

1-1-2013

Employees' Responses to the Mismatch between Organizations' Espoused Values and Basic Assumptions about Organizational Culture

Terrence Jermyn Porter

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Employees' Responses to the Mismatch Between Organizations' Espoused Values and
Basic Assumptions About Organizational Culture

A DISSERTATION

SUBMITTED TO THE FACULTY OF THE COLLEGE OF EDUCATION,
LEADERSHIP, AND COUNSELING OF THE UNIVERSITY OF ST. THOMAS

By

Terrence Jermyn Porter

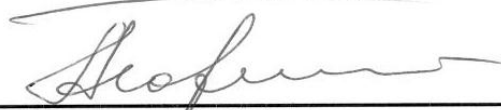
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FOR THE DEGREE OF
DOCTOR OF EDUCATION

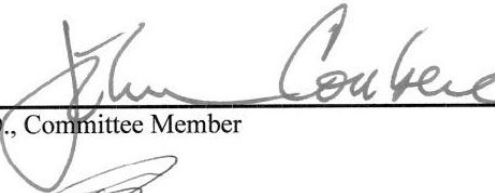
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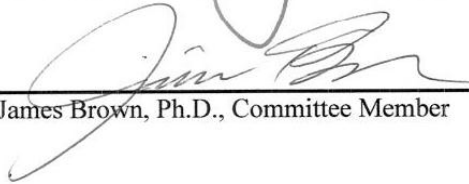
We certify that we have read this dissertation and approved it as adequate in scope and quality. We have found that it is complete and satisfactory in all respects, and that any and all revisions required by the final examining committee have been made.



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March 26, 2013

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Abstract

During the initial phase of the recruitment process, job applicants base their attraction and job choice decisions on the organization's espoused values that manifest themselves through the organization's use of positive images and signals. Based on this limited amount of data, applicants develop a perceived notion of how well they would fit within that organization. When applicants become employees of that organization and discover a mismatch between their perception of the espoused values and the reality of the basic assumptions of that culture, the results may be detrimental to the employee as well as to the organization. The researcher wanted to test his theory and examine the potential outcomes of the discovery of employees of a mismatch between an organization's espoused values and the basic assumptions that exist within the organization. The researcher believed that one of these outcomes was employee turnover. This study used the positivistic multiple case study method to test his theory. The researcher interviewed a total of 17 participants from a variety of occupations and industries from the Midwest region of the United States. This study was able to contribute to the research on recruitment and person-organization (P-O) fit. While the findings supported the researcher's theory that employees leave organizations because of a mismatch between initial perceptions of espoused values and the basic assumptions of the organizational culture, additional replications of this study may be necessary to have a theoretical generalization.

Keywords: espoused values, basic assumptions, recruitment, person-organization (P-O) fit, positivistic case study

Acknowledgements

To God be the glory! I thank you for planting and cultivating the seed in addition to providing me with the determination to accomplish a major milestone in my life. By being obedient to Proverbs 3:5-7 has allowed me to turn a lifelong dream into a reality.

I am humbled and grateful for the blessings and the people that have supported and encouraged me throughout my academic journey. My journey would not be possible without the support from several individuals and groups:

Alesha – My wife and my friend. Thank you for believing in me and for supporting me throughout this journey. I know that this process required many sacrifices of time away from one another and required lots of patience and understanding from you. This degree is as much yours as it is mine. I love you Belle.

Troy and Deveraux – Thank you for being the young men that you are and the men that you will become. I learn from you as much as you learn from me. I am proud of you both!

Mom – Thank you for instilling me with faith, love, curiosity, and determination. Thank you for being the best mom in the world! I thank you for being a source of encouragement. I love you mom from your #1 son.

My family – To my mother-in-law and to all my aunts, uncles, and cousins, I would like to thank you for always encouraging and for praying for me. I love you all!

Brothers of the most honorable Sigma Lambda Beta International Fraternity Incorporated: Alpha Beta Chapter – Brotherhood personified, my “other” extended family. Thank you for all of your support, laughter, and good times.

Alla – I could not have asked for a better dissertation chair! Thank you for all the support, insight, guidance, and more importantly the care that you have shown to me over the last five years. Thank you for challenging me to be a better student and researcher.

John – Thank you for your support and the many lessons you have taught me about organization development. You are an amazing teacher and a great ambassador of this doctoral program.

Participants in this study – Thank you for volunteering your time and for sharing your personal experiences with me. This study would not have been possible without your support and genuine interest in my research.

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Chapter One

Job applicants have an abundance of interests that must be considered when looking for a new job with an organization. The interests that applicants take into consideration include, but are not limited to, the benefits and rewards that are being offered, the job itself, the organization, and the listed requirements the applicant needs to satisfy in order to qualify for the job (Belt & Paolillo, 1982). Applicants tend to be attracted to organizations they perceive demonstrate a match between their own personal values and needs and the culture of that particular organization (Judge & Cable, 1997; Catanzaro, Moore, & Marshall, 2010). This attraction is referred to as organizational attractiveness. Organizational attractiveness is defined as having “an attitude or expressed general positive effect toward an organization, toward viewing the organization as a desirable entity with which to initiate some relationship” (Aiman-Smith, Bauer, & Cable, 2001, p. 221). From this perspective, applicants want to work in organizational cultures that provide them the best opportunities to be successful based on their perception of a culture match with their personal values and needs.

This perception of a culture match by applicants can be derived from recruitment advertisements that are disseminated via brochures, websites, and other forms of media. Catanzaro et al. (2010) noted that applicants develop beliefs about organizational cultures based on advertising they see during their initial job search. Concurrently, organizations rely on recruitment advertising describing the organization’s culture as a key to attracting applicants. Many organizations use images and descriptive language in their advertising to describe their culture in a positive manner in an attempt to create good first impressions of their organization with applicants. Organizations realize applicants use

these advertisements to “make the first critical job search decision – whether to pursue employment with a particular organization” (Allen, Mahto, & Otondo, 2007, p.1697).

When applicants are researching information regarding organizations, these advertisements serve as the first point of contact in developing beliefs and perceptions of organizations (Cable, Aiman-Smith, Mulvey, & Edwards, 2000; Catanzaro et al., 2010).

During the initial stages of researching information about organizations, applicants often develop strong beliefs about the culture of organizations through the use of recruitment advertisements. The term, person-organization fit (P-O fit), defined by Handler (2004) is the “congruence of an individual’s beliefs and values with the culture, norms, and values of an organization” (para 4). Culture is a powerful phenomenon. It is the driving force that influences daily behavior because of the learned, shared, and tacit assumptions through which people view reality. Culture serves as a compass to people, who in turn pass this guide onto new members so they can know the correct way to perceive, think, and feel in relation to this reality (Schein, 1986; Schein, 1999).

When employees discover the mismatch between their initial perceptions of an organization’s culture and its reality, the difference between the two can be very harmful to the organization as well as its employees (Buch &Wetzel, 2001). One of the negative effects of this mismatch is employee turnover. Schneider (1987) stated that “people who do not fit an environment well will tend to leave it” (p. 442). O’Connell and Kung (2007) stated that according to an estimate by the Bureau of Labor Statistics, “the average cost to replace an employee is \$13,996” (p. 14). In the same article, O’Connell and Kung stated that if organizations were to include all of the direct and indirect costs of

employee turnover such as vacancy, staffing, and training, the average cost is equal to one times the annual salary.

Problem Statement

Applicants choose to work in an organization whose culture they perceive is matched with their own values. The applicants' initial perception is based on their beliefs about the organizational culture gleaned from the recruitment advertisement. Cable et al. (2000) stated that organizations face a paradox as they attempt to describe their culture to applicants. On one hand, organizations want to describe their culture in a positive light. Alternatively, organizations need to convey accurate information about their culture in their advertisements as well.

The positive messages used to entice applicants to become attracted to an organization can be described as espoused values. Schein (1999) defined espoused values as the strategies, goals, and philosophies of an organization. In this context, espoused values are the written and spoken attributes that employees use to describe the culture within their organization. These values are the sayings, slogans, organizational heroes, legends, acronyms, greetings, and small talk that is prevalent within the organization (Buch & Wetzel, 2001). The actual culture can be described as basic assumptions which are attributes of the culture that are "unconscious, taken for granted, beliefs, perceptions, thoughts, and feelings..." (Schein, 1999, p. 21). The basic assumptions are the salient components of the culture that are difficult to detect and not directly observable (Buch & Wetzel, 2001).

Unfortunately, applicants only receive a surface view of an organization's culture during the recruitment process that they are forced to use to make an assessment of the

organization's culture. Applicants are not told about the deeper basic assumptions that exist within the culture. As a result, when job applicants become employees of that organization and discover a mismatch between their perception and reality, it could be detrimental to employees and to the organization.

Purpose

The purpose of this study was two-fold. The researcher wanted to test his theory and examine the potential outcomes of employees discovering a mismatch between an organization's espoused values and the actual culture that exists within the organization once applicants become employees. Applicants are attracted to organizations that are a match with their personality and values (Schneider, 1987). Alternatively, applicants will make the decision to self-select themselves out of the recruitment process or, if they are already employees, voluntarily separate from the organization if a mismatch exists between their initial perceptions and the basic assumptions of the organizational culture.

Research Question

The intent of this study was to answer the question: What were the employees' reactions when they discovered that their initial perceptions of the organizational culture did not match with the reality of that culture?

Significance

This study attempted to expand the literature on recruitment and person-organization (P-O) fit by incorporating the concepts of both Schein (1996; 1999) and Argyris (1994; 2000). At the time of this writing, there was limited research that incorporated the terminology of espoused values, basic assumptions, and theories-in-use within the context realm of recruitment and P-O fit. This study may be beneficial to those

who conduct research in the realm of organizational culture by helping them develop an understanding of organizational culture as a multi-layered construct as opposed to a linear, surface level concept. For practitioners in the field of recruitment, data from this study may help them understand the importance of conveying a balanced view of their organization's culture to applicants during the recruitment process. Additionally, providing an accurate assessment of the day-to-day experiences of the organization to applicants may empower the applicants to determine if the organization is a good fit or not based on needs, values, and expected outcomes. Finally, this study may help the organization hire employees who are a better fit with the organization as well as help bolster employees' initial perceptions and expectations of the organization.

Researcher's Interest and Background

The researcher has worked in the recruitment field for many years and has witnessed firsthand the impact of what happens when an applicant's dreams of organizational culture turn into an employee's nightmare when faced with the realities of that same culture. The researcher was curious about how organizations could successfully advertise their espoused values and basic assumptions concurrently and still attract the applicants they covet.

The researcher has interacted with numerous applicants in his line of work. During initial interviews with applicants, the researcher usually asked applicants to explain their reasoning for potentially leaving their current employer to join the organization the researcher is representing. One of the factors that applicants noted as the reason they were looking to separate from their organization was poor cultural fit. The researcher has heard numerous stories from applicants telling him the culture within their

organization was different from their initial perceptions. Many of these applicants expressed disappointment that their perceptions did not match the reality of their everyday experience. After realizing this mismatch, the applicants began to search for positions with new organizations.

Conversely, when the researcher asked applicants to describe the factors that attracted them to the organization the researcher was representing, one of those factors was their perception of the organizational culture. The applicants would inform the researcher about how they perused the organization's website and recruitment advertisements, reviewed employee testimonials about their experiences working with the organization, and read about the espoused values and mission of the organization. Additionally, many applicants said they received positive feedback from either a colleague or a family member employed within the organization regarding their experiences working for that organization. As a result of information from these sources, the applicants conveyed to the researcher that the organization appeared to be a positive place to work. Additionally, the applicants believed the organization possessed certain espoused values that matched with their own personal values. The researcher wanted to create and test a theory to discover what happens when employees realize their initial perceptions are not matched with the reality of the organizational culture and their response to this realization.

Definition of Key Terms

Listed below are definitions of terms that are critical to understanding the context of this research.

Basic assumptions. Defined as the part of the culture that is “unconscious, taken for granted, beliefs, perceptions, thoughts, and feelings...” (Schein, 1999, p. 21).

Culture. The pattern of basic assumptions that the group has invented, discovered or developed in learning to cope with its problems of external adaptation and internal integration, and that have worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems (Schein, 1986, p. 30-31).

Espoused values. “Our ideas about effective action” (Argyris, 2000, p. 4). From an organizational perspective it is the strategies, goals, and philosophies of an organization (Schein, 1999).

Organizational attractiveness. Defined as having “an attitude or expressed general positive effect toward an organization, toward viewing the organization as a desirable entity with which to initiate some relationship” (Aiman-Smith et al., 2001, p. 221).

Person-organization (P-O) fit. Defined as the “compatibility between people and organizations that occurs when: (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both” (Kristof, 1996, p. 4).

Recruitment. Encompassing all organizational practices and decisions that affect either the number, or types, of individuals that are willing to apply for, or to accept, a given vacancy (Chapman, Uggerslev, Carroll, Piasentin, & Jones, 2005).

Theories-in-use. Actions or behaviors that people engage in during moments of potential threat or embarrassment (Argyris, 1994).

Chapter Two: Literature Review

The literature review is a summary of the findings that are germane to this research study. This chapter provides an overview of (a) organizational culture from the framework of both Schein and Argyris, (b) applicants' attraction to organizations and the factors that play a role in developing that attraction, and (c) the concept of person-organization fit (P-O) and how applicants use this concept to assess their own personal fit with a particular organization. The purpose of this review is to provide the reader with a deep and broad understanding of how recruitment advertisements and activities play a role in an applicant's decision job choice and initial attraction to an organization.

Schein and Argyris' Framework of Organizational Culture

Organizations are started by someone who takes on a leadership role in "seeing how the concerted action of a number of people could accomplish something that would be impossible through individual action alone" (Schein, 1983, p. 16). As the organization begins to grow, the leaders of this organization begin to impose their own beliefs, values, and assumptions about the world on the people they hire. For the organization to be successful in its environment leaders needed to establish behaviors that could be shared by each member of the organization and in return, these shared behaviors could be taught to new members.

In order to understand the essence of culture, one should realize that culture is not a linear or surface phenomenon but a multifaceted concept that exists at several levels. Schein's research on organizational culture posits the theory that culture exists at three levels. The three levels, in order from the very visible to the very tacit and invisible, are referred to as artifacts, espoused values, and underlying or basic assumptions (Schein,

1999). Artifacts are visible and physical and manifested in ways such as dress codes, symbols, signs, banners, or even the physical setting of the office. Espoused values often reflect what a group wishes ideally to be and the way it wants to present itself publicly (Schein, 1996). Practical examples of espoused values include an organization's goals, strategies, mission statement, and slogans, and are communicated through vehicles such as acronyms and stories of organizational heroes, legends, and myths (Buch & Wetzel, 2001). Lastly, basic assumptions are the "unconscious, taken-for granted beliefs, perceptions, thoughts and feelings" (Buch & Wetzel, 2001). In other words, basic assumptions are the essence, as well as the deepest and most fundamental level, of culture (Buch & Wetzel, 2001; Schein, 1996).

Basic assumptions are reflections of the culture that employees of the organization operate within on a day-to-day basis. Over time, these behaviors, if successful, become "second nature" or employees' view of reality to the point at which their behaviors are simply categorized as "the way we do things around here." Basic assumptions are successful because they are prevalent and sustainable within an organization because of a concept which is often referred to by Argyris as theories-in-use. Theories-in-use are simply the reflections that people demonstrate in moments of potential threat or embarrassment (Argyris, 1994).

In the context of organizational culture, theories-in-use and basic assumptions are similar in that both concepts are learned and shared by other members of the organization. If relied on frequently, these theories-in-use and basic assumptions become the mundane, taken-for-granted approaches to behaving in various situations. Employees rely on their theories-in-use approach to avoid vulnerability, risk, embarrassment, and the

appearance of incompetence. The approach assumes that organizations reward unilateral control and winning above all else. In those types of organizations employees focus primarily on controlling others and making sure they are not themselves controlled (Argyris, 1994).

Ideally, basic assumptions and theories-in-use should be congruent with the espoused values of the organization. The goal is to have synergy between what the organization strives to be and engagement in the appropriate behaviors to achieve that ideal state. When there is a mismatch between espoused values and basic assumptions from a cultural perspective, the potential outcomes could be detrimental to the organization as well as its employees.

