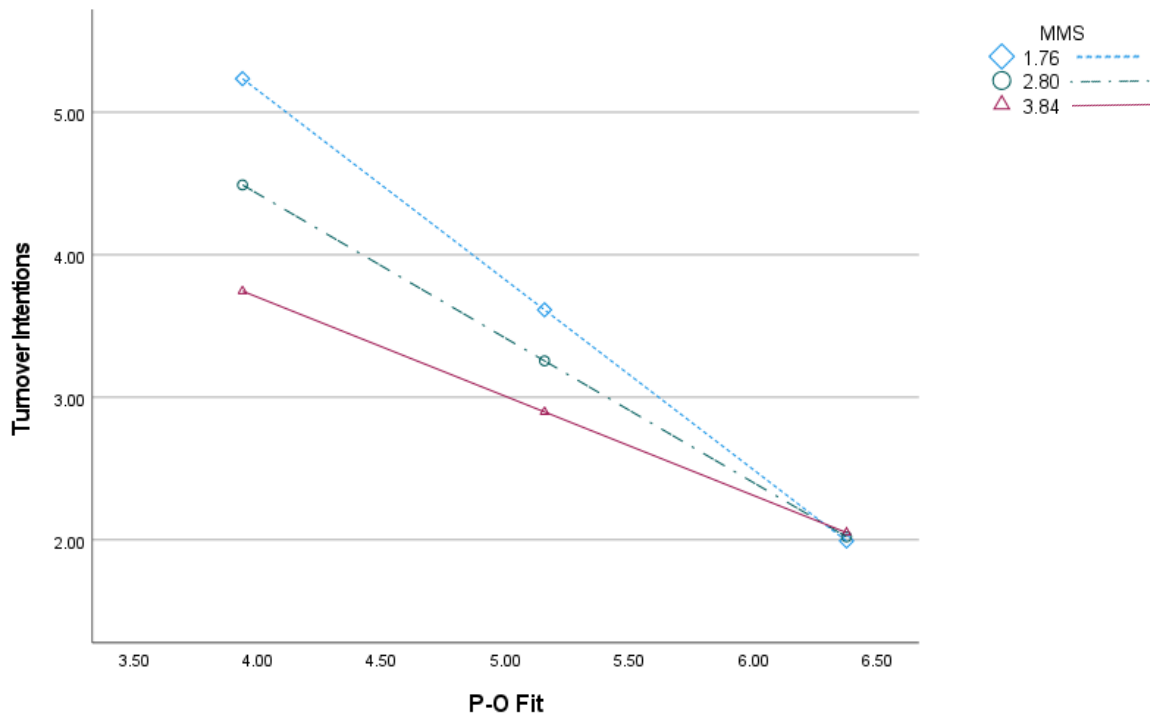
Note. MMS stands for mission statement integration.

Because there is evidence of significant moderation, the Johnson-Neyman technique

(Johnson & Neyman, 1936) was used to probe for interactions (i.e., to explore which values of

the moderator result in the significant interaction effect). Hayes' PROCESS macro (Hayes, 2017)

for SPSS uses the Johnson-Neyman technique, so it was used to conduct this analysis. For individuals who scored 1 *SD* below the mean of mission statement integration, P-O fit significantly predicted turnover intentions, b = -1.33, t(67) = -7.50, p < .001. For individuals who scored at the mean of mission statement integration, P-O fit significantly predicted turnover intentions, b = -1.01, t(67) = -7.39, p < .001. For individuals who scored 1 *SD* above the mean of mission statement integration, P-O fit significantly predicted turnover intentions, b = -.70, t(67) = -3.63, p < .001. To conclude, turnover intentions was significantly predicted by P-O fit at all levels of the moderator. This finding does support hypothesis two for the healthcare workers cohort. As seen in Figure 4, healthcare workers with low P-O fit have lower turnover intentions when they work for an organization with higher levels of mission integration compared to an organization with lower levels of mission statement integration. Furthermore, as the level of P-O fit increases, the level of turnover intentions decreases overall.