Organizational Attractiveness

During the initial stages of the recruitment process applicants begin to develop a perception or an attraction to an organization. Organizational attractiveness, defined by Catanzaro et al. (2010), is an “attitude or a general positive affect that an individual has towards an organization” (p. 650). Applicants seek to find organizations whose culture is perceived to match their own personal values. This perception of the organizational culture and initial attraction is derived from the recruitment advertisements organizations use to attract applicants. Previous research indicates that factors such as the reputation and image of an organization (Cable & Turban, 2003; Allen et al., 2007), familiarity (Turban, 2001), and social-identity concerns (Highhouse, Thornbury, & Little, 2006) play a role in applicants’ attraction to organizations.

Organizational image. Cober, Brown, Keeping, and Levy (2004) noted that organizational image “represents a general overall impression of an organization that is

based on the facts, beliefs, and feelings that an individual has associated with an organization” (p. 634). From the perspective of this study, organizations use organizational images to illustrate the positive attributes of their culture to applicants. Organizational images are important because “they help people differentiate a firm from competitors and encourage people to develop feelings of attachment to a firm” (Cable & Yu, 2006, p. 828). Research conducted by Gatewood, Gowan, and Lautenschlager (1993) concluded that “image is highly related to a potential applicant’s intentions to pursue further contact with a firm” (p. 423). That same study found that since applicants receive limited information about an organization during the early stages of their job search they rely on images to assist them in their job choice decision making.

Most organizations realize the importance of making a positive first impression on applicants. Through the use of recruitment advertisements, organizations attempt to portray a positive organizational image that will be attractive to applicants (Aiman-Smith et al., 2001). Highhouse, Hoffman, Greve, and Collins (2002) suggested that organizations that emphasize positive organizational values in their recruitment advertising could be more successful in attracting applicants than organizations that do not emphasize such values (p. 1738). Organizations understand the long-term effects of matching an applicant’s initial attraction and their positive image. Gardner, Reithel, Foley, Coglisier, and Walumbwa (2009) noted that organizations that communicate attributes such as culture, developmental opportunities, compensation, and benefits that match applicants’ attraction to the organization and sense of fit, result in overall applicant satisfaction and retention once the applicant is employed in the organization (p. 439). In a review of *Fortune* 500 company web sites, Gardner et al. (2009) cited a previous study

that revealed four patterns they term as persuasive “movements” organizations used to attract applicants. The four patterns were: introducing the company (personality, motives, values, credentials); (b) building a case for the company as an employer of choice; (c) sampling the workplace through textual and visual representation of the workplace culture, values, and prototypical employees; and (d) enabling the job search and application process (pp. 441-442).

Recruitment sources and their credibility. Cable and Yu (2006) concluded that different types of media or sources denote different levels of credibility and richness to applicants; the perceptions of credibility and richness determine the overall effectiveness of bringing applicants’ image beliefs in line with organizations’ projected images (p. 836). In that same study, Cable and Yu suggested that credibility was an important attribute to consider when predicting how an information source affects an audience. When researching information about an organization, applicants may employ sources such as employee referrals, the organization’s website, and even recruiters in an effort to obtain vital information regarding that organization’s culture.

In a comprehensive literature review on recruitment, Breugh and Starke (2000) suggested that those who are embedded in the organization were seen as a credible source of job and organization information. In that same study, the authors suggested that applicants who relied on employee referrals would obtain more realistic information concerning a job or the organization than they would obtain from other sources such as placement offices or newspaper advertisements. Moreover, Breugh and Starke cited a study that found that applicants who were recruited into an organization from these employee referrals had a lower turnover rate than applicants who were recruited from

other sources such as staffing agencies and other forms of recruitment advertisements. Many studies have suggested that recruiters play an important role in communicating information about both the position and the organization to applicants during the recruitment process. Previous research noted that recruiter effectiveness is affected by factors such as experience, personality, and overall knowledge of the subject matter. However, Breugh and Starke (2000) cautioned that empirical data from numerous studies have not consistently supported the effectiveness of different recruitment sources.

Signaling theory. Applicants base their job choice decisions and formulate perceptions of an organizational culture with limited information during the initial stages of the recruitment process. At the same time, the primary goal of organizations during this phase of the recruitment process is to communicate information about itself such as job openings, description of the culture, and other positive information. Signaling theory is the concept in which “in the face of incomplete information and uncertainty, job seekers use the information they do have available to make inferences about unknown job and organization characteristics” (Allen et al., 2007, p. 1698). Applicants are likely to interpret information from recruitment advertisements and even recruitment activities about the organization as providing “signals” about what would it be like to work in that particular organization (Turban, 2001). To take this concept one step further, because applicants interpret the information they receive in a positive context, they are more than likely to possess a positive impression of the organization and generate the idea of pursuing employment within that organization (Allen et al., 2007).

Realistic job previews. The recruitment advertisements and activities that are commonplace in today’s job market as well as the advertisements and activities that have

been described in this study thus far, can be referred to as traditional job previews. The purpose of these types of recruitment methods is to sell applicants on the positive attributes of a particular organization. In order to provide a more balanced and realistic perspective about the job and the organization, some organizations have employed recruitment methods defined as realistic job previews (RJPs). The objective of RJPs is to provide a balanced organizational image that emphasizes both positives and negatives of that organization (Gardner et al., 2009). The benefit of RJPs is that they give applicants the ability to make informed job choice decisions and develop accurate perceptions of the organization during the recruitment process. This would encourage applicants to self-select if they felt the organization would be a good fit or not, as well as cause applicants to have lower but accurate expectations of the job and of the organization once they become employees (Breugh, 2008; Gardner et al., 2009). Furthermore, employees with an accurate sense of the expectations of the organization in the initial stages of employment might have increased job satisfaction and be more likely to remain with the organization.

The difficulty with creating RJPs is the ability to craft a balanced message that is positive enough to attract applicants but not negative enough to not invoke bad feelings about the organization. Gardner et al. (2009) suggested that future research should investigate the “optimal framing of RJP profiles to produce positive affective reactions among recruits while simultaneously encouraging those who do not fit the culture to seek employment elsewhere” (p. 461).

Historically, RJPs were provided through recruitment media such as videotapes or brochures. RJPs are more effective when they are administered verbally and used in

situations in which applicants lack realistic expectations and have the ability to self-select themselves out of the recruitment process if the organization was seen as unattractive (Breugh, 2008; Breugh & Starke, 2000).

In theory, RJPs would be the ideal recruitment method to provide applicants the essential and unadulterated information needed to make an accurate assessment of an organizational culture. However, previous literature on the use of RJPs notes that the impact is very small or modest at best (Breugh, 2008). In their literature review on this topic, Breugh and Starke (2000) cited a meta-analysis study on RJPs that concluded RJPs were related to higher job performance and lower levels of both initial job expectations and employee turnover. The researchers emphasized, however, that the effects were “quite modest in magnitude” (p. 427). Researchers have indicated that previous research on RJPs has focused on employee retention rather than applicant attraction and the studies used students in laboratory settings and administered RJPs after the participant was hired into a role (Breugh, 2008; Gardner et al., 2009). Breugh suggested that given the limitations of the previous research, it would be “premature to conclude that RJPs have very small or modest effects” (p. 107).

Person-Organization (P-O) Fit

Another important factor that plays a role in organization attraction for applicants is the notion that applicants prefer to work for an organization whose cultural values are congruent with their own personal values. The tenet of Schneider’s (1987) attraction-selection-attrition framework is that applicants are attracted to organizations that share the same personality or values as they do or will enable them to attain their individual goals. Applicants use this form of attraction to gauge a perceived level of fit with a

particular organization. This concept of perceived fit with an organization is referred to as person-organization (P-O) fit. Kristof (1996) defined P-O fit as the “compatibility between people and organizations that occurs when: (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both” (p. 4). Previous P-O fit research indicated that applicants make job choice decisions based on their perceived beliefs of the organizational culture that are influenced by organizational recruitment activities (Saks & Ashforth, 1997).

Conceptualizations of P-O fit. Previous research has made a distinction between two concepts of person-organization fit. Objective or supplementary fit refers to the similarity between an applicant’s culture preference and the actual organization’s culture. Subjective or complementary fit represents the applicant’s holistic perception of how their personal characteristics match organizational characteristics (Judge & Cable, 1997; Kristof, 1996). Hu, Su, and Chen (2007) found a positive relationship between subjective P-O fit and applicant attraction and a positive relationship between subjective P-O fit and job performance after the applicant was hired (p. 2512).

Although it has been suggested that P-O fit has an effect on applicant attraction to organizations, surprisingly, there has been little research on the value of P-O fit to initial applicant attraction (Slaughter & Greguras, 2009). Previous research on the effects of P-O fit concentrated on the interaction between self-reported characteristics of the participants and preferences for hypothetical organizations conducted in controlled laboratory settings (Slaughter & Greguras, 2009). Kristof-Brown, Zimmerman, and Johnson (2005) noted a gap in the literature regarding addressing how employee actions and organizational practices during and immediately following the applicant’s entry into

the organization impact actual and perceived levels of fit. Despite the limitations of the previous research, the implications of P-O fit have associated employee turnover with not fitting in with an organization (Schneider 1987), organizational identification, perceived organizational support, organizational commitment, job satisfaction, and job performance (Saks & Ashforth, 1997; van Vuuren, Veldkamp, de Jong, & Seydel, 2007).

Summary of the Theoretical Framework

During the initial phase of the recruitment process, applicants based their attraction and job choice decisions on the organization's espoused values manifested through the organization's use of positive images and signals. Based on this limited amount of data, applicants develop a perceived notion of how well they would fit within that organization. Previous literature suggests that applicants are attracted to organizations that match their personality and values. Alternatively, applicants will make the decision to self-select themselves out of the process or voluntarily separate from the organization as an employee if a mismatch exists between their initial perceptions and the realities of the organizational culture. Table 1 illustrates the theoretical framework displaying the units of analysis and empirical indicators the study tested using the positivistic multiple case study method.

Table 1

Units of Analysis, Empirical Indicators, Field of Research, and Research Source

Unit of analysis	Empirical indicators	Field of Research	Research source
Applicant job search criteria	Organizational attractiveness	Organizational attractiveness	Aiman-Smith et al. (2001); Allen et al. (2007); Cable and Judge (2003); Catanzaro et al. (2010); Highhouse et al. (2006); Schneider (1987); Turban (2001)

Recruitment advertisement and activities performed by the organization	Source of recruitment advertisement	Source of recruitment advertisements / literature	Breaugh (2008); Breaugh and Starke (2000); Cable and Yu (2006)
	Language in recruitment advertisement to describe espoused values	Organizational Image	Aiman-Smith et al. (2001); Allen et al. (2007); Cable et al. (2000); Cober et al. (2004); Gardner et al. (2009); Gatewood et al. (1993); Highhouse et al. (2002)
	Positive “signals” of how the culture operates	Signaling theory	Allen et al. (2007); Turban (2001)
	Realistic Job Preview (RJP)	Realistic Job Preview (RJP)	Breaugh (2008); Breaugh and Starke (2000); Gardner et al. (2009)
Description of espoused values match with applicant’s criteria	No: Applicant will self-select out of recruitment process	Realistic Job Preview (RJP)	Breaugh (2008); Gardner et al. (2009)
	Yes: Applicant accepts job based on perceived match of espoused values	Person-Organization (P-O) Fit	Hu et al. (2006); Kristof (1996); Saks and Ashford (1997)
Employment within organization	Employee embedded within organizational culture	Espoused values, basic assumptions, and theories-in-use	Argyris (1994); Schein (1986); Schein (1996); Schein (1999)
	Employee realizes a mismatch between perceived espoused values and basic assumptions of the organizational culture	Espoused values, basic assumptions, and theories-in-use	Argyris (1994); Cable et al. (2000); Schein (1986); Schein (1996); Schein (1999)
	Reaction of the employee once a mismatch is recognized	Espoused values, basic assumptions, and theories-in-use; Person-Organization (P-O) Fit	Buch and Wetzel (2001); Saks and Ashford (1997); Schneider (1987); van Vuuren et al. (2007)
Does the employee leave the organization?	No: Employee remains in organization	Person-Organization (P-O) Fit	Buch and Wetzel (2001)
	Yes: Employee voluntarily leaves the organization due to poor fit	Person-Organization (P-O) Fit	Buch and Wetzel (2001); Schneider (1987); van Vuuren et al. (2007)

Chapter Three: Research Methodology

In an effort to test the researcher's theory, the researcher decided to use the positivistic multiple case study methodology. The case study method was used because the researcher wanted to "investigate a contemporary phenomenon in depth and within its real-life context, especially when the boundaries between the phenomenon and context are not clearly evident" (Yin, 2009, p. 18). In the context of this study, the researcher was looking to understand what happens when employees determine a mismatch between their initial perceptions and the reality of the organizational culture. The in-depth aspect of the investigation pertained to discovering what actions or events the employee experienced within the culture that led the employee to believe that a mismatch existed. Moreover, the study investigated how employees responded as a result of this identified mismatch. In terms of the unidentified boundaries of the phenomenon and its context, for the purposes of this study, the researcher aimed to determine if factors such as job satisfaction, recruitment activities, or even the employee's relationship with management or co-workers served as catalysts in the employee's rationale that a mismatch existed.

The researcher postulated that employees, as a result of their realization, would voluntarily separate from the organization. The foundation of the theory is that employees would remove themselves from the organization when they realized there was a mismatch between the organization's espoused values, promoted during the recruitment process, and the reality or basic shared assumptions of the culture they were currently experiencing.

Methodology

For this study, the researcher used a combination of interview and Likert-scale questions to gain an understanding of the phenomenon being studied. The primary source of data collection came from interviews with the participants aimed at helping the researcher understand the participants' experience of organizational culture through words and meanings.

For this study, the researcher wanted to obtain numerical data regarding the years the participant spent at their previous employer and the timeframe from which the participant realized the mismatch of the organizational values to the time the participant decided to voluntarily separate from their previous employer. The use of descriptive research was that the researcher was looking to determine "what is" (Gall, Gall, & Borg, 2007). The researcher wanted to discover the potential outcomes employees' discovering a mismatch between their initial perceptions and the basic assumptions of their organization's culture.

A characteristic of the positivistic multiple case study method was that the generalizability of the results could not be applicable to populations beyond the immediate case study. Yin (2009) stated that case studies rely on analytical generalization in which the results are "generalizable to theoretical propositions and not to populations or universes (p. 15).

Theory

The researcher used Dubin's (cited in Lynham, 2002) eight step model for theory building. Lynham noted that following Dubin's theory building method is essential to "ensure both rigor and relevance in the resulting theory" (p. 244). Dubin's method is the framework for the design of the theory in this research. .

Units of analysis. Lynham (2002) used units of analysis as the "concepts of the theory" to specify how units interact with each other (p.271). The researcher was looking to understand what happens when employees realize a mismatch of their perceived notions of an organization's espoused values and the reality (basic assumptions) of the organization. See Table 1 for the descriptions of the units.

Laws of interaction. The concept of laws of interaction refers to the interactions among the concepts and units of the theory (Lynham, 2002). This study specified the relationship between the way in which organizations describe their espoused values during the recruitment process and the reaction of the employees when these values are not matched with their perceived expectations.

Boundaries. This step focuses on the limits of this theory when applied to the real world. The researcher's theory applies to applicants with little to no knowledge of the organization culture they seek to work in. These types of applicants are referred to as external candidates meaning they are not employees of the organization they are attempting to enter. External employees need to rely on sources such as employees of the company or recruitment advertisements as their source of information.

System states. This step specifies the conditions in which the theory is operative within the real world and what the theory is presumed to represent (Lynham, 2002). The theory applied to employees within organizations that realized a mismatch between the espoused values they were sold on during the recruitment process and their experiences of the realities or basic assumptions of the culture.

This theory does not pertain to employees who did not realize a mismatch or to employees who chose not to address the mismatch if it is self-assessed. Moreover, the

theory did not pertain to employees who left the organization for other reasons such as involuntarily separation because of poor work performance or inappropriate behavior or other factors such as but not limited to, compensation or commute.

Propositions. Using the theoretical description and framework, the study posited the following propositions:

- Proposition 1: Applicants were sold on the espoused values of the organization during the recruitment process and accepted a position with the organization based on these values.
- Proposition 2: If given an accurate description of the organization during the recruitment process in the form of an RJP, employees would have made a different choice in the organization they selected.
- Proposition 3: Employees will voluntarily leave their current organization once they discover the mismatch between their initial perceptions of the organization's espoused values and the basic assumptions that exist within the culture.

Empirical indicators. This represents the measurements that were tested in this study. See Table 1 for a list of the empirical factors that were tested in this study.

Hypothesis. The researcher decided to test propositions as opposed to a hypothesis.

Testing the theory. The researcher used the positivistic multiple case study method described in the research design, data collection, and participant sections of this study.

Research Question

As stated previously in chapter one, this study aimed to answer the question: What are the employees' reactions when they discover their initial perceptions of the organization culture does not match with the reality of that culture?

Theory Description

Applicants are attracted to organizations they perceive demonstrate a match between their own personal values and needs and the culture of that particular espoused values organization (Catanzaro et al., 2010; Judge & Cable, 1997). This perception from the applicants can be derived from recruitment advertisement that can be found through multiple sources such as brochures, websites, and other forms of media. Concurrently, organizations rely on recruitment advertising describing their espoused values as a means of attracting applicants. Many organizations use images and descriptive language in their advertising to describe their culture in a positive manner. From this perspective, organizations are attempting to create a good first impression of their organization to applicants. The positive messages used to entice applicants to become attracted to an organization can be described as espoused values. Organizations realize applicants use these advertisements to “make the first critical job search decision – whether to pursue employment with a particular organization” (Allen et al., 2007, p.1697). When applicants are researching information regarding organizations, these advertisements serve as the first point of contact to applicants in developing beliefs and perceptions of organizations (Cable et al., 2000; Catanzaro et al., 2010).

The problem is that applicants only receive a surface view of an organization's culture during the recruitment process in terms of making an assessment of the organization culture. Applicants are likely to interpret information from recruitment

advertisements and even recruitment activities about the organization as providing “signals” about what would it be like to work in that particular organization (Turban, 2001). To take this concept one step further, because applicants interpret the information they receive in a positive context, they are more than likely to possess a positive impression of the organization and think about pursuing employment within that organization (Allen et al., 2007).

Many organizations use traditional job previews to sell applicants on the positive attributes of their organization. In order to provide a more balanced and realistic perspective about the job and the organization, some organizations have employed recruitment methods defined as realistic job previews (RJPs). The objective of RJPs is to provide a balanced organizational image that emphasizes both the positives and negatives of that organization (Gardner et al., 2009). The benefit of RJPs is that they give applicants the ability to make an informed job choice decision and develop an accurate perception of the organization during the recruitment process. This would encourage applicants to self-select if they felt the organization would or would not be a good fit as well as have lower but accurate expectations of the job and of the organization once they become employees (Breugh, 2008; Gardner et al., 2009). Furthermore, employees having an accurate sense of the expectations of the organization in the initial stages of employment might increase satisfaction and retention.

Applicants become employees of an organization after being sold on the espoused values of that organization. Sometime after the initial entry into the organization, some employees discover a mismatch between their initial perceptions of the organizational culture and the reality. The realization of this mismatch occurs when employees realize

their organization is not satisfying their own personal needs and values that were defined during the initial stages of the recruitment process. The day-to-day reality of the culture, referred to as basic assumptions, are the salient components of the culture that are difficult to detect and not directly observable (Buch & Wetzel, 2001). This is the aspect of the culture that employees were not aware of or informed about during the recruitment process. The realization of this mismatch could serve to be harmful to the organization as well as its employees and it can be manifested in a variety of actions by the employee. The researcher believed that one of these manifestations was employee turnover. Schneider (1987) stated that “people who do not fit an environment well will tend to leave it” (p. 442). The theory is visually represented in Figure 1.

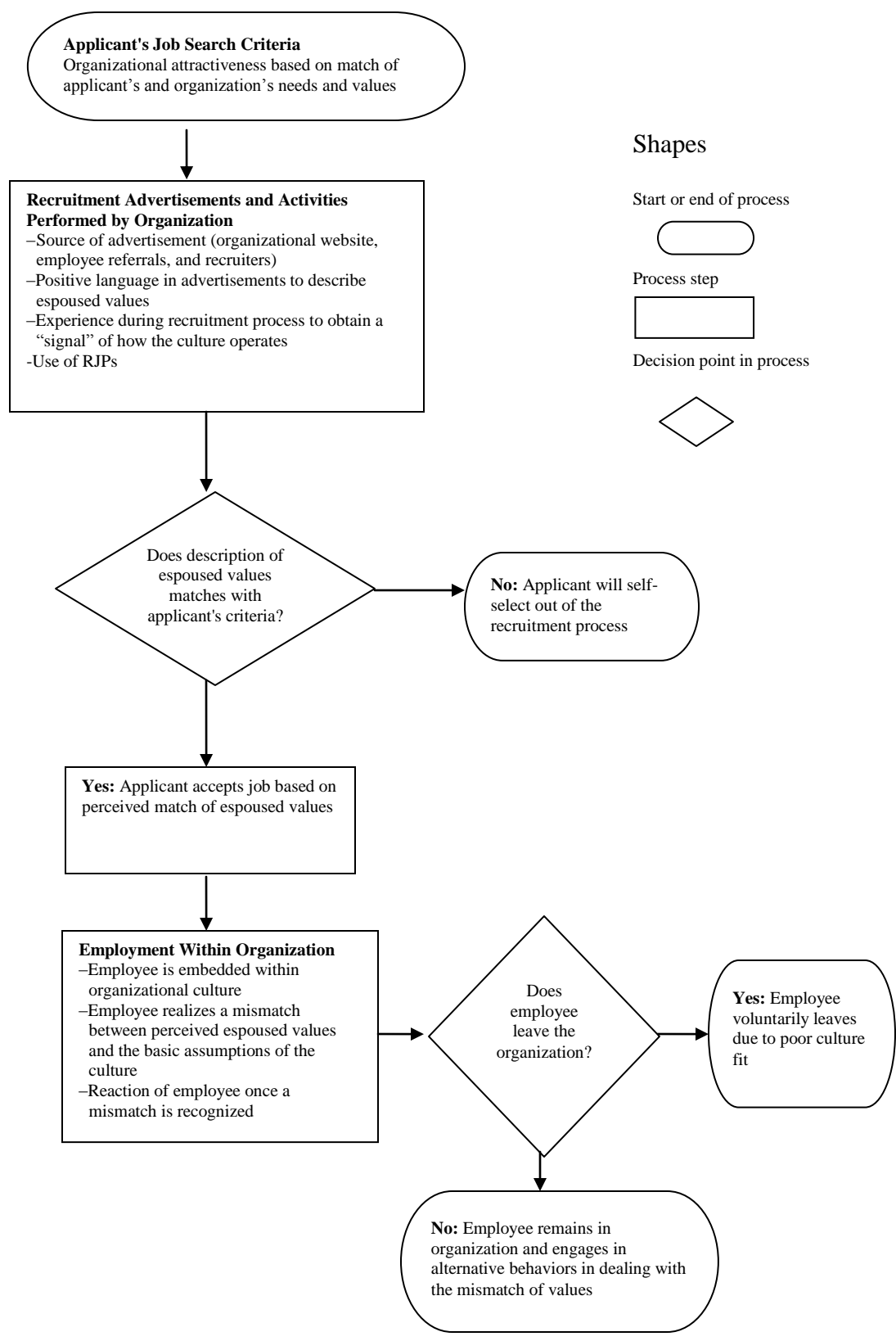


Figure 1. Values Mismatch Model

Participant Criteria

The researcher studied 17 participants who switched organizations in the 12 months prior to the time they were solicited to participate in this study. In contrast to the majority of the previous literature, this study used real life professionals as opposed to college or graduate students (Judge & Cable, 1997). The participants were real-life professionals from a variety of occupations and industries (see participants' profile in the following chapter) in which all professionals possessed a minimum of five years of professional, full-time work experience. Additionally, all participants were required to live and work in the Midwest region of the United States. The study used the convenience sampling method to select the defined population because of the proximity of the participants to the researcher. The researcher was aware that employing this form of sampling may have some limitations (see list of limitations in chapter five).

The researcher interviewed two additional participants who did not meet the participant criteria for this study. Both participants were determined ineligible at the conclusion of their interviews. One candidate did not have enough years of full-time, professional work experience and the other candidate was laid off from a previous employer. The data collected for these two participants were not included in the findings of this study and their data was destroyed by the researcher once they were determined ineligible for this study. The two participants were determined ineligible based on the responses the researcher collected during their interviews.

The 17 participants were selected from a large number of people to study a specific set of experiences. The researcher understood that each participant may have encountered different experiences in dealing with an organization's culture and the

researcher wanted to capture the diverse experiences of these participants. Diverse experiences helped the researcher identify any potential rival data that would combat the researcher's bias. Rival data was defined as findings that did not support the researcher's original theory. Additionally, using this sample size did provide replications. Gall et al. (2007) noted that "each additional case that replicates the findings of the first case adds to the certainty of those findings" (p. 186). Each participant was an individual case for this study.

The rationale behind using experienced employees as opposed to inexperienced employees is that inexperienced employees may tend to focus more on factors such as salary and the reputation of the organization as opposed to the organizational culture when searching for a job. Moreover, experienced employees may rely on past experiences of working in various work environments to assist them in identifying their desired organizational culture (Judge & Cable, 1997). Experienced employees with a minimum of five years of experience are referred to as mid-level or professional level employees (Schuster, n.d.; Dizik, 2011). Midlevel or professional level employees are no longer considered entry-level employees because experienced employees have experience in previous jobs in a professional work setting (Dizik). The profile of a mid-level or professional level employee includes possessing at least five to 15 years of experience; they may have supervisory or team leader experience and may have a two-year associate degree or four-year bachelor's degree (Schuster).

Participant selection. Participants were identified through personal and professional colleagues made available through referrals and from the participants at the end of the interview sessions. The researcher reached out to colleagues within his

network who voluntarily resigned from their previous employer in the 12 months prior to being solicited for this study. The researcher used LinkedIn.com to view his network to identify potential participants who recently changed positions. The researcher has an account on LinkedIn.com and he used the website to view the professional profiles of his personal and professional colleagues as a method to search for potential participants for this study. The researcher received notifications from LinkedIn.com informing him of people within his network who recently changed positions and organizations.

Additionally, the researcher received referrals from colleagues of people they knew met the criteria for this study. To summarize, 47% of the participants in this study came from referrals. The researcher forwarded a recruitment email (Appendix B) to his network of colleagues on LinkedIn asking them to participate in this study. For referrals, the researcher received the email addresses of these people from his colleagues. The researcher sent an email to the referred participants using the same recruitment described earlier, asking them to participate in the study. For confidentiality purposes, the researcher did not inform his colleagues if their referrals participated in the study. The researcher contacted the participants to arrange a time and location to meet to conduct the interview.

The rationale for interviewing employees who left their position in the 12 months prior to the interview was that the researcher believed the participants were able to recall in vivid detail the attributes that attracted them to their former employer and the reasons they voluntarily separated from the organization. Moreover, since the participants were no longer with the organization, they were able to provide candid feedback without the fear of reprisal from their former employer.

Data Collection Process

The researcher interviewed 17 participants using a variety of methods, including over the phone, in person, and even through one of the online video conferencing software programs known as Google Chat. The in-person interviews took place at various coffee shops throughout the Minneapolis/St. Paul metropolitan area. The duration of all the interviews, regardless of method, was between 45 to 60 minutes which allowed for prolonged responses resulting from open-ended interview questions.

The researcher emailed the consent form (Appendix C) to the participants for them to review and sign on the day the interview was scheduled. Many of the participants emailed a signed copy of the consent form prior to the interview whereas other participants provided a signed copy to the researcher in person. Prior to the start of each interview, the researcher read a disclosure statement to the participants to ensure the participants were fully aware of the scope and risks associated with the research. Once the participants verbally acknowledged they understand the disclosure statement, the researcher began the interview.

This study used a case study interview method referred to as a “focused interview” (Yin, 2009, p. 107). Yin described this interview approach in which interview questions are open ended and assume a conversational manner but the interview will still follow a certain set of questions that were created by the researcher (Appendix A). This approach allowed the researcher to ask probing questions during the interview to clarify information and ensure complete understanding of the responses from the researcher as well as document any significant behaviors the researcher observed during the interviews such as a participant failing to answer one of the interview questions. The interviews

were not recorded as a means to safeguard the confidentiality of the participants in this study. The data collected from the interviews were hand written by the researcher and transcribed by the researcher himself into the researcher's personal laptop. The hand written data were stored in a folder in a file container of which the researcher was the only person who could access or knew the location of this file container. The file container was secured with a lock in which only the researcher had access to the key. The documents saved on the aforementioned laptop were password protected and were only accessed by the researcher. All documents, written and typed, pertaining to this study were destroyed by the researcher at the conclusion of this study. The researcher destroyed all computer files by overwriting the documents using the SDelete tool that was downloaded from Microsoft.com.

Confidentiality

During the data collection process, some of the participants expressed concern about the confidentiality of the data. The researcher was aware that some of the participants were concerned that descriptions about their previous employer would allow people reading the study to identify a specific organization that was involved in the study. During the interviews, the researcher assured the participants that the risks were minimal since the names of the participating organizations would not be disclosed in this study after it was published.

Data Analysis

The researcher collected data from the individual interviews to analyze the empirical indicators of the theory. See Table 2 to view the list of empirical indicators. The researcher used pattern matching to analyze the data. Yin (2009) described the

method as “comparing an empirically based pattern with a predicted one. If the patterns coincide, the results can help a case study to strengthen its internal validity” (p. 136).

Since this study was a multiple case study, the researcher used cross-case analysis as a means to identify any common themes that emerge from the cases as well as address any potential rival data. The empirical indicators and measurements used to test the three propositions and support the theory are presented in Table 2.

Table 2

Units of Analysis, Empirical Indicators, and Sources of Data

Unit of analysis	Empirical indicators	Source of data	Measurements to support theory
Applicant job search criteria	Organizational attractiveness	Interview question #1	Statements and descriptions from interview data from question #1
Recruitment advertisement and activities performed by the organization	Source of recruitment advertisement	Interview question #2	Statements and descriptions from interview data from question #2
	Language in recruitment advertisement to describe espoused values	Interview questions #3 and #3(a)	Statements and descriptions from interview data from question #3 and Likert-scale response to question #3(a) are agree or strongly agree.
	Positive “signals” of how the culture operates	Interview questions #4 and #4(a)	Statements and descriptions from interview data from question #4 and Likert-scale response to question #4(a) are agree or strongly agree.
	Realistic Job Preview (RJP)	Interview question #5	Likert scale responses to question #6 are agree or strongly agree.
Description of espoused values match with applicant’s criteria	No: Applicant will self-select out of recruitment process	Interview question #7	Statements and descriptions from interview data from question #7

	Yes: Applicant accepts job based on perceived match of espoused values	Interview question #6	Statements and descriptions from interview data from question #5
Employment within organization	Employee embedded within organizational culture	Interview question #8	Interviewee(s) describing the difference between the organization's espoused values and basic assumptions in question #8
	Employee realizes mismatch between perceived espoused values and basic assumptions of the organizational culture	Interview questions #9 and #10	Statement and responses to questions #9 and #10
	Reaction of the employee once mismatch is recognized	Interview question #11	Statements and descriptions from question #11
Does the employee leave the organization?	No: Employee remains in organization	Interview question #11	Interviewee(s) indicate in response to question #11 that they remained with the company after discovering the mismatch.
	Yes: Employee voluntarily leaves the organization due to poor fit	Interview question #12	Interviewee(s) indicate to question #12 that they left the organization.

The researcher considered the theory supported for the individual case when all five units of analysis were supported. In the cross case analysis, the theory was supported if 80% of the overall individual cases were supported. The researcher selected 80% as his passing criteria to mirror a typical grading scale. The researcher wanted an above average passing rate of the cases in this study to support his theory. These rigid parameters were used to ensure the researcher was consistent with his measurements and interpretation of the findings throughout this study.

Ethics and Protection of Research Participants

This study complied with all requirements mandated by the Institutional Review Board (IRB) at the University of St. Thomas. The IRB performed an assessment of this

study and provided their recommendations to the researcher. The researcher adhered to the IRB's recommendations throughout this study. The researcher requested that all participants agree to a consent and confidentiality agreement prior to the interviews. The researcher educated all voluntary participants about the nature of the study as well as their right to cease their participation in the research at any time. The concealment of all participant data and statements were protected and vigilantly monitored by the researcher.