Re-evaluation of hypotheses with social advocacy workers. Regression analyses were rerun using a data set that contained only participants who indicated they worked in social advocacy (*n* = 116). It should be noted that participants who worked in social work were included in this dataset. At step one when evaluating hypothesis one, it was found that P-O fit significantly predicted employee engagement, *b* = .30, *t*(113) = 5.26, *p* < .001. Mission statement integration also significantly predicted employee engagement, *b* = .17, *t*(113) = 2.67, *p* = .009. Additionally, P-O fit and mission statement integration as individual predictors explained a significant proportion of the variance in employee engagement, R^2 = .28, *F*(2, 113) = 21.65, *p* < .001. At step two, the interaction between P-O fit and mission statement integration explained a significant increase in variance in employee engagement above and beyond P-O fit and mission statement integration as individual predictors, ΔR^2 = .03, *F*(1, 112) = 5.18, *p* = .025. For

individuals who scored 1 *SD* below the mean of mission statement integration, P-O fit

significantly predicted engagement, b = .20, t(113) = 2.83, p = .006. For individuals who scored

at the mean of mission statement integration, P-O fit significantly predicted engagement, b = .31,

t(113) = 5.53, p < .001. For individuals who scored 1 *SD* above the mean of mission statement

integration, P-O fit significantly predicted engagement, b = .42, t(113) = 5.46, p < .001. To

conclude, employee engagement was significantly predicted by P-O fit at all levels of the

moderator. This finding supports hypothesis one for the social advocacy workers cohort. As seen

in Figure 5, social advocacy workers with high P-O fit have higher employee engagement when

they work for an organization with higher levels of mission integration compared to an

organization with lower levels of mission statement integration. Additionally, as the level of P-O

fit increases, the level of employee engagement increases as well.

Figure 5

Social Advocacy Workers Significant Result
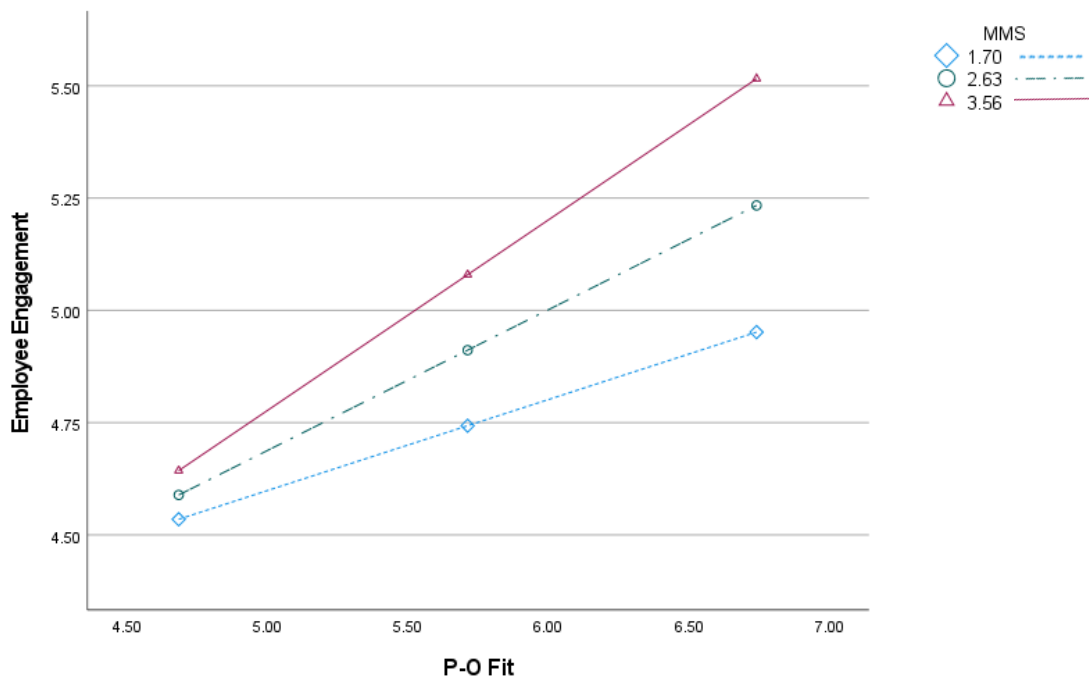
Note. MMS stands for mission statement integration.