Chapter Four: Findings

The researcher used the positivistic multiple case study method to test his theory of the potential outcomes when employees discover a mismatch between an organization's espoused values and the actual culture that exists within the organization once that applicant is an employee. The components of the theory studied included a description of what applicants look for in their ideal organization, the impact that recruitment advertisements and activities performed by the organization have on applicant selection and attraction, and applicants selecting to work for an organization where the values match their personal values.

The researcher interviewed a total of 17 participants from a variety of occupations and industries that possessed at least five years of full-time, professional work experience and who voluntarily switched organizations in the 12 months prior to the time they were solicited to participate in this study.

Each eligible participant in this study served as an individual case. The participants were not provided with the questions prior to the interview and the researcher did not receive a request from any of the participants to review the questions prior to the interview. Additionally, the researcher requested general demographic and work history data from the participants at the conclusion of the interview.

Participant Description

The researcher made every effort to obtain an assorted group of participants from a variety of occupations and industries to help strengthen the generalization of the results. Of the 17 participants, 11 were female and six were male. The gender distribution is highlighted in Table 3.

Table 3

Participant Gender Distribution

Gender	Quantity	Percent
Male	6	35%
Female	11	65%
Total	17	100%

The participants varied in age and in years of full-time, professional work experience. The range in age was 26 to 61 and the participants have 191 collective years of total full-time, professional work experience. Table 4 highlights the age, total work experience, and total years spent at the participants' previous employer.

Table 4

Participant Demographic Information

	Age of participant (in years)	Total work experience (in years)	Total time with previous employer (in years)
Mean	34.4	11.2	5
Median	31.5	8	5.8
Standard Deviation	9.1	6.4	3.2
Minimum	26	5	0.3
Maximum	61	27	10

The participants came from a variety of industries and occupations. The geographic location of the participants was the Midwest region of the United States. The

breakdown of the participants' previous employer industry and occupation are noted in Table 5.

Table 5

List of Participants' Individual Occupations and Industries of Previous Employers

Industry of previous employer	Number of Participants	Occupation of participants	Number of Participants
News media	1	Journalist	1
Health Insurance	1	Sales Professional	3
Consulting	3	Consultant	1
Insurance	1	Marketing	3
Payroll (outsourcing)	2	Human Resources	5
Financial Services	2	Management	1
Publishing	1	Supply Chain	2
Agriculture	1	Commercial Banker	1
Healthcare	1		
Medical Device	1		
Retail	2		
Information Technology (IT) Software	1		

Report of the Findings

The data were analyzed for each of the 17 cases followed by a cross case analysis on all 13 empirical indicators. The researcher counted each respective response for supporting or not supporting the various indicators. The participants shared stories of their experiences of working for their previous employer that were included in the findings. The quotes from the participants are italicized under each respective case.

The researcher considered the theory supported for the individual case when all five units of analysis were supported. In the cross case analysis, the theory was supported

if 80% of the overall individual cases were supported. The researcher selected 80% as his passing criteria to mirror a typical grading scale. The researcher wanted an above average passing rate of the cases in this study to support his theory.

The researcher considered the applicant job search criteria unit of analysis to be supported when participants indicated in their responses they were attracted to organizations where the values matched their personal values. The recruitment advertisement and activities performed by the organization unit of analysis was supported when participants indicated in their responses that two or more empirical indicators were supported. The description of espoused values matched with the applicant's search criteria unit of analysis was supported when participants indicated in their responses that they accepted the offer with their previous employer based on the participant's perceived match of espoused values. The researcher considered the employment within the organization unit of analysis to be supported when the participant indicated they realized that a mismatch existed between their perceived espoused values and the basic assumptions of the organizational culture of their previous employer. The applicant's decision to leave the organization unit of analysis was supported when participants indicated they voluntarily left their previous employer when they realized the mismatch. The empirical indicators and measurements used to determine if the theory was supported are presented in Table 6.

Table 6

Units of Analysis, Empirical Indicators, and Theory Support

Units of analysis	Empirical indicators	Theory supported when?	Measurements to support theory
Applicant job search	Organizational	One (1) indicator is	Statements and descriptions from

criteria	attractiveness	supported	interview data from question #1
Recruitment advertisement and activities performed by the organization	Source of recruitment advertisement	Two (2) or more indicators are supported	Statements and descriptions from interview data from question #2
	Language in recruitment advertisement to describe espoused values		Statements and descriptions from interview data from question #3 and Likert-scale responses to question #3(a) are agree or strongly agree.
	Positive “signals” of how the culture operates		Statements and descriptions from interview data from question #4 and Likert-scale response to question #4(a) are agree or strongly agree.
	Realistic Job Preview (RJP)		Likert scale responses to question #6 are agree or strongly agree.
Description of espoused values match with applicant’s criteria	No: Applicant will self-select out of recruitment process	One (1) indicator that participant accepted offer based on perceived match of espoused values	Statements and descriptions from interview data from question #7
	Yes: Applicant accepts job based on perceived match of espoused values		Statements and descriptions from interview data from question #5
Employment within organization	Employee embedded within organizational culture	One (1) indicator of realization that mismatch of values have occurred	Interviewee(s) describing the difference between the organization’s espoused values and basic assumptions in question #8
	Employee realizes mismatch between perceived espoused values		Statement and responses to

	and basic assumptions of the organizational culture		questions #9 and #10
	Employee realizes mismatch between perceived espoused values and basic assumptions of the organizational culture		
	Reaction of the employee once mismatch is recognized		Statements and descriptions from question #11
Does the employee leave the organization?	No: Employee remains in organization	One (1) indicator that employee voluntarily left the organization due to realization of mismatch	Interviewee(s) indicate in response to question #11 that they remained with the company after discovering the mismatch.
	Yes: Employee voluntarily leaves the organization due to poor fit		Interviewee(s) indicate to question #12 that they left the organization.

Individual Case Study Responses

Case 1. Participant 1 was a 31-year-old journalist with seven years of full-time, professional work experience at the time of this study. His former employer of four months was in the news media industry. The ideal organization for Participant 1 revolved around being in a position that allowed him to “*make the best use of my talents.*” Participant 1 worked in the news media industry and his interests and talents are in the realm of producing video content for journalistic purposes. When he searched for job opportunities, Participant 1 described to the researcher that the common method within the industry was to contact the Media Directors at television stations through a combination of sending emails or cold calling. In addition, Participant 1 said he gathered information about positions and organizations of interest by perusing through local and national Internet job boards such as Monster.com.

Participant 1 was able to reflect on the recruitment process at his previous employer since the experience occurred less than a year prior to being solicited for this study. During the recruitment process, his previous employer only provided a brief overview of the culture. He recalled that the employer was forthright in explaining to him that it was a startup company based on the East Coast with no offices in the local area. As a result, Participant 1's office environment consisted of places such as coffee shops and cafes. In hindsight, he recalled that his human resources contact did not discuss the organizational culture to him. Participant 1 assumed that human resources were more concerned about his qualifications for the position he was interviewing for. Additionally, Participant 1 said specific details regarding expectations of work hours and quality of the workload were not discussed during the recruitment process.

Overall, Participant 1 thought the recruitment process did provide a glimpse of what it would be like to work for his previous employer, but said it "*did not provide the full story.*" Participant 1 ultimately accepted the position because he would be working for a news organization that focused on "*hyper local news*" which entails covering smaller news stories for a specific community. He stated that he "*liked covering stories that larger organizations would not cover. I liked covering local city hall events and local stories for the community.*" Despite the fact that his personal values aligned with the values of his previous employer, he strongly agreed that if he was provided with a balanced view of the organization during the recruitment process, he would have changed his decision to work for the organization.

While working for his previous employer, Participant 1 was responsible for providing local news coverage to his assigned area. He was charged with posting at least

three articles a day to his organization's website to be later reviewed by his supervisor. Participant 1 was under the impression that his stories did not have to provide in-depth coverage of the events. However, his supervisor demanded that he had to provide in-depth stories of the events he covered. The increased workload was something Participant 1 was not expecting in his role. In addition to providing three in-depth stories on a daily basis, Participant 1 was responsible for hiring and training his own freelancers. The freelancers were responsible for assisting Participant 1 with editing and uploading video content for his news stories. According to Participant 1, these additional tasks were not discussed during the recruitment process. Even after joining the organization, he felt that he did not receive the proper training on how to hire his own staff of freelancers as well as how to process payroll to pay his staff. The lack of training caused delays in processing payroll in which his staff were not paid in a timely manner.

Once Participant 1 learned of this mismatch between his personal values and the values of his previous employer, his initial reaction was to stay positive. However, he admitted that the workload was "*extremely stressful.*" Participant 1 wanted to make the best of the situation since he did not have a backup plan, for the alternative would have been unemployment. He described his situation as being so stressful that at one point, he began experiencing some physical issues. Ultimately, Participant 1 only worked for his previous employer for four months. He said his stay with the organization was one month overdue because his employer needed him to properly transition his work to another employee. Participant 1 said, "*I was not a happy person, but I was happy at the fact that there was an end in sight.*" An interesting highlight is that once he left his previous employer for another opportunity, he was rehired as a freelancer by his previous

employer for seven months. Participant 1 found working in this capacity was less stressful and he was still able to work for an organization that allowed him to produce videos for stories covering local communities.

Case 1 unit of analysis and theory support. Overall, Case 1 supported the theory that Participant 1 realized a mismatch between the espoused values he was sold on as an applicant during the recruitment process and the reality of the organizational culture as an employee. As a result of the mismatch, Participant 1 voluntarily separated from his previous employer. Table 7 reports the findings for each unit of analysis and empirical indicators for this case.

Table 7

Case 1 Unit of Analysis Responses

Unit of analysis	Empirical indicators	Source of data and measurements to support theory	Theory supported
Applicant job search criteria	Organizational attractiveness	The ideal organization for Participant 1 revolved around being in a position that allowed him to “ <i>make the best use of my talents.</i> ” Participant 1 worked in the news media industry and his interests and talents are in the realm of producing video content for journalistic purposes.	Supported
Recruitment advertisement and activities performed by the organization	Source of recruitment advertisement	Participant 1 described to the researcher that the common method within the industry was to contact the Media Directors at television stations through a combination of sending emails or cold calling. In addition, Participant 1 said he gathered information about positions and organizations of interest by perusing through local and national Internet job boards such as Monster.com.	Supported
	Language in recruitment advertisement to describe espoused values	Participant 1 recalled that his human resources contact did not discuss the organizational culture to him. Participant 1 assumed that human resources were more concerned about his qualifications for the position he was interviewing for.	Not supported

		Likert-scale response was agree	Supported
	Positive “signals” of how the culture operates	Participant 1 thought the recruitment process did provide a glimpse of what it would be like to work for his previous employer, but said it <i>“did not provide the full story.”</i>	Supported
		Likert-scale response was agree	Supported
	Realistic Job Preview (RJP)	Likert-scale response was strongly agree.	Supported
Description of espoused values match with applicant’s criteria	No: Applicant will self-select out of recruitment process	Interviewed for a concession job for a sporting complex. Was offered the position but did not accept due to role not fitting his career aspirations.	Supported
	Yes: Applicant accepts job based on perceived match of espoused values	Participant 1 ultimately accepted the position because he would be working for a news organization that focused on <i>“hyper local news”</i> which entails covering smaller news stories for a specific community. He stated that he <i>“liked covering stories that larger organizations would not cover. I liked covering local city hall events and local stories for the community.”</i>	Supported
Employment within organization	Employee embedded within organizational culture	Participant 1 was under the impression that his stories did not have to provide in-depth coverage of the events. However, his supervisor demanded that he had to provide in-depth stories of the events he covered. The increased workload was something Participant 1 was not expecting in his role.	Supported
	Employee realizes mismatch between perceived espoused values and basic assumptions of the organizational culture	According to Participant 1, these additional tasks were not discussed during the recruitment process. Even after joining the organization, he felt that he did not receive the proper training on how to hire his own staff of freelancers as well as how to process payroll to pay his staff.	Supported
	Reaction of the employee once mismatch is recognized	Participant 1’s initial reaction was to stay positive. However, he admitted that the workload was <i>“extremely stressful.”</i>	Supported
Does the employee leave the organization?	No: Employee remains in organization	Ultimately, Participant 1 only worked for his previous employer for four months. He said his stay with the organization was one month overdue because his employer needed him to	Not Supported

properly transition his work to another employee. Participant 1 said, *“I was not a happy person, but I was happy at the fact that there was an end in sight.”*

Yes: Employee voluntarily leaves the organization due to poor fit

Ultimately, Participant 1 only worked for his previous employer for four months.

Supported

Case 2. Participant 2 was a 28-year-old sales professional with six years of full-time, professional work experience at the time of this study. Her former employer of one and a half years was in the healthcare insurance industry. Participant 2 searched for organizations that demonstrate a *“history of growth and sound operations,”* and provided ample leadership opportunities and equal opportunities for minorities and women as it related to career opportunities. When searching and researching organizations, Participant 2’s best method was networking. She believed she gained a better perspective from asking the right probing questions of people within her network who work at her targeted organizations. Participant 2 thought that through this process, she could gain a better sense of what the organization was like. In addition to networking, Participant 2 also performed online searches by reading articles and other news clippings about her targeted organizations.

Participant 2 said she discovered the opportunity with her previous employer through the Internet. She recalled that during the recruitment process, the interview panel *“hyped”* the benefits package and the recognition the organization received from various publications for being a great place to work. Moreover, the organization fostered a sense of community and cohesion among its employees. Participant 2 felt the recruitment brochures she received during the recruitment process played a role in her attraction to

her previous employer. She noted she was happy to receive evidence showing why the organization was a good place to work. In Participant 2's mind, the recognition from publications was the organization's way of saying: "*Here is what others are saying about us.*" Participant 2 was able to develop a relationship with a recruiter from the organization. She stated she had three informal interviews with the recruiter prior to conducting the first formal interview. Additionally, Participant 2 believed the recruiter worked hard to keep her interested in the opportunity in an effort to not lose her to other organizations. Participant 2 thought that her experience of the recruitment process based on her relationship with the recruiter played a role in her decision to work for her previous employer.

Despite the positive experience of the recruitment process, Participant 2 felt she received a "50-50" glimpse of what it would be like to work for her previous employer. She believed the organization did not provide her with enough information regarding the career path and expectations of the role. She reflected that the organization "*took advantage of the poor economy to sell opportunities to candidates.*" Participant 2 said she was laid off from another organization prior to the opportunity with her previous employer. She believed that a mismatch existed between her personal values and the values of the organization during the offer stage because of the low salary that was initially offered to her. Participant 2 said she took a pay cut to work for her previous employer after being sold on the potential growth opportunities. She admitted she negotiated with the organization for a higher salary which was later accepted. Participant 2 seemed indifferent about being in a situation in which she was provided a balanced view of the organization during the recruitment process. She believed that a balanced

view of the organization would not have altered her decision to work for her previous employer. Participant 2 said: *“Companies have good and bad [characteristics]; you make the necessary adjustments to deal with it. Level of tolerance to deal with the bad is important.”*

As an employee with her previous employer, Participant 2 described the written organization values being about community involvement. The organization promoted teambuilding exercises such as department potlucks and community service events. Participant 2 believed the organization wanted its employees to be happy in their roles through their involvement with other employees. She thought the organization as a whole lived up to its organizational values. However, Participant 2 said some departments did not live up to those values. The example she provided occurred within her department. The organization as a whole advocated for work-life balance. However within her department (call center) the work-life balance concept was not achieved. Employees in the call center worked long hours that caused some strained relationships outside of work. Additionally, vacation time was based on seniority rather than a first-come, first-serve basis.

Participant 2 was in a unique situation when she had an epiphany regarding her mismatch between her personal values and the values of her previous employer. At the time, she was pursuing her master's degree when an opportunity to study abroad became available. While abroad, Participant 2 began to network with some people from another organization and engaged in conversations about the opportunities and defined career paths that existed at that particular organization. Participant 2 was able to establish relationships with people from that organization as well as perform some online research

to see if the organization would be a good fit for her. Her interest in the organization continued once she returned home and within three months of her epiphany, she decided to join the new organization. Participant 2 said she felt appreciated because this new organization (current employer) was truthful during the recruitment process. She believed she was in a position of strength in that her current employer had to make the case to her as to why she should leave her previous employer. As mentioned previously, Participant 2 was unemployed when she accepted the position with her previous employer and was in need of a job. Participant 2 noted:

People are more truthful when they know one is in a position and needs to decide if the other opportunity is better than the current one. The company needs you more than you need them. It is easier to get someone who does not have a job due to desperation.

Case 2 unit of analysis and theory support. Overall, Case 2 did not support the theory. Participant 2's response did not support the unit of analysis that she accepted the job at her previous employer based on her perceived match of espoused values. She indicated that the mismatch was that the organization initially offered a lower salary than she was expecting and she had to negotiate for a higher salary. Table 8 reports the findings for each unit of analysis and empirical indicators for this case.

Table 8

Case 2 Unit of Analysis Responses

Unit of analysis	Empirical indicators	Source of data and measurements to support theory	Theory supported
Applicant job search criteria	Organizational attractiveness	Participant 2 searched for organizations that demonstrate a " <i>history of growth and sound operations,</i> " and provided ample leadership opportunities and equal opportunities for minorities and women as it related to career	Supported

		opportunities.	
Recruitment advertisement and activities performed by the organization	Source of recruitment advertisement	Participant 2's best method was networking. She believed she gained a better perspective from asking the right probing questions of people within her network who work at her targeted organizations. Participant 2 thought that through this process, she could gain a better sense of what the organization was like. In addition to networking, Participant 2 also performed online searches by reading articles and other news clippings about her targeted organizations.	Supported
	Language in recruitment advertisement to describe espoused values	She recalled that during the recruitment process, the interview panel "hyped" the benefits package as well as said the recognition the organization received from various publications for being a great place to work. Moreover, the organization fostered a sense of community and cohesion among its employees.	Supported
		Likert-scale response was strongly agree.	Supported
	Positive "signals" of how the culture operates	Participant 2 felt she received a "50-50" glimpse of what it would be like to work for her previous employer. She believed the organization did not provide her with enough information regarding the career path and expectations of the role.	Not supported
		Likert-scale response was agree.	Supported
	Realistic Job Preview (RJP)	Likert scale response was disagree.	Not supported
Description of espoused values match with applicant's criteria	No: Applicant will self-select out of recruitment process	Interviewed for a position with a retail company. Pay was great, but the position required long hours. Participant 2 withdrew from the position due to the long hours and because the position did not align with her education.	Supported
	Yes: Applicant accepts job based on perceived match of espoused values	She believed that a mismatch existed between her personal values and the values of the organization during the offer stage because of the low salary that was initially offered to her. Participant 2 said she took a pay cut to work for her previous employer after being sold on	Not supported

		the potential growth opportunities.	
Employment within organization	Employee embedded within organizational culture	Participant 2 described the written organization values being about community involvement. The organization promoted teambuilding exercises such as department potlucks and community service events. Participant 2 believed the organization wanted its employees to be happy in their roles through their involvement with other employees.	Supported
	Employee realizes mismatch between perceived espoused values and basic assumptions of the organizational culture	She thought the organization as a whole lived up to its organizational values. However, Participant 2 said some departments did not live up to those values. The example she provided occurred within her department. The organization as a whole advocated for work-life balance. However within her department (call center) the work-life balance concept was not achieved.	Supported
	Reaction of the employee once mismatch is recognized	Analyzed current position and developed plan to map out career. Participant 2 compared her position with the new position, weighted pros and cons of both positions.	Supported
Does the employee leave the organization?	No: Employee remains in organization	Stayed with her previous employer for three months. Participant 2 mentioned that the three months “felt like a long time” but she wanted to take her time to make a decision to join a new organization.	Supported
	Yes: Employee voluntarily leaves the organization due to poor fit	Participant 2 decided to join the new organization. She felt appreciated because this new organization (current employer) was truthful during the recruitment process. She believed she was in a position of strength in that her current employer had to make the case to her as to why she should leave her previous employer.	Supported

Case 3. Participant 3 was a 32-year-old IT consultant who had eight years of full-time, professional work experience at the time of this study. His former employer of four and a half years was in the consulting industry. Participant 3 searched for organizations that provided plenty of growth opportunities and mobility options within the organization. He wanted to be in a role that would set him up for success and that would

not “*pigeonhole*” him into a specific function. Another attribute Participant 3 looked for in the ideal organization was the retention rate of its employees. He typically visited websites such as Glassdoor.com and Google.com to search reviews from current and past employees of organizations he was interested in pursuing. Participant 3 was curious to know if employees liked working for their organization and made an effort to meet with people to understand the day-to-day life of working for that organization.

In addition to using Glassdoor.com and Google.com to get more information about organizations, Participant 3 used LinkedIn.com to view profiles of organizations as well as people within his network who are affiliated with his targeted organizations. In his field of IT consulting, Participant 3 noted that most consultants become aware of job opportunities through referrals from colleagues as opposed to online job boards. Additionally, IT consulting communities in some areas are small with minimal degrees of separation so most consultants know one another. As a result, Participant 3 assumed that he gained more information about an organization from conversations with colleagues as opposed to online searches.

While talking about the recruitment process with his previous employer, Participant 3 said he recalled the culture being “*cool*.” The organization itself was a small, local startup that was looking to grow a new team of consultants. Participant 3 was intrigued by the potential growth opportunities from a career standpoint as well as the direction that leadership wanted to take the organization. In essence, he believed the organization was a good fit from a cultural standpoint. Participant 3 had the opportunity to get a glimpse of what it would be like to work for the organization through his interactions with employees during office visits. Participant 3 found the employees to be

“social, casual, and not uptight.” He also believed his experience in the recruitment process played a role in his electing to work for his previous employer, noting that he felt the interviewers were responsive and provided a *“smooth interview experience.”*

Participant 3 shared a story of how he was being pursued by another organization at the same time he was interviewing with his previous employer. While he was interested in the other organization, Participant 3 decided not to pursue that organization because the *“human resources’ person was terrible and not being responsive to me.”*

The recruitment process with his former employer took two months to complete. Participant 3 accepted the position because he believed the organization was a good fit because of its casual work environment. When asked if he would have changed his decision to work for his previous employer if provided with a balanced view of the organization, Participant 3 agreed that it would have changed his decision or at least he would have second guessed his choice. The rationale behind his decision was that the economy was in a poor state at the time he accepted the position and he actually took a pay cut to work for his previous employer. Nevertheless, Participant 3 had no regrets regarding his decision and believed it provided a good learning experience for him.

During the interview with the researcher, Participant 3 said he could not remember his previous employer’s mission or purpose statements. Aside from describing the culture as being casual, Participant 3 simply could not remember any of the written organizational values of the organization. However, Participant 3 was able to vividly describe the shift in the organization’s environment as leadership changed over time. He began to notice the organization was growing too fast according to Participant 3’s estimation. To keep up with the growth it was experiencing, the organization increased its

efforts to hire more consultants. According to Participant 3, the organization hired consultants who possessed the skills needed to be successful in the role but did not possess enough experience to win some business deals from competitors. Moreover, the newer consultants did not fit culturally with the organization. Participant 3 began to question the talents of the consultants who were on his team. He provided an example of a team member who was moved into a leadership role; Participant 3 questioned his leader's vision for the team and assumed that his leader was assigning projects that were not of value to either the team or to the organization. Participant 3 began to notice that other co-workers were resigning from the organization because they believed that management was not treating the more tenured employees as well as the newer employees. This created strained relationships between employees and leadership coupled with the fact that some employees believed that the new employees were not qualified for the positions that they were hired into. Participant 3 simply stated that "*the culture sucked.*"

Eventually, Participant 3 resigned from his position and stated that he would "*lose his sanity*" if he would have stayed. It took a year after his realization of the mismatch between his personal values and the values of his previous employer to leave. He cited that the long time frame was a combination of overcoming his fears of leaving the organization and his desire to leave the organization on a positive note. Participant 3 was genuinely concerned that he did not want to "*screw people over*" or put them in a hole; he wanted to make sure he was in a good place with his projects before he left. Participant 3 acknowledged that even after he left his previous employer, he continued to work on an international project for them for a few months until it was completed.

Case 3 unit of analysis and theory support. Overall, Case 3 supported the theory that Participant 3 realized a mismatch of the espoused values he was sold on as an applicant during the recruitment process and the reality of the organizational culture as an employee. As a result of the mismatch, Participant 3 voluntarily separated from his previous employer. Table 9 reports the findings for each unit of analysis and empirical indicators for this case.

Table 9

Case 3 Unit of Analysis Responses

Unit of analysis	Empirical indicators	Source of data and measurements to support theory	Theory supported
Applicant job search criteria	Organizational attractiveness	Participant 3 searched for organizations that provided plenty of growth opportunities and mobility options within the organization. He wanted to be in a role that would set him up for success and that would not “ <i>pigeonhole</i> ” him into a specific function.	Supported
Recruitment advertisement and activities performed by the organization	Source of recruitment advertisement	In addition to using Glassdoor.com and Google.com to get more information about organizations, Participant 3 used LinkedIn.com to view profiles of organizations as well as people within his network who are affiliated with his targeted organizations.	Supported
	Language in recruitment advertisement to describe espoused values	Participant 3 said he recalled the culture being “ <i>cool</i> .” The organization itself was a small, local startup that was looking to grow a new team of consultants. Participant 3 was intrigued by the potential growth opportunities from a career standpoint as well as the direction that leadership wanted to take the organization.	Supported
		Likert scale response was strongly disagree.	Not supported
	Positive “signals” of how the culture operates	Participant 3 had the opportunity to get a glimpse of what it would be like to work for the organization through his interactions with employees during office visits.	Supported

		Likert scale response was agree.	Supported
	Realistic Job Preview (RJP)	Likert scale response was agree.	Supported
Description of espoused values match with applicant's criteria	No: Applicant will self-select out of recruitment process	Not applicable.	Not reported
	Yes: Applicant accepts job based on perceived match of espoused values	Participant 3 accepted the position because he believed the organization was a good fit because of its casual work environment.	Supported
Employment within organization	Employee embedded within organizational culture	Participant 3 said he could not remember his previous employer's mission or purpose statements.	Not reported
	Employee realizes mismatch between perceived espoused values and basic assumptions of the organizational culture	Participant 3 began to notice that other co-workers were resigning from the organization because they believed that management was not treating the more tenured employees as well as the newer employees. Participant 3 simply stated that "the culture sucked."	Supported
	Reaction of the employee once mismatch is recognized	It took a year after his realization of the mismatch between his personal values and the values of his previous employer to leave. He cited that the long time frame was a combination of overcoming his fears of leaving the organization and his desire to leave the organization on a positive note.	Supported
Does the employee leave the organization?	No: Employee remains in organization	It took a year after his realization of the mismatch between his personal values and the values of his previous employer to leave. He cited that the long time frame was a combination of overcoming his fears of leaving the organization and his desire to leave the organization on a positive note.	Supported
	Yes: Employee voluntarily leaves the organization due to poor fit	Participant 3 resigned from his position and stated that he would "lose his sanity" if he would have stayed.	Supported

Case 4. Participant 4 was a 30-year-old marketing professional with eight years of full-time, professional work experience at the time of this study. His previous employer of seven years was in the insurance industry. Participant 4 searched for organizations that possessed a long, solid history of success compared to organizations such as the “*3Ms and Targets of the world.*” Moreover, Participant 4 wanted to work for an organization that promoted from within; he became familiar with the strategic vision of the organization by reviewing its annual financial statements. Reviewing an organization’s financial statements was one of the methods Participant 4 used to research organizations in his job search. Additionally, he relied on networking with people who are employees of his targeted organizations in an effort to get better insight into the organization.

Participant 4 believed his experience during the recruitment process provided him with a glimpse of what it would be like to work for his previous employer. He recalled that the culture was described to him as being family-oriented and conservative. Participant 4 worked for a mid-sized insurance organization in which he felt the recruiters he interacted with during the process had taken the time to get to know him. As a result, Participant 4 was able to get to know all the recruiters at the organization. “*It felt like a small village*” Participant 4 said when he described his relationships with human resources and other employees. As for the conservative nature of the organization, human resources explained to Participant 4 that the organization was risk averse and was not innovative when it came to developing new products or ideas.

One thing that attracted Participant 4 to his previous employer was the detailed employee testimonials he viewed on the organization’s website. He said in the interview that he places little weight on another person’s negative account of a particular

experience or situation. Participant 4 assumed that one's negative experience could only be applicable to his or her own situation. *"You have to take things with a grain of salt,"* he cautioned when receiving negative feedback about one person's personal experience. Participant 4 accepted the offer from his previous employer because of the career and training opportunities the organization could offer him as well as the opportunity to engage in mentor-mentee relationships with more experienced employees.

Once participant 4 became an employee at his previous employer, he recalled that the organization stressed the importance of ingenuity and mutuality. He believed that the organization was good at reinforcing these values through the use of incorporating the values into their annual financial reports. Additionally the values were visible in the form of posters displayed on walls throughout the office. Another approach the organization used to reinforce its message of its values was through storytelling. According to Participant 4, it was commonplace for executives to tell stories of various employees that demonstrated ingenuity and mutuality in their work. Over time, the employees would tell these stories to other employees. Participant 4 resonated with one of the lessons from these stories: *"Could you live with yourself if your actions were published in the newspaper."* The organization emphasized that employees demonstrate integrity in their decision making as well as engage in appropriate behaviors in all interactions regardless of who was or was not watching.

Participant 4 believed the organization for the most part lived up to its own values. One of the concerns Participant 4 had with his previous employer was regarding some of the insurance products being sold to its customers. He believed that some of the products did not match the values of the organization. Participant 4 assumed that some of

the products provided little value to their customers. He believed that customers could not use certain products for their intended use because of certain conditions that needed to be met for the product to be used effectively. The fact that some customers were being denied the full benefits of certain products made Participant 4 feel less enthused about promoting these products. This was particularly important to Participant 4 since he worked in marketing and was involved in various brand marketing initiatives for some of the organization's products.

Another concern of Participant 4 revolved around diversity, specifically diversity recruiting. Diversity recruitment was an interest of Participant 4 and early in his tenure with his previous employer, he was active in some of the organization's recruitment efforts. He said that when he started working for his employer, the organization, particularly in human resources, had a diverse workforce. Over time, the diverse population of the workforce began to decrease and efforts aimed at diversity recruitment deteriorated. Participant 4 was saddened that the organization ended a relationship with a longtime partner known for promoting diverse college students into internship programs within large organizations. Additionally, Participant 4 noticed that a lack of diversity existed within the leadership ranks and the organization was not hiring diverse candidates to backfill open positions. Participant 4 attempted to make changes by getting more involved in recruiting, but met with limited success. From his personal standpoint, Participant 4 was not finding the opportunities or the support from management to move up in his career. Eventually, he resigned from his previous employer after seven years.

Case 4 unit of analysis and theory support. Overall, Case 4 supported the theory that Participant 4 realized a mismatch of the espoused values he was sold on as an

applicant during the recruitment process and the reality of the organizational culture as an employee. As a result of the mismatch, Participant 4 voluntarily separated from his previous employer. Table 10 reports the findings for each unit of analysis and empirical indicators for this case.