At step one when evaluating hypothesis two, it was found that P-O fit significantly predicted turnover intentions, $b = -.92$, $t(113) = -6.87$, $p < .001$. However, mission statement integration did not significantly predict turnover intentions. P-O fit and mission statement integration as individual predictors explained a significant proportion of the variance in turnover intentions, $R^2 = .57$, $F(2, 113) = 26.54$, $p < .001$. At step two, the interaction between P-O fit and mission statement integration did not explain a significant increase in variance in turnover intentions above and beyond P-O fit and mission statement integration as individual predictors. This finding does not support hypothesis two which means that mission statement integration does not impact the negative relation between P-O fit and turnover intentions for social advocacy workers.

CHAPTER IV: DISCUSSION

The main goal of this study was to examine any moderating effects of mission statement integration on the relation between P-O fit and employee engagement as well as the relation between P-O fit and turnover intentions. The first hypothesis proposed that the integration of the mission statement into the work environment would moderate the positive association between P-O fit and employee engagement. Specifically, it was hypothesized that the relation between P-O fit and employee engagement would strengthen as employees' perceived integration of the mission statement increased. The findings of this study suggested that mission statement integration was not a moderator for the relation between P-O fit and employee engagement. Thus, the first hypothesis was not supported. This means that mission statement integration did not have an effect on the relation between P-O fit and engagement. This finding could be impacted by factors such as the quality of the mission statement and leadership. Desmidt (2016) found that perceived message quality was significantly and positively related to engagement. It was also found that mission statement comprehension ambiguity and employee engagement had a direct and negative relation. Due to the limited scope of this study, the individual components of each organization's mission statement were not specifically examined. It is plausible that aspects of the mission statement (i.e., perceived quality and ease of comprehension) have a mediating role in the relation between P-O fit and engagement, as previously reported by Desmidt (2016).

However, the findings of this first analysis do support the notion that there is a positive association between P-O fit and employee engagement which further supports previously published results (Ünal & Turgut, 2015). This means that as the level of P-O fit increased, the level of employee engagement also increased. This positive association between P-O fit and

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employee engagement has been explained through Lewin's (1951) Field Theory. This theory postulates that behavior (such as engagement) is determined by how individuals react to their (working) environment. When there is high alignment of organizational and employee values, then workers perceive the environment more positively (Ünal & Turgut, 2015). Mission statement integration was also found to be positively associated with employee engagement. This means that as the mission statement was perceived to be more integrated into the work environment, employees reported greater engagement with work. An explanation of this finding could be that as the integration of the mission statement was perceived to be stronger, employees were reminded of their shared values and beliefs which may have impacted their levels of engagement (Atrilla et al., 2005).

The second hypothesis was that the integration of the mission statement into the work environment would moderate the negative association between P-O fit and employee turnover intentions. Specifically, it was hypothesized that the relation between P-O fit and turnover intentions would strengthen as employees' perceived integration of the mission statement increased. The findings of this study suggest that mission statement integration was not a moderator for the relation between P-O fit and turnover intentions. This means that mission statement integration did not have an effect on the relation between P-O fit and turnover intentions. However, mission statement integration, as a single predictor, had a significant and negative relation with turnover intentions. A comparison with the literature helped to further clarify this finding. Hayes and Stazyk (2019) examined the impact of mission congruence on turnover within public school teachers. They found a negative relation between teachers with low mission congruence and turnover; however, mission congruence may not equate to mission integration as much as was previously thought. It is proposed that mission congruence may be

influenced by how much the statement is integrated throughout the organization. In other words, exposure to the mission of the organization could impact the level of agreement between employees' goals and the goals outlined in the mission statement. This proposed explanation is supported by the significant correlation between mission statement integration and turnover in the current study. Additionally, Hayes and Stazyk (2019) postulated that mission congruence could also be determined through accurate mission statements. Thus, within the current sample, there could have been the same issue with possible inaccurate mission statements and overall difficulty in comprehending them, which may have influenced the nonsignificant finding.