Table 10

Case 4 Unit of Analysis Responses

Unit of analysis	Empirical indicators	Source of data and measurements to support theory	Theory supported
Applicant job search criteria	Organizational attractiveness	Participant 4 searched for organizations that possessed a long, solid history of success compared to organizations such as the “ <i>3Ms and Targets of the world.</i> ” Moreover, Participant 4 wanted to work for an organization that promoted from within.	Supported
Recruitment advertisement and activities performed by the organization	Source of recruitment advertisement	Reviewing an organization’s financial statements was one of the methods Participant 4 used to research organizations in his job search. Additionally, he relied on networking with people who are employees of his targeted organizations in an effort to get better insight into the organization.	Supported
	Language in recruitment advertisement to describe espoused values	Participant 4 recalled that the culture was described to him as being family-oriented and conservative. Likert scale response was agree.	Supported Supported
	Positive “signals” of how the culture operates	Participant 4 believed his experience during the recruitment process provided him with a glimpse of what it would be like to work for his previous employer. Likert scale response was neither agree nor disagree.	Supported Not supported
	Realistic Job Preview (RJP)	Likert scale response was disagree.	Not supported
Description of espoused values match with	No: Applicant will self-select out of recruitment process	Not applicable.	Not reported

applicant's criteria	Yes: Applicant accepts job based on perceived match of espoused values	Participant 4 accepted the offer from his previous employer because of the career and training opportunities the organization could offer him as well as the opportunity to engage in mentor-mentee relationships with more experienced employees.	Supported
Employment within organization	Employee embedded within organizational culture	Once participant 4 became an employee at his previous employer, he recalled that the organization stressed the importance of ingenuity and mutuality. He believed that the organization was good at reinforcing these values through the use of incorporating the values into their annual financial reports, posters and storytelling.	Supported
	Employee realizes mismatch between perceived espoused values and basic assumptions of the organizational culture	One of the concerns Participant 4 had with his previous employer was regarding some of the insurance products being sold to its customers. He believed that some of the products did not match the values of the organization. Participant 4 assumed that some of the products provided little value to their customers. Another concern of Participant 4 revolved around diversity, specifically diversity recruiting. From his personal standpoint, Participant 4 was not finding the opportunities or the support from management to move up in his career.	Supported
	Reaction of the employee once mismatch is recognized	Participant 4 attempted to make changes by getting more involved in recruiting, but met with limited success.	Supported
Does the employee leave the organization?	No: Employee remains in organization	Participant 4 remain in his role for six months.	Supported
	Yes: Employee voluntarily leaves the organization due to poor fit	Participant 4 resigned from his previous employer after seven years.	Supported

Case 5. Participant 5 was a 37-year-old human resource professional with 14 years of full-time, professional working experience at the time of this study. Her previous employer of nine years was in the payroll outsourcing industry. Working for a large

organization was one attribute that Participant 5 looked for in her ideal organization. In her opinion, large organizations provided a sense of security from a stability standpoint as well as provided plenty of opportunities to grow her career. Participant 5 also looked for an organization that possessed a positive reputation within its industry and one in which she was able to share a personal connection with the overall mission of the organization. It was important for Participant 5 to work for an organization she could feel proud to work for and to work for an organization whose values matched her personal values. When she researched information about organizations, Participant 5 networked with former managers and colleagues to solicit advice about what career opportunities would be a good fit for her. In addition, Participant 5 used local professional associations to gather information about organizations.

During the recruitment process with her previous employer, Participant 5 recalled the organizational culture being described to her as being sales-oriented, fast-paced; being an industry leader that is best-in-class with employees; provided good benefits; and provided its employees with unlimited resources to be successful. Since the organization was very sales-oriented, Participant 5 was warned that one of the unwritten rules of the organization was, *“If you produced, you move up; if you don’t, you’re out.”*

Overall, Participant 5 believed that the recruitment process did provide an indication of what it would be like to work for her previous employer. She believed she received a good explanation of the organization from the recruiter she talked with during the interview process. Participant 5 was provided with a balanced view of her previous employer during the recruitment process. The negative statements about the organization did not deter her from accepting the position. Participant 5 stated that she: *“Saw it for*

what it was. The culture was cut-throat due to the sales minded environment.” Participant 5 accepted the position because some of her previous employer’s values matched with her personal values. The employer was a large organization that provided more opportunities to advance in her career. Participant 5 believed that the environment matched her work ethic in that she believed hard work was rewarded. Moreover, the organization provided more resources for her to succeed and she received a salary increase from her last position.

As an employee with her previous employer, Participant 5 recalled the written organizational values were integrity and innovation. She remembered that senior management would share stories on the corporate website of employees demonstrating these values in their work. The organization ensured that employees adhered to the values by being evaluated on them during their annual performance reviews. Participant 5 added: *“While the thoughts of these things [values] sounded nice,”* she believed the organization did not live up to its own organizational values. She believed that the values meant something only to senior management. However, Participant 5 assumed that there was a *“significant disconnect”* between senior management and mid-level managers. Mid-level managers, as defined by Participant 5, were the *“level that determines your income.”* She assumed that the mid-level managers had a different value system than senior management. Mid-level managers were more narrow minded and stuck on a *“let’s get it done, get it done quickly,”* mindset in terms of dealing with customers.

Participant 5 was with her previous employer for six years when she realized a mismatch between her values and the values of the organization. She recalled numerous occasions in which the mid-level managers within human resources would require their

employees make sacrifices with the quality of service in an effort to please their internal managers. Participant 5 worked in recruitment and her management team demanded that she and other recruiters provide their hiring managers with an abundance of candidates for open positions, regardless of the quality of the candidates. Recruiters were asked to increase their workload by interviewing more candidates on a daily basis just to keep the hiring managers satisfied with the recruitment process. Participant 5 believed that the human resource managers were not advocating for their employees to the hiring managers regarding integrity issues and workload expectations. She assumed that management within human resources wanted to avoid conflict and did not want to address the issues that were hurting her and her co-workers. Participant 5 decided she would attempt to make changes that she hoped would improve the recruitment process. Over the course of the next three years, Participant 5 did find some success and was even recognized for her process improvement efforts. However, she said things within the department progressively got worse during this time as well. Participant 5 said it was hard to leave her previous employer initially because of the high salary she was receiving at the time. She believed her options were either *“to make it work or take a pay cut somewhere else.”* Additionally, career opportunities within the organization appeared to be limited unless she was open to relocating to the East Coast, an option that she did not consider pursuing. Participant 5 said she would have stayed with her previous employer had there been opportunities for advancement. Ultimately, Participant 5 decided to leave the organization after nine years of service.

Case 5 unit of analysis and theory support. Overall, Case 5 supported the theory that Participant 5 realized a mismatch of the espoused values she was sold on as an

applicant during the recruitment process and the reality of the organizational culture as an employee. As a result of the mismatch, Participant 5 voluntarily separated from her previous employer. Table 11 reports the findings for each unit of analysis and empirical indicators for this case.

Table 11

Case 5 Unit of Analysis Responses

Unit of analysis	Empirical indicators	Source of data and measurements to support theory	Theory supported
Applicant job search criteria	Organizational attractiveness	Participant 5 also looked for an organization that possessed a positive reputation within its industry and one in which she was able to share a personal connection with the overall mission of the organization. It was important for Participant 5 to work for an organization she could feel proud to work for and to work for an organization whose values matched her personal values.	Supported
Recruitment advertisement and activities performed by the organization	Source of recruitment advertisement	Participant 5 networked with former managers and colleagues to solicit advice about what career opportunities would be a good fit for her. In addition, Participant 5 used local professional associations to gather information about organizations.	Supported
	Language in recruitment advertisement to describe espoused values	Participant 5 recalled the organizational culture being described to her as being sales-oriented, fast-paced; being an industry leader that is best-in-class with employees; provided good benefits; and provided its employees with unlimited resources to be successful.	Supported
		Likert scale response was disagree.	Not supported
	Positive “signals” of how the culture operates	Participant 5 believed that the recruitment process did provide an indication of what it would be like to work for her previous employer. She believed she received a good explanation of the organization from the recruiter she talked with during the interview process.	Supported

		Likert scale response was strongly agree.	Supported
	Realistic Job Preview (RJP)	Likert scale response was disagree.	Not supported
Description of espoused values match with applicant's criteria	No: Applicant will self-select out of recruitment process	Participant 5 was approached by an organization about a career opportunity. She mentioned that she was not impressed with the organization's business model. She believed that the organization "misrepresented themselves." Participant 5 commented that: "It was not hard to decline the job."	Supported
	Yes: Applicant accepts job based on perceived match of espoused values	Participant 5 accepted the position because some of her previous employer's values matched with her personal values. The employer was a large organization that provided more opportunities to advance in her career. Participant 5 believed that the environment matched her work ethic in that she believed hard work was rewarded.	Supported
Employment within organization	Employee embedded within organizational culture	Participant 5 recalled the written organizational values were integrity and innovation. She remembered that senior management would share stories on the corporate website of employees demonstrating these values in their work.	Supported
	Employee realizes mismatch between perceived espoused values and basic assumptions of the organizational culture	Participant 5 believed the organization did not live up to their own organizational values. She believed that the values meant something only to senior management. However, Participant 5 assumed that there was a "significant disconnect" between senior management and mid-level managers. Participant 5 was with her previous employer for six years when she realized a mismatch between her values and the values of the organization. She recalled numerous occasions in which the mid-level managers within human resources would require their employees make sacrifices with the quality of service in an effort to please their internal managers.	Supported
	Reaction of the employee once mismatch is recognized	Participant 5 decided she would attempt to make changes that she hoped would improve the recruitment process. Over the course of the next three years, Participant 5 did find some success and was even recognized for her process improvement efforts.	Supported

Does the employee leave the organization?	No: Employee remains in organization	Participant 5 said it was hard to leave her previous employer initially because of the high salary she was receiving at the time. She believed her options were either <i>“to make it work or take a pay cut somewhere else.”</i>	Supported
	Yes: Employee voluntarily leaves the organization due to poor fit	Participant 5 decided to leave the organization after nine years of service.	Supported

Case 6. Participant 6 was a 33-year-old management professional with 11 years of full-time, professional work experience at the time of this study. Her previous employer of seven and a half years was in the payroll outsourcing industry. Participant 6 looked for organizations whose values matched with her personal values. These values included openness to feedback, desire to be the best, strategic, and an organization that advocated for social responsibility. When researching organizations, Participant 6 used online resources such as Google.com and LinkedIn.com to identify professional associations that were relevant to her profession. Additionally, Participant 6 liked to network with colleagues working at organizations that are of interest to her in an effort to obtain information about the organization and its job opportunities.

Participant 6 said she went through the interview process with her former employer nine years prior to being solicited for this study. It was important to note that she had some difficulty in recalling her experiences of the recruitment process. Participant 6 was able to recall the organizational culture described to her as being: *“best-in-class, high-driven environment, and motivated – very driven to get their product out first in the marketplace.”* Moreover, the organization possessed a *“work hard, play hard”* type of mentality. Although she was presented with a balanced view of the

organization, Participant 6 believed she did not get a glimpse of what it would be like to work for her previous employer during the recruitment process. In fact, Participant 6 liked the idea of an organization providing the “*good and ugly*” attributes about its culture. She felt she had more respect for the organization for being forthright with her about its culture.

When asked by the researcher to recall the written organizational values of the previous employer, Participant 6 had difficulty recalling those values. After a few moments, she stated to the researcher she could not remember any of those values. Once she had a moment to process her statement, Participant 6 suddenly realized the impact of her statement. Participant 6 wanted to highlight to the researcher that the fact she could not recall the values of her previous employer meant that these values did not “*resonate*” with her. The rationale behind not being able to recall the organization’s values was that she believed senior management at her organization did not practice the values she was sold on during the recruitment process. Participant 6 felt it was hard for her to buy into the espoused values of the organization when she witnessed senior management not engaging in those behaviors in work situations.

Participant 6 remembered that she was with the organization for nine months before she realized a mismatch between her values and the values of her previous employer. At first, Participant 6 thought the issue was with her direct leadership team. As a result, she decided to transition into a new role and team within the organization. Unfortunately, Participant 6 discovered the same issue persisted with her new team. By this time, she noticed the inconsistencies of senior management “*preaching*” the espoused values but not living up to these same values. Despite her issues with senior

management, Participant 6 said she remained with the organization for another seven years. She said the reason she stayed with the organization was because she was experiencing many changes in her personal life and her job was the only example of stability during that period. Participant 6 stated she *“stayed despite [her] not being aligned with the culture.”*

Case 6 unit of analysis and theory support. Overall, Case 6 supported the theory that Participant 6 realized a mismatch of the espoused values she was sold on as an applicant during the recruitment process and the reality of the organizational culture as an employee. As a result of the mismatch, Participant 6 voluntarily separated from her previous employer. Table 12 reports the findings for each unit of analysis and empirical indicators for this case.

Table 12

Case 6 Unit of Analysis Responses

Unit of analysis	Empirical indicators	Source of data and measurements to support theory	Theory supported
Applicant job search criteria	Organizational attractiveness	Participant 6 looked for organizations whose values matched with her personal values. These values included openness to feedback, desire to be the best, strategic, and an organization that advocated for social responsibility.	Supported
Recruitment advertisement and activities performed by the organization	Source of recruitment advertisement	When researching organizations, Participant 6 used online resources such as Google.com and LinkedIn.com to identify professional associations that were relevant to her profession. Additionally, Participant 6 liked to network with colleagues working at organizations that are of interest to her in an effort to obtain information about the organization and its job opportunities.	Supported
	Language in recruitment advertisement to	Participant 6 was able to recall the organizational culture described to her as being: <i>“best- in-class, high-driven</i>	Supported

	describe espoused values	<i>environment, and motivated – very driven to get their product out first in the marketplace.” Moreover, the organization possessed a “work hard, play hard” type of mentality.</i>	Likert scale response was disagree.	Not supported
	Positive “signals” of how the culture operates	Although she was presented with a balanced view of the organization, Participant 6 believed she did not get a glimpse of what it would be like to work for her previous employer during the recruitment process.	Likert scale response was agree.	Not supported
	Realistic Job Preview (RJP)	Likert scale response was neither agree nor disagree.		Not supported
Description of espoused values match with applicant’s criteria	No: Applicant will self-select out of recruitment process	Not applicable.		Not reported
	Yes: Applicant accepts job based on perceived match of espoused values	Yes, Participant 6 felt that her values aligned with the values of her previous employer.		Supported
Employment within organization	Employee embedded within organizational culture	Participant 6 had difficulty recalling those values. After a few moments, she stated to the researcher she could not remember any of those values.		Not reported
	Employee realizes mismatch between perceived espoused values and basic assumptions of the organizational culture	Participant 6 remembered that she was with the organization for nine months before she realized a mismatch between her values and the values of her previous employer. At first, Participant 6 thought the issue was with her direct leadership team. As a result, she decided to transition into a new role and team within the organization. By this time, she noticed the inconsistencies of senior management “preaching” the espoused values but not living up to these same values.		Supported
	Reaction of the employee once mismatch is recognized	Participant 6 said she remained with the organization for another seven years.		Supported
Does the employee leave the	No: Employee remains in	Participant 6 said she remained with the organization for another seven years. She said the reason she stayed with the organization		Supported

organization?	organization	was because she was experiencing many changes in her personal life and her job was the only example of stability during that period.	
	Yes: Employee voluntarily leaves the organization due to poor fit	Participant 6 separated from the organization after seven and half years.	Supported

Case 7. Participant 7 was a 31-year-old supply chain professional with seven years of full-time, professional work experience at the time of this study. His previous employer of four years and seven months was in the consulting industry. Participant 7 looked for organizations that possessed the following attributes in order of importance: an organization that supported an appropriate work-life balance; a culture that encouraged career development or “*high growth environment*,” and a competitive compensation and benefits package. Regarding work-life balance, Participant 7 said he had worked in consulting for seven years and was at a point in his career where he did not want to travel as much as he had in the past. He wanted to work for an organization that realized he has a life outside of work. Additionally, because of the nature of his consulting career, Participant 7 said it was hard for him to search for career opportunities over the Internet. He said it was “*too much work in applying for jobs online*.” Instead, Participant 7 leveraged his network of friends and colleagues to learn about career opportunities. He added that he discovered his current position through networking.

Participant 7 said he was a few years removed from college when he interviewed for his previous employer. He said he felt inexperienced about the types of questions to ask and things to look for during the recruitment process. Participant 7 recalled the culture of his previous employer being described as being young, motivated, ambitious,

and possessing high potential for growth. Participant 7 believed the individuals he interacted with during the recruitment process were interesting and great to meet with. He added that the recruiter he was working with did a good job of managing the process and keeping him updated about his status during the process.

Participant 7 believed the recruitment process did not provide him with a glimpse of what it would be like to work for his previous employer. Participant 7 was never given the option to meet the people face-to-face that he would be working with. He assumed the process was strictly about interviewing. Participant 7 compared the recruitment process between his previous and current employer. With his current employer, he was given the opportunity to meet people face-to-face as well as visit the office where he would be located. Participant 7 believed he understood the operations of his current employer because *“they were doing it in my face.”* It was this piece of the recruitment process that he wished had occurred with his previous employer. Participant 7 said that if he had been provided with a balanced view of his previous employer, he would have changed his decision to work for them largely because of the internal politics that existed and how the organization treated experienced employees versus college hires. Eventually, his previous employer offered him the position and after a week of negotiating salary with them, he accepted the position. As a result of the negotiation process and the low initial salary offer, Participant 7 believed the organization did not value him as much as he thought they had. Alternatively, both Participant 7 and his previous employer matched values in regard to work-life balance and career growth opportunities.

Participant 7 was able to recall only integrity as one of the written organizational values of his previous employer. The organization rated its employees based on these

values during the annual performance reviews, however, the performance reviews focused more on an employee's strengths and weaknesses rather than values. Participant 7 was candid in his assessment when he was asked if his employer lived up to the organization's values. He added that some employees did and some employees did not but said that some *"lived up to the idea of being a jackass."* Participant 7 assumed that some employees *"blurred the lines"* of integrity and dishonesty. He believed that some employees were being two-faced in regard to doing things differently from what they said they would do.

Participant 7 was with the organization for 18 months before he realized a mismatch between his values and the values of the organization. He was concerned about how he was being treated as both an employee and as a person. Participant 7 recalled situations in which his partners and managers berated him about his performance in front of clients. Participant 7 decided to reach out to these individuals to solicit advice and feedback on how he could improve. He was surprised to witness how receptive other employees and managers were to him when he spoke to them directly. Participant 7 left the organization approximately three years later because of the internal politics. He stayed for two years after he realized the mismatch mainly to receive a promotion and to network his way into his current employer after he was promoted.

Case 7 unit of analysis and theory support. Overall, Case 7 supported the theory that Participant 7 realized a mismatch of the espoused values he was sold on as an applicant during the recruitment process and the reality of the organizational culture as an employee. As a result of the mismatch, Participant 7 voluntarily separated from his

previous employer. Table 13 reports the findings for each unit of analysis and empirical indicators for this case.

Table 13

Case 7 Unit of Analysis Responses

Unit of analysis	Empirical indicators	Source of data and measurements to support theory	Theory supported
Applicant job search criteria	Organizational attractiveness	Participant 7 looked for organizations that possessed the following attributes in order of importance: an organization that supported an appropriate work-life balance; a culture that encouraged career development or “ <i>high growth environment</i> ,” and a competitive compensation and benefits package.	Supported
Recruitment advertisement and activities performed by the organization	Source of recruitment advertisement	Participant 7 leveraged his network of friends and colleagues to learn about career opportunities.	Supported
	Language in recruitment advertisement to describe espoused values	Participant 7 recalled the culture of his previous employer being described as being young, motivated, ambitious, and possessing high potential for growth. Likert scale response was neither agree nor disagree.	Supported Not supported
	Positive “signals” of how the culture operates	Participant 7 believed the recruitment process did not provide him with a glimpse of what it would be like to work for his previous employer. Participant 7 was never given the option to meet the people face-to-face that he would be working with. Likert scale response was agree.	Not supported Supported
	Realistic Job Preview (RJP)	Likert scale response was agree.	Supported
Description of espoused values match with applicant’s criteria	No: Applicant will self-select out of recruitment process	Not applicable.	Not reported
	Yes: Applicant accepts job based on perceived match of	Participant 7 and his previous employer matched values in regard to work-life balance and career growth opportunities.	Supported

	espoused values		
Employment within organization	Employee embedded within organizational culture	Participant 7 was able to recall only integrity as one of the written organizational values of his previous employer.	Supported
	Employee realizes mismatch between perceived espoused values and basic assumptions of the organizational culture	Participant 7 was with the organization for 18 months before he realized a mismatch between his values and the values of the organization. He was concerned about how he was being treated as both an employee and as a person.	Supported
	Reaction of the employee once mismatch is recognized	Participant 7 stayed for two years after he realized the mismatch mainly to receive a promotion and to network his way into his current employer after he was promoted.	Supported
Does the employee leave the organization?	No: Employee remains in organization	Participant 7 stayed for two years after he realized the mismatch mainly to receive a promotion and to network his way into his current employer after he was promoted.	Supported
	Yes: Employee voluntarily leaves the organization due to poor fit	Participant 7 left the organization approximately three years later because of the internal politics.	Supported

Case 8. Participant 8 was a 33-year-old human resources professional with 12 years of full-time, professional work experience at the time of this study. Her previous employer of 10 years was in the financial services industry. Participant 8 searched for organizations whose values matched her personal values. She was passionate in saying she valued integrity and honesty. Participant 8 said she could not work for an organization that did not possess those values. Additionally, Participant 8 looked for organizations that were financially stable and had demonstrated a commitment to employee development and learning. Participant 8 looked through organizational websites to gather information about organizations. She also visited websites such as

Glassdoor.com to review former and current employees' opinions and recommendations regarding her targeted organizations.

Participant 8 provided a unique story to describe her experience of the recruitment process with her previous employer. Unlike the other participants in this study who shared their experiences of being recruited from one organization to another (previous employer), Participant 8 described her experience as an employee who transitioned into a new role within her organization. In this scenario, Participant 8 applied for a position within the organization with a different department. While she was familiar with the organizational culture, she was not familiar with the subculture of the department she was looking to move into. She believed the recruitment process provided a quick glimpse of the company but not a detailed view of what it would be like to work within the department. Participant 8 was made aware of the department being in transition with many employees leaving the department most of whom were leaving the organization. She was attracted to the potential the department would provide her in terms of the cross-training and career advancement opportunities she was seeking.

Participant 8 strongly agreed that her experience in the recruitment process played a role in her decision to work in that department. Participant 8 praised the hiring manager for convincing her that the opportunity would be a good fit (for Participant 8). Participant 8 was impressed with the "*strong leadership*" the hiring manager displayed during the process. She believed the hiring manager did a good job of providing a description of the day-to-day activities of the position and how this position could help her build her (Participant 8's) career. Moreover, Participant 8 appreciated that the hiring manager discussed the changes and the movement of the employees within the department.

Despite the turnover within the department, Participant 8 saw the position as a “*great opportunity to grow.*”

Participant 8 recalled the values of open communication and career development being advocated among employees in the department. Overall, she believed the department lived up to its values. Participant 8 believed she always experienced the open communication concept within that department. Additionally, she said the department’s management team always encouraged her to pursue opportunities and that she felt appreciative of management “*pushing her limits to move up in her career.*” In essence, Participant 8 did not experience a mismatch between her personal values and the values of her department. The only mismatch she identified during her time with her previous employer was how the values of the organization were executed from one department to the next. Participant 8 believed some departments were better at communicating the overall organizational values than other departments. Participant 8 defended her previous employer by stating that the organization made efforts and was constantly trying to promote the values. She added:

The gap was in the execution of enforcing the values. [There were] no structured programs to help maintain and sustain these programs. The company could have done more to promote values. [The organization] had good intentions and good resources, but not all of the resources were aligned to carry the same message.

Overall, Participant 8 had a positive experience working in that department for five years (10 years overall with her previous employer). She stated she left the organization to pursue a new opportunity with another employer.

Case 8 unit of analysis and theory support. Overall, Case 8 did not support the theory. Participant 8's response did not support the unit of analysis that she realized a mismatch between her perceived espoused values and the basic assumptions of the organizational culture. Additionally, the case did not support the unit of analysis of the participant leaving her previous employer due to a poor cultural fit. Participant 8 noted she did not experience a mismatch during her time with the department at her previous employer. Table 14 reports the findings for each unit of analysis and empirical indicators for this case.

Table 14

Case 8 Unit of Analysis Responses

Unit of analysis	Empirical indicators	Source of data and measurements to support theory	Theory supported
Applicant job search criteria	Organizational attractiveness	Participant 8 searched for organizations whose values matched her personal values. She was passionate in saying she valued integrity and honesty. Participant 8 said she could not work for an organization that did not possess those values.	Supported
Recruitment advertisement and activities performed by the organization	Source of recruitment advertisement	Participant 8 looked through organizational websites to gather information about organizations. She also visited websites such as Glassdoor.com to review former and current employees' opinions and recommendations regarding her targeted organizations.	Supported
	Language in recruitment advertisement to describe espoused values	...department would provide her in terms of the cross-training and career advancement opportunities she was seeking. Likert scale response was agree.	Supported Supported
	Positive "signals" of how the culture operates	Participant 8 believed the recruitment process provided a quick glimpse of the company but not a detailed view of what it would be like to work within the department.	Supported

		Likert scale response was strongly agree.	Supported
	Realistic Job Preview (RJP)	Likert scale response was disagree.	Not supported
Description of espoused values match with applicant's criteria	No: Applicant will self-select out of recruitment process	Not applicable.	Not reported
	Yes: Applicant accepts job based on perceived match of espoused values	Participant 8 saw the position as a " <i>great opportunity to grow.</i> "	Supported
Employment within organization	Employee embedded within organizational culture	Participant 8 recalled the values of open communication and career development being advocated among employees in the department.	Supported
	Employee realizes mismatch between perceived espoused values and basic assumptions of the organizational culture	Participant 8 did not experience a mismatch between her personal values and the values of her department.	Not supported
	Reaction of the employee once mismatch is recognized	Participant 8 did not experience a mismatch between her personal values and the values of her department.	Not supported
Does the employee leave the organization?	No: Employee remains in organization	Participant 8 did not experience a mismatch between her personal values and the values of her department.	Not supported
	Yes: Employee voluntarily leaves the organization due to poor fit	Participant 8 did not experience a mismatch between her personal values and the values of her department.	Not supported

Case 9. Participant 9 was a 27-year-old sales professional with five years of full-time, professional work experience at the time of this study. Her previous employer of eight months was in the publishing industry. Participant 9 preferred to work for large, well-known organizations that were ranked at least in the top three in their respective

industries. Furthermore, she looked for organizations that had been recognized for being a “*best place to work*” and advocated a work-life balance as opposed to an organization that “*works you to the ground.*” An organization that invested in its employees through training and career opportunities was important to her as well. Participant 9 employed a variety of methods when researching organizations in her job search. These methods included working with search firms, perusing online job boards, and networking with people within her occupation (sales) who had worked for her targeted organizations.

During the recruitment process with her previous employer, the culture was described to be “*intense*” with a lot of work involved, good work-life balance, and the organization being supportive of employees pursuing further education. Participant 9 was impressed that her previous employer was a well-known organization and a leader within the publishing industry. She praised the recruitment staff for being accommodating and allowing her to be exposed to a lot of people including her future manager. Participant 9 accepted the opportunity based on conversations with her future manager. The manager described the opportunity as being “*challenging, providing career growth opportunities, good work-life balance, and working on a team of successful Type A players.*” While Participant 9 believed she was provided a glimpse of the day in the life of the position, in hindsight, she learned that the workload “*turned out to be worse and the work hours being more than advertised.*”

Participant 9 recalled continuous learning as one of the written values at her previous employer. She confessed she could not remember the other values of the organization. She paused for moment and then said: “*Weird that I could not remember the values now that I have left the company.*” Although Participant 9 thought the

organization promoted and valued continuous learning, she believed in reality the organization did not “*promote much of this.*” She recalled the organization prided itself on providing good customer service. Participant 9 believed her previous employer did not live up to this attribute because of a lack of resources and poor organizational structure, both of which resulted in employees not being able to provide good customer service.

Participant 9 was six months into her employment when she realized a mismatch existed between her values and the values that were conveyed to her during the recruitment process. Participant 9 was told that her position would require light travel and that she would need to work less than 60 hours a week. “*The job was horrible,*” she said as she described the working conditions of her position. In reality, Participant 9 worked 80-100 hours a week and had to travel four days out of the week. She recalled during the recruitment process that the recruiter “*preached*” work-life balance. Participant 9 remembered many of her co-workers were divorced or if they had a family, her co-workers did not talk about them at work. She assumed that the mindset of the organization was that: “*family was not important. You need to work 80 hours a week to make a career there.*” Participant 9 summed up her experience with the following statement: “*I felt frustrated; I felt I was lied to in the [recruitment] process. The reality was the opposite of what I was told.*” Participant 9 said she spoke to her manager about her concerns with her workload. Unfortunately, nothing changed for Participant 9 and within eight weeks of realizing her mismatch between her values and the values of her previous employer, she resigned from her position to pursue an opportunity with another organization.

Case 9 unit of analysis and theory support. Overall, Case 9 supported the theory that Participant 9 realized a mismatch of the espoused values she was sold on as an applicant during the recruitment process and the reality of the organizational culture as an employee. As a result of the mismatch, Participant 9 voluntarily separated from her previous employer. Table 15 reports the findings for each unit of analysis and empirical indicators for this case.

Table 15

Case 9 Unit of Analysis Responses

Unit of analysis	Empirical indicators	Source of data and measurements to support theory	Theory supported
Applicant job search criteria	Organizational attractiveness	Participant 9 looked for organizations that had been recognized for being a “ <i>best place to work</i> ” and advocated a work-life balance as opposed to an organization that “ <i>works you to the ground.</i> ” An organization that invested in their employees through training and career opportunities was important to her as well.	Supported
Recruitment advertisement and activities performed by the organization	Source of recruitment advertisement	Participant 9 employed a variety of methods when researching organizations in her job search. These methods included working with search firms, perusing online job boards, and networking with people within her occupation (sales) who had worked for her targeted organizations.	Supported
	Language in recruitment advertisement to describe espoused values	During the recruitment process with her previous employer, the culture was described to be “ <i>intense</i> ” with a lot of work involved, good work-life balance, and the organization being supportive of employees pursuing further education.	Supported
		Likert scale response was strongly agree.	Supported
	Positive “signals” of how the culture operates	Participant 9 believed she was provided a glimpse of the day in the life of the position. Likert scale response was strongly agree.	Supported Supported

	Realistic Job Preview (RJP)	Likert scale response was agree.	Supported
Description of espoused values match with applicant's criteria	No: Applicant will self-select out of recruitment process	Not applicable.	Not reported
	Yes: Applicant accepts job based on perceived match of espoused values	Participant 9 accepted the opportunity based on conversations with her future manager. The manager described the opportunity as being " <i>challenging, providing career growth opportunities, good work-life balance, and working on a team of successful Type A players.</i> "	Supported
Employment within organization	Employee embedded within organizational culture	Participant 9 recalled continuous learning as one of the written values at her previous employer.	Supported
	Employee realizes mismatch between perceived espoused values and basic assumptions of the organizational culture	Participant 9 was six months into her employment when she realized a mismatch existed between her values and the values that were conveyed to her during the recruitment process. Participant 9 was told that her position would require light travel and that she would need to work less than 60 hours a week. " <i>The job was horrible,</i> " she said as she described the working conditions of her position. In reality, Participant 9 worked 80-100 hours a week and had to travel four days out of the week.	Supported
	Reaction of the employee once mismatch is recognized	Participant 9 said she spoke to her manager about her concerns with her workload.	Supported
Does the employee leave the organization?	No: Employee remains in organization	... within eight weeks of realizing her mismatch between her values and the values of her previous employer, Participant 9 resigned from her position to pursue an opportunity with another organization.	Not supported
	Yes: Employee voluntarily leaves the organization due to poor fit	... within eight weeks of realizing her mismatch between her values and the values of her previous employer, Participant 9 resigned from her position to pursue an opportunity with another organization.	Supported

Case 10. Participant 10 was a 26-year-old marketing professional with nearly six years of full-time, professional work experience at the time of this study. Her previous employer of four years was in the retail industry. Participant 10 valued organizations that had a good work-life balance, provided opportunities for growth within the organization, and possessed a good corporate reputation. Organizational culture was important to Participant 10 as she liked to work for fast-paced organizations with a workforce that was younger in age so that she can fit in with co-workers that were around her age. When researching organizations during her job search, Participant 10 visited online job boards such as Careerbuilder.com and Indeed.com as well as corporate websites. Participant 10 also relied on personal referrals from friends and colleagues to learn about career opportunities. She said she found her current job through a personal referral.

Participant 10 recalled the culture of her previous employer being described as young, fast-paced, and providing room for advancement. She noted that the position with her previous employer was her first job out of college. Participant 10 said she had some friends that worked for the organization and thought *“that it would be cool to work for the company.”* Based on the description of information about the organization she gathered during the recruitment process, Participant 10 admitted she developed: *“...a romanticized view of the company. It seemed like a lot of fun and reputable.”* Conversely, she did not believe that she received a glimpse of what it would be like to work for her previous employer. From a job description standpoint, Participant 10 believed the job description was *“very general and vague.”* She noted the job descriptions varied from one department to the next and it was not until she started working in the role that she would realize this difference. Eventually, Participant 10 accepted the position due to

potential career advancement opportunities and her desire to “*grow and develop with the company straight from college.*”

“*Really good question,*” was the initial response from Participant 10 when asked to recall the written organizational values of her previous employer. She knew that by describing the values, she was concerned that certain individuals would be able to determine her previous employer was involved in this study once it was published and made available to the general public. Participant 10’s concern quickly disappeared as she rattled off the values being “*fast, fun, and friendly.*” “*Speed is life,*” described the fast-paced culture in which everything was fast-paced including the 15-minute scheduled coffee breaks that employees were encouraged to have with one another. Participant 10 also noted that the organization stressed fun, team building, and community service. “*Feedback is a gift.*” Participant 10 said the organization emphasizes feedback between employees and their managers.