Nevertheless, there was support for a negative relationship between P-O fit and turnover intentions which replicated previous literature (Bhat, 2013). Mai et al. (2016) found that the effects of the negative relation between turnover intentions and constructs such as P-O fit were enhanced when the organization was perceived to be responsible for the employee's intent to leave. The scope of this study did not allow for specific data to be collected regarding the reasoning for each participant's turnover intention. However, given the significant finding that P-O fit and turnover intentions are negatively related, it can be assumed that for the employees who indicated high turnover intention, their reason for possibly terminating their employment was directly tied to the organization in a negative way. This theoretical interpretation is supported by the finding that any negative experience may cause employees to feel more jaded towards the company's values which fundamentally impacts P-O fit (Van Vianen et al., 2007). The current study also found that employee engagement was negatively correlated with turnover intentions which also corroborates past research studies (Memon et al., 2018). In other words, as employees become more engaged with their work, they have less intent to quit.

Based on the exploratory analyses, I found that older individuals had lower levels of

turnover intentions, higher levels of P-O fit, and higher levels of perceived mission statement integration. However, there was no significant moderation effect of mission statement integration for either of the hypotheses controlling for age. Thus, age did not appear to be an important covariate in this sample.

It was also found that employees perceived mission statement components to be somewhat equally valued in terms of the importance of the components. Specifically, higher perceptions of value equality within the components of the mission statement were associated with higher levels of P-O fit and employee engagement as well as lower levels of turnover intentions. However, there was still no significant moderation effect of mission statement integration for either of the hypotheses when controlling for mission statement components. Thus, it can be concluded that the perception of value equality in the mission statement components was not an important covariate for this study. There was also no evidence of moderation for full-time employees. Because full-time employees are the group of employees that are expected to have the most exposure to the work environment, the non-significant moderation results are a strong indicator that the relation between P-O fit and constructs such as employee engagement and turnover intentions are independent from mission statement integration.

In post hoc analyses, organization type was found to have an influence on the moderation results. For healthcare workers, mission statement integration significantly moderated the negative relation between P-O fit and turnover intentions. In other words, the negative relation between P-O fit and turnover intentions strengthened as the employees' perceived integration of the mission statement increased. For social advocacy workers, mission statement significantly moderated the positive relation between P-O fit and employee engagement. In other words, the

positive relation between P-O fit and employee engagement strengthened as the employees'

perceived integration of the mission statement increased. These findings indicate that the type of

industry had an influence on the moderation results. A possible explanation of this finding could

be that certain types of industries vary in how prominently their mission impacts the everyday

work of the employees. Given that data was collected for this study during the ongoing COVID-

19 pandemic, healthcare and social advocacy workers were likely to face daily tasks that

reminded them of their personal missions for working in that industry.

Implications

Some implications of this study include the knowledge gained pertaining to the impact of

integrating organizational mission statements with constructs that lead to organizational success.

This study identified impactful factors that should be thoroughly addressed when designing

business plans. For example, as employees' tenure increased, their perceptions of mission

statement integration also increased. This finding implies that time may also impact the

psychological constructs that increase organizational success. In other words, employee

perceptions of their organization may change over time which could potentially impact P-O fit,

engagement, and turnover intentions. If these constructs are impacted positively, it has been

shown to result in higher overall performance which directly effects organizational success

(Brătianu & Bălănescu, 2008; Hamstra et al., 2018; Harter et al., 2002; Mai et al., 2016; Patel et

al., 2015; Ünal & Turgut, 2015). The findings of this study more specifically indicate that when

an organization actively works towards keeping the promises outlined in the mission statement,

employees stay with the organization longer which implies increases in job

satisfaction/embeddedness and decreases in turnover intention (Ferreira et al., 2017). In other

words, when there is progress being made within the company that aligns with employee

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expectations, employees are more motivated to remain in the organization and are more satisfied with their work overall.

This study also provided a unique contribution to the scientific literature because it exclusively focused on non-profit organizations. Past research on the implementation of mission statements and the resulting benefits have primarily focused on for-profit organizations. However, the impact of mission statements should be examined throughout all business models, including non-profit, especially since positively advertising the purpose of non-profit organizations is so integral to their success (Herman & Renz, 1998; Alegre et al., 2018). Furthermore, results also suggested that mission statement accurateness might have an impact on how useful the mission can be in changing levels of employee engagement, P-O fit, and turnover intentions. If employees perceive the mission statement to be accurate to their experiences within the organization, then the mission might be seen as a more valid and mutually accepted goal which can be used to build a stronger alignment between the values of employees and the values of organizations. Additionally, this research attempted to address one of the major assumptions made in mission statement research and outlined by Alegre et al. (2018); that all the components of a mission statement are equally important to the organization. Based on the current study, there was support for this assumption. For mission statements that had equally valued components, there were higher levels of employee engagement and P-O fit and lower levels of turnover intentions. The main implication of these findings is that organizations should prioritize developing a mission statement that has accurate and equally valued components. To ensure this, the component development process should be based on employee feedback, assembled through equal weighting, and revised continually.

Limitations and Future Directions

The most notable limitation to this study is the limited amount of data and previous research regarding the effects of mission statements on organizational success. Because the majority of the sources that exist are somewhat dated, making predications and assumptions based on this older data is problematic and could result in a misunderstanding of any findings, especially when applying it to current organizational environments. Moving forward, researchers should be cautious of this limitation.

Moreover, there was evidence in the current study that employee knowledge of the mission statement was different from perceived mission statement integration. Even though the mean difference of these constructs was significantly different with a large effect size, these variables were found to be positively correlated. This means that as the mission statement became more integrated into the work environment, employees became more knowledgeable about the mission statement. With these contradictory findings, the differential validity of these two constructs should be further analyzed. Additionally, the measure that was used to collect data regarding employees' mission statement knowledge was also limited because it was a one-item measure created by the researcher. There was no other measurement available at the time of this study, so a more detailed measure with multiple items should be created and validated in future research.

The analysis conducted to examine the impact of organization type was also limited. There were only two types of organizations that were examined in the current study: healthcare and social advocacy. Only one hypothesis was supported for each sub-group of industry type. This is most likely due to the smaller sample size for each group. Data was collected from two other types of organization but the sample size for each was less than 10. It would be beneficial

to conduct a study that analyzes more types of organizations with larger sample sizes for each. Future studies should also focus more on the differences in employment type. The current study did not include volunteers; however, Nencini et al. (2016) found that the relation between volunteer motivation and work satisfaction as well as the relation between volunteer motivation and retention were both mediated by organizational climate. Organizational climate is defined to revolve around the volunteers' perceptions of how their work environment impacts them, their work, and their relationships. Based on this finding, mission statement integration could have an impact on the level of volunteering within organizations and should be explored further in future research. The current study also only examined the impact of full-time employees due to having an extremely small sample size of part-time employees. Because part-time employees have theoretically less exposure to the work environment overall, there is merit in replicating the current study's methodology with those workers. A replication should aim to collect equally large samples of full-time and part-time employees to control for employment type in the moderation analyses. The results from such a study would help clarify whether employment type influences the presence of moderation.

In mission statement research, there are known assumptions that need to be further addressed in future projects. The following assumptions were not addressed in the current study: (1) mission statements are an accurate reflection of real-time organizational behaviors and (2) more concise mission statements are generally better than verbose ones (Alegre et al., 2018). Future researchers should verify the authenticity of mission statements by comparing the aims outlined in the statements with the everyday activities of the organizations. A more in-depth study should also be conducted to determine if a consistent pattern of components exist among effective mission statements.

The current study was also limited in the generalizability of the results because the convenience sample obtained included a majority of white women. Future studies should aim to gather a more representative sample of employees within the United States to create more generalizable conclusions. Lastly, it would be beneficial to examine any potential differences in results based on organization size. The current study collected data from mostly smaller organizations, with the biggest subsample from a company with just under 500 employees. Being more selective in the recruitment of organizations and targeting larger organizations will allow for greater representation of types of organizations and possibly more diverse mission statements.

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    same-source or different-source fit. *Journal of Managerial Psychology, 22*(2), 188-202.

Wilkerson, E. A., & Evans, C. A. (2018). A content analysis of mission statements in nonprofit

    education. *The Journal of Nonprofit Education and Leadership*, *8*(1), 80-92.

Measure A: Work and Well-Being Survey - 9 (UWES - 9)

Instructions: The following 9 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, select "0" (zero). If you have had this feeling, indicate how often you felt it by selecting the number (from 1 to 6) that best describes how frequently you feel that way.

Response Scale:

Never	Almost Never	Rarely	Sometimes	Often	Very Often	Always
0	1	2	3	4	5	6
Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

1. At my work, I feel bursting with energy.
2. At my job, I feel strong and vigorous.
3. I am enthusiastic about my job.
4. My job inspires me.
5. When I get up in the morning, I feel like going to work.
6. I feel happy when I am working intensely.
7. I am proud of the work that I do.
8. I am immersed in my work.
9. I get carried away when I am working.

Source:

Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and psychological measurement*, *66*(4), 701-716.

Measure B: Subjective Person-Organization Fit Scale

Instructions: Please accurately indicate your response to the following statements:

Response Scale: 1 = Not At All to 7 = Completely

1. To what degree do your values, goals, and personality 'match' or fit this organization and the current employees in this organization?
2. To what degree do your values and personality prevent you from 'fitting in' this organization because they are different from most of the other employees' values and personalities in this organization? [reversed scored]
3. Do you think the values and 'personality' of this organization reflect your own values and personality?

Source:

Cable, D. M., & Judge, T. A. (1996). Person–organization fit, job choice decisions, and organizational entry. *Organizational Behavior and Human Decision Processes, 67*(3), 294–311. https://doi.org/10.1006/obhd.1996.0081

Measure C: Turnover Intentions

Instructions: Please accurately indicate your response to the following statements:

Response Scale: 1 = Strongly Disagree to 7 = Strongly Agree

1. I am thinking about leaving this organization.
2. I am planning to look for a new job.
3. I intend to ask people about new job opportunities.
4. I don't plan to be in this organization much longer.

Source:

Kelloway, E. K., Gottlieb, B. H., & Barham, L. (1999). The source, nature, and direction of work and family conflict: A longitudinal investigation. *Journal of Occupational Health Psychology*, *4*(4), 337-346.

Measure D (Two Parts):

First: Participants will be presented with the following three questions created by the researcher to directly assess the participant's knowledge of their organization's mission statement.

1. Does your organization have a mission statement, to the best of your knowledge?
   - Yes {if selected questions 8 and 9 appear}
   - No {if selected questions 8 and 9 do not appear}
   - Not Sure {if selected questions 8 and 9 do not appear}

Response Scale: 1 = Not at All (i.e., I cannot recall the mission statement without looking it up) to 7 = Very Well (i.e., I can recall almost all of the mission statement)

2. How well do you think you know your organization's mission statement?

3. Please write as much of the mission statement as you can recall without looking it up; if you cannot recall the specific wording, you can write some key phrases. If you cannot remember any aspects of the mission statement, please leave this blank:
   - {insert text box – open-ended question}

Next: Participants will be presented the Management of Meaning Scale (MMS)

Instructions: The goals of your organization, as expressed in the mission statement, may be reflected in how your work associates talk to you or how you talk to the people you work with. Please reflect on your organization's mission statement and indicate how *often* this mission statement is reflected in the following situations:

Response Scale: 1 = Never to 5 = Very Often

How often do you:

1. Explain some aspect of the mission to a coworker?
2. Discuss how your job helps accomplish the mission?
3. Discuss how the current mission is different from past missions at your company?
4. Discuss job activities using the same words that are in the mission statment?
5. Explain the advantages of working to achieve the mission?
6. Try to identify parts of the mission that are not being accomplished in your department?
7. Encourage others to try to accomplish the mission?

Source:

Fairhurst, G. T., Jordan, J. M., & Neuwirth, K. (1997). Why are we here? Managing the meaning of an organizational mission statement. *Journal of applied communication research*, *25*(4), 243-263.

Measure E: Demographics

Instructions: Please answer the following demographics questions.

1. What is your age: _____ {insert text box – open-ended question}
2. What is your gender?
    o Male
    o Female
    o Non-binary
    o Other: _____
3. What is your race/ethnicity?
    o Caucasian
    o African American
    o Asian
    o Native American
    o Hispanic/Latino
    o Multi-Racial
    o Other: _____ {insert text box if this option is selected}

4. Which state do you work in (i.e., where your organization is located)?
    o South Carolina
    o Pennsylvania
    o Illinois
    o New Mexico
    o Washington
    o Other: _____
5. How long have you worked at this organization?
    o 0-1 year
    o 2-5 years
    o 5-10 years
    o 10-15 years
    o +15 years
6. What type of employee are you?
    o Full-time (i.e., works 30 or more hours a week)
    o Part-time (i.e., works less than 30 hours a week)
    o Volunteer
7. What type of non-profit is this organization?
    o Healthcare
    o Animal Shelter
    o Social Advocacy
    o Academics
    o Religious Association
    o Other: _____ {insert text box if this option is selected}

Response Scale: 1 = Highly Agree to 7 = Highly Disagree

8. The components that make up your company's mission statement are equally valued.

Compensation Section

At the end of the survey, participants will be asked:

1. Are you interested in entering the raffle for a chance to win one of three $50 Visa gift cards?
    - o   Yes {directed to a second link}
    - o   No {end of survey}

<u>Second Link</u>:

<u>Instructions:</u> Thank you for participating in this survey. Please provide the following information to be entered into the gift card raffle. This gift card raffle allows for the chance to win one of three $50 VISA gift cards. No identifiable information will be linked to your previous survey responses and data analysis will not begin until after the gift card raffle ends. You will only be contacted if you win. Once all winners have been selected, all names and contact information will be deleted.

- First Name: _____ {insert text box -- open-ended question}
- Last Name: _____ {insert text box -- open-ended question}
- E-mail Address: _____{insert text box -- open-ended question}

APPENDIX B: RECRUITMENT TEXT

<u>Email #1: Sent to CEO or appropriate staff member</u>

Hello <recipient's name>,

My name is Emma Harris, and I am a graduate student at Illinois State University. I am currently collecting data for my Master's Thesis regarding the integration of mission statements within non-profit organizations. The purpose of my study is to better understand how the use of mission statements impact organizational outcomes such as employee engagement, turnover intentions, and person-organization fit. I am writing in the hopes that your organization is willing to participate in a brief survey. Data collection for this project requires employees to complete a short 10- to 15-minute survey. This is a great opportunity to learn about the possible impact of mission statements within non-profit organizations.

If you are interested in learning more about how your organization's mission statement may impact the engagement of your employees, I would be interested in working with you to send the brief survey to a sample of your employees. In return, a feedback report will be shared with your organization that will summarize the study's results at the group level (we keep individual employees' responses anonymous). All employees who choose to participate will be given the opportunity to enter a gift card raffle to win one of three $50 VISA gift cards.

I have received the approval of Illinois State University's Institutional Review Board, indicating that the study procedures are ethical, and employees' responses will be protected and kept anonymous. If you and your organization are interested in participating, I would ask that you please distribute the following link to your employees via email using your company listserv.

https://illinoisstate.az1.qualtrics.com/jfe/form/SV_6MbBvqL5qrQm7fE

I have also attached an email template that you may choose to use when distributing the survey link that introduces employees to the purpose of the study. I appreciate your time and consideration. If you have any questions or concerns regarding this research or participation, please respond to this email and I would be happy to talk with you in more detail.

Kind regards,

Emma Harris
M.S. Graduate Student
Illinois State University
echarr1@ilstu.edu

Email #2: Sent to participants through company listserv

To whom it may interest,

My name is Emma Harris, and I am a student at Illinois State University (ISU). I am currently collecting data for my Master's Thesis and am focused on non-profit organizations. I would greatly appreciate it if you would participate in the study! To participate, you would only need to complete a brief online survey. The purpose of my study is to better understand how mission statements influence nonprofits. Your answers will be kept anonymous and only the research team will have access to them; your supervisor and organization will not know whether or not you choose to participate. This study was approved by ISU's Institutional Review Board (IRB) # 2021-560.

The survey should take around 10-15 minutes to complete. Once finished, you can choose to be entered into a gift card raffle where you have the chance to win one of three $50 VISA gift cards. If you are interested in taking the survey, here is the link:

https://illinoisstate.az1.qualtrics.com/jfe/form/SV_6MbBvqL5qrQm7fE

Thank you for your time,

Emma Harris
M.S. Graduate Student
Illinois State University
echarr1@ilstu.edu

APPENDIX C: INFORMED CONSENT

You are being asked to participate in a research study conducted by Emma Harris and Dr. Kimberly Schneider from the Department of Psychology at Illinois State University. We are studying person-organization fit and employee engagement in non-profit organizations.

Why are you being asked to participate?
You have been asked to participate because you are employed at a non-profit organization. Your participation in this study is voluntary. You will not be penalized if you choose to skip parts of the study, not participate, or withdraw from the study at any time.

What would you do?
If you choose to participate in this study, you will be expected to complete an online questionnaire. In total, your involvement in this study will last approximately 10-15 minutes.

Are any risks expected?
We do not anticipate any risks beyond those that would occur in everyday life.

Will your information be protected?
Your responses will be anonymous; nothing that will identify you will be linked to your responses. The findings from this study may be presented in scientific journals, poster presentations, and conference presentations. Participating organizations will receive a report of the study's findings; this report will be based on the data collected from the various participating organizations that are located in different regions of the United States. Organizations will not be solely evaluated or reported.

Will you receive anything for participating?
By completing the survey, you may choose to be entered in a raffle in which you have the chance to receive one of three $50 VISA gift cards. If you win, the IRS may consider this payment to be taxable compensation. Recipients of a research participant incentive payment may want to consult with their personal tax advisor for advice. Any participant has the opportunity to participate in the study without entering the optional gift card raffle.
To enter the gift card raffle, at the end of the survey you will be taken to a separate page to provide contact information. This information will be kept separate from your survey responses. Once the gift card raffle is completed, we will delete your contact information.
Who will benefit from this study?
The direct benefit of participating in this study is the knowledge that will be gained regarding organizations and their employees. Additionally, this study is adding to scientific understanding of person-organization fit and employee engagement.

Whom do you contact if you have any questions?

If you have any questions about the research or wish to withdraw from the study, please contact

Emma Harris at echarr1@ilstu.edu or Dr. Kimberly Schneider at ktschne@ilstu.edu.

If you have any questions about your rights as a participant, or if you feel you have been placed

at risk, contact the Illinois State University Research Ethics & Compliance Office at (309) 438-

5527 or IRB@ilstu.edu.

<u>Documentation of Consent</u>
Please certify the following:
  - ○ I am 18 years old or older and am willing to participate in this study. By selecting this
    option, you are giving your consent to participate in this study.

You can print this form for your records.