Participant 10 believed her previous employer lived up to its organizational values. However, she thought that work-life balance was an issue. While the organization advocated for work-life balance, she believed managers determined this balance for their respective teams. Participant 10 recalled her team was required to work more than 50 hours a week including weekends on some occasions. Participant 10 was in her role for two and a half years before she realized a mismatch between her values and the values of her previous employer. The mismatch centered on a lack of career advancement opportunities. Participant 10 added:

I realized that my role did not have a specific career path or a specific timeline to be promoted. My manager was not good at developing or supporting me. I felt frustrated because there was no support from management.

Participant 10 noted that because of organization policy on promotions, she could not skip pay grades to move into a position even though she felt she had the skills to qualify for the position. As a result of the organization's policy, Participant 10 said she "*felt stuck*" in her role and that she was no longer feeling challenged. She believed she had "*mastered*" her role. Participant 10 noted she felt like she lost motivation in her position. She recalled that some of her co-workers began to notice her disengagement and they began to express to her they felt the same way in their positions. Participant 10 joked that she developed friendships with her co-workers based on their shared experiences and feelings about working at the organization.

Participant 10's reaction to her discovery of the mismatch between her values and the values of her previous employer was to begin looking for a new job. She said she began saving her money because she wanted to relocate to a different city to pursue her next opportunity. Moreover, Participant 10 wanted to change industries as well. She began to network with friends to inquire about new career opportunities. She confessed she was "*half-assed, not as diligent with the job search,*" when she explained why it took her over a year to find a new job. Participant 10 stated that if she had been more committed to the job search, she would have found another job earlier. Reflecting on her recent job search, Participant 10 stated: "*I wanted to find a job that I could grow into. The search was more self-discovery about finding my passion and turning it into a career.*" In hindsight, Participant 10 believed she had a great experience with her

previous employer. She expressed no regrets about working there and said her previous employer was a “*great starter company for someone out of college.*” She said she left her previous employer of more than four years to “*follow her passion.*”

Case 10 unit of analysis and theory support. Overall, Case 10 supported the theory that Participant 10 realized a mismatch of the espoused values she was sold on as an applicant during the recruitment process and the reality of the organizational culture as an employee. As a result of the mismatch, Participant 10 voluntarily separated from her previous employer. Table 16 reports the findings for each unit of analysis and empirical indicators for this case.

Table 16

Case 10 Unit of Analysis Responses

Unit of analysis	Empirical indicators	Source of data and measurements to support theory	Theory supported
Applicant job search criteria	Organizational attractiveness	Participant 10 valued organizations that had a good work-life balance, provided opportunities for growth within the organization, and possessed a good corporate reputation. Organizational culture was important to Participant 10 as she liked to work for fast-paced organizations with a workforce that was younger in age so that she can fit in with co-workers that were around her age.	Supported
Recruitment advertisement and activities performed by the organization	Source of recruitment advertisement	When researching organizations during her job search, Participant 10 visited online job boards such as Careerbuilder.com and Indeed.com as well as corporate websites. Participant 10 also relied on personal referrals from friends and colleagues to learn about career opportunities.	Supported
	Language in recruitment advertisement to describe espoused values	Participant 10 recalled the culture of her previous employer being described as young, fast-paced, and providing room for advancement. Likert scale response was strongly agree.	Supported Supported

	Positive “signals” of how the culture operates	Participant 10 did not believe that she received a glimpse of what it would be like to work for her previous employer. From a job description standpoint, Participant 10 believed the job description was “ <i>very general and vague.</i> ”	Not supported
		Likert scale response was agree.	Supported
	Realistic Job Preview (RJP)	Likert scale response was disagree.	Not supported
Description of espoused values match with applicant’s criteria	No: Applicant will self-select out of recruitment process	Not applicable.	Not reported
	Yes: Applicant accepts job based on perceived match of espoused values	Participant 10 accepted the position due to potential career advancement opportunities and her desire to “ <i>grow and develop with the company straight from college.</i> ”	Supported
Employment within organization	Employee embedded within organizational culture	...values being “ <i>fast, fun, and friendly.</i> ” “ <i>Speed is life,</i> ” described the fast-paced culture in which everything was fast-paced including the 15-minute scheduled coffee breaks that employees were encouraged to have with one another. Participant 10 also noted that the organization stressed fun, team building, and community service. “ <i>Feedback is a gift.</i> ” Participant 10 said the organization emphasizes feedback between employees and their managers.	Supported
	Employee realizes mismatch between perceived espoused values and basic assumptions of the organizational culture	Participant 10 was in her role for two and a half years before she realized a mismatch between her values and the values of her previous employer. The mismatch centered on a lack of career advancement opportunities. Participant 10 added “ <i>I realized that my role did not have a specific career path or a specific timeline to be promoted. My manager was not good at developing or supporting me. I felt frustrated because there was no support from management.</i> ”	Supported
	Reaction of the employee once mismatch is recognized	Participant 10’s reaction to her discovery of the mismatch between her values and the values of her previous employer was to begin looking for a new job.	Supported
Does the employee leave the organization?	No: Employee remains in organization	She confessed she was “ <i>half-assed, not as diligent with the job search,</i> ” when she explained why it took her over a year to find a new job.	Supported

Yes: Employee voluntarily leaves the organization due to poor fit

Participant 10 separated from her previous employer after four years of service.

Supported

Case 11. Participant 11 was a 43-year-old human resources professional with 20 years of full-time, professional work experience at the time of this study. Her previous employer of five and a half years was in the agricultural industry. Participant 11 said that in the past she was primarily “*position-driven*” in her job search and looked for positions that had a wide scope of influence and impact within an organization. In her recent job searches, Participant 11 had been more “*company-driven.*” She looked for organizations that had a good reputation in the marketplace as well as being employee friendly. Additionally, Participant 11 looked for organizations that were actively involved in their communities and helped their employees maximize their skills. Participant 11 stated she used a variety of methods to research organizations during her job search. One method was using online websites such as LinkedIn.com and Google.com to review the profiles of her targeted organizations. Another method that Participant 11 used in her job search was networking with people as a means to gain an insight of the culture, structure, and the day-to-day environment of her targeted organizations.

Participant 11 noted she networked her way into her position with her previous employer. She recalled the culture being described to her during the recruitment process as being “*relationship-driven.*” The organization encouraged employees to interact with other employees throughout the organization in an effort to build strategic relationships and improve their own business acumen. Additionally, the organizational culture fostered

and encouraged internal movement of their employees across different business segments.

Despite her interest in the organization, Participant 11 admitted she did not have a positive experience with the recruitment process. She said the recruitment process took two to three months to complete. Due to the length of the recruitment process, Participant 11 began to question the organization's ability to make decisions in a timely manner. She was concerned about whether or not her previous employer was still considering her as a candidate for the position. *"I was not happy with the delay,"* said Participant 11 when describing her experience of the recruitment process but she assumed that her experience was atypical. Participant 11 accepted the offer because she felt her personal values matched the values of her previous employer. She also liked the fact that the organization valued integrity, innovation, and building relationships.

Participant 11 admitted that, while she could not recall all of the written organizational values of her previous employer, the three she remembered were integrity, leadership, and courage. She recalled that employees had to show how they demonstrated these values in their jobs during their annual performance reviews but were not rated on them. Rather, the employees were rated on behavioral concepts such as, but not limited to: inclusiveness, business acumen, collaboration, and execution. Participant 11 believed her previous employer sometimes lived up to its own organizational values. She said some managers struggled with providing critical feedback to employees. Participant 11 indicated that receiving manager feedback was important to her in terms of enhancing her own career development. She believed that in order for an employee to achieve optimum performance, the manager must provide that employee with critical feedback about their

performance. Another concern Participant 11 had with her previous employer was that she found that accountability was inconsistent and lacking in some areas of the organization. She said that levels of accountability varied from one employee to the next depending on the strength of the relationship with his or her management team.

Participant 11 realized a mismatch with her employer “*after working for my fourth manager.*” She felt her direct manager did not understand or value her role within the organization. Participant 11 would constantly explain the value of her role and the impact it had within the organization. She said, “*I felt like I was speaking a different language,*” when describing the miscommunication between her and her manager. Although Participant 11’s manager later transitioned into a different role, she began to encounter a different issue with other managers. In the final year of employment with her previous employer, Participant 11 felt she did not receive the critical feedback she needed to better improve her performance. She felt that “*invisible ceilings*” existed within the organization and believed she did not receive the necessary feedback or advice from her managers to break through these ceilings. She stated:

When I did not receive the response that I was looking for, I knew that I had to put together an exit strategy. I came to the conclusion that the company was no longer a match for me.

Participant 11 noted she was recruited for a new opportunity with her current employer.

Case 11 unit of analysis and theory support. Overall, Case 11 supported the theory that Participant 11 realized a mismatch of the espoused values she was sold on as an applicant during the recruitment process and the reality of the organizational culture as an employee. As a result of the mismatch, Participant 11 voluntarily separated from her

previous employer. Table 17 reports the findings for each unit of analysis and empirical indicators for this case.

Table 17

Case 11 Unit of Analysis Responses

Unit of analysis	Empirical indicators	Source of data and measurements to support theory	Theory supported
Applicant job search criteria	Organizational attractiveness	Participant 11 looked for organizations that had a good reputation in the marketplace as well as being employee friendly. Additionally, Participant 11 looked for organizations that were actively involved in their communities and helped their employees maximize their skills.	Supported
Recruitment advertisement and activities performed by the organization	Source of recruitment advertisement	One method was using online websites such as LinkedIn.com and Google.com to review the profiles of her targeted organizations. Another method that Participant 11 used in her job search was networking with people as a means to gain an insight of the culture, structure, and the day-to-day environment of her targeted organizations.	Supported
	Language in recruitment advertisement to describe espoused values	She recalled the culture being described to her during the recruitment process as being <i>“relationship-driven.”</i> The organization encouraged employees to interact with other employees throughout the organization in an effort to build strategic relationships and improve their own business acumen. Additionally, the organizational culture fostered and encouraged internal movement of their employees across different business segments.	Supported
		Likert scale response was disagree.	Not supported
	Positive “signals” of how the culture operates	Participant 11 admitted she did not have a positive experience with the recruitment process. She said the recruitment process took two to three months to complete. Due to the length of the recruitment process, Participant 11 began to question the organization’s ability to make decisions in a timely manner.	Not supported

		Likert scale response was disagree.	Not supported
	Realistic Job Preview (RJP)	Likert scale response disagree.	Not supported
Description of espoused values match with applicant's criteria	No: Applicant will self-select out of recruitment process	Not applicable.	Not reported
	Yes: Applicant accepts job based on perceived match of espoused values	Participant 11 accepted the offer because she felt her personal values matched the values of her previous employer. She also liked the fact that the organization valued integrity, innovation, and building relationships.	Supported
Employment within organization	Employee embedded within organizational culture	Participant 11 admitted that, while she could not recall all of the written organizational values of her previous employer, the three she remembered were integrity, leadership, and courage.	Supported
	Employee realizes mismatch between perceived espoused values and basic assumptions of the organizational culture	Participant 11 realized a mismatch with her employer " <i>after working for my fourth manager.</i> " She felt her direct manager did not understand or value her role within the organization.	Supported
	Reaction of the employee once mismatch is recognized	<i>When I did not receive the response that I was looking for, I knew that I had to put together an exit strategy. I came to the conclusion that the company was no longer a match for me.</i>	Supported
Does the employee leave the organization?	No: Employee remains in organization	Participant 11 remained with her previous employer for one year after the realization of her mismatch.	Supported
	Yes: Employee voluntarily leaves the organization due to poor fit	Participant 11 noted she was recruited for a new opportunity with her current employer.	Supported

Case 12. Participant 12 was a 43-year-old human resource professional with 16 years of full-time, professional work experience at the time of this study. Her previous employer of 10 years was in the consulting industry. Participant 12 looked for

organizations that enforced a casual dress code policy, provided opportunities for training and career development, and a good history of growth. She said work-life balance was important to her. She added: *"I work hard, but I still want to go home."* Participant 12 relied on referrals from people in her network that worked at her targeted organizations. She said her opportunities with both her previous and current employers came from referrals in her network.

Participant 12 said she interviewed with her previous employer on two different occasions. When she interviewed with the organization for the first time, she removed herself from the recruitment process after receiving a counteroffer from the organization she was employed with at the time. Participant 12 recalled that her previous employer approached her 13 months after the first encounter. During the recruitment process on both occasions, she recalled the culture being described to her as being casual. Participant 12 was excited to learn that the organization had a relaxed dress code that allowed employees to wear jeans every day. The organization was a small, startup that only had 13 employees at the time. Due to the size, Participant 12 recalled the employees were close to one another. She added: *"It felt like family, great people, very close-knit."*

Participant 12 had the opportunity to interview with the owners of the organization and was impressed with them as a result of the conversation she had with them. She recalled from these conversations that the owners held their employees accountable for their work but did not micromanage their employees. Participant 12 was told by the owners that it was important to get the job done, regardless of the time it took to complete the work. However, she was warned that the organization at the time lacked structure when it came to developing processes and procedures. Participant 12 believed

the lack of structure was “*not a deal breaker*” and ultimately accepted the offer with her previous employer. She believed in the organization’s mission and liked the fact that the owners valued her input on certain matters during the recruitment process.

For the first eight years of employment, Participant 12 said her previous employer did not have any formal organizational values that were written or visible to employees. She said the reason it took the organization eight years to finally develop a formal set of organizational values was that the owners were focused on growing revenue as opposed to improving the infrastructure of the organization. Participant 12 said that once the organization established written values, she assumed that the values focused more on the field consultants than office staff. She believed the values were not suited for her and the office employees within the organization.

Over time, Participant 12 felt “*disenchanted*” with the organization and began to question some of the decisions being made by the owners. Participant 12 served as an office manager and became concerned when the owners asked her to perform accounting activities she was not comfortable performing. Participant 12 was also having concerns about her increasing workload not matching her salary. Participant 12 said:

I did not receive a raise for four or five years, but others [employees] were receiving a raise. I felt I was being taken advantage of. I believed that I would be recognized for my hard work. I was pissed; I felt taken advantage of; I felt hurt. I was working 60 hours a week.

Participant 12 believed that ownership knew her workload had increased even though she was not receiving annual salary increases. She said that: “*He [one of the*

owners] knew all along that I was not going to ask and he was not going to ask [me] and he was not going to offer. It was a tough pill to swallow.”

Participant 12’s initial reaction was sadness which eventually turned to anger. She said she confided in her spouse about her feelings and sought advice on how to handle the situation. She received a referral from a colleague in her network about an opportunity with her current employer. Participant 12 was excited that her current employer met her salary demands during the recruitment process. “*Sweetest gratification,*” said Participant 12 in her excitement that her new employer was willing to pay her what she felt she was worth. Participant 12 felt her current employer’s willingness to match her salary demands “*validated*” her belief that her previous employer only cared about the bottom line and not her as an individual.

Case 12 unit of analysis and theory support. Overall, Case 12 supported the theory that Participant 12 realized a mismatch of the espoused values she was sold on as an applicant during the recruitment process and the reality of the organizational culture as an employee. As a result of the mismatch, Participant 12 voluntarily separated from her previous employer. Table 18 reports the findings for each unit of analysis and empirical indicators for this case.

Table 18

Case 12 Unit of Analysis Responses

Unit of analysis	Empirical indicators	Source of data and measurements to support theory	Theory supported
Applicant job search criteria	Organizational attractiveness	Participant 12 looked for organizations that enforced a casual dress code policy, provided opportunities for training and career development, and a good history of growth. She said work-life balance was important to her. She added: “ <i>I work hard, but I still want</i>	Supported

<i>to go home.”</i>			
Recruitment advertisement and activities performed by the organization	Source of recruitment advertisement	Participant 12 relied on referrals from people in her network that worked at her targeted organizations.	Supported
	Language in recruitment advertisement to describe espoused values	Participant 12 was excited to learn that the organization had a relaxed dress code that allowed employees to wear jeans every day. The organization was a small, startup that only had 13 employees at the time. Due to the size, Participant 12 recalled the employees were close to one another. She added: <i>“It felt like family, great people, very close-knit.”</i>	Supported
		Likert scale response was strongly disagree.	Not supported
	Positive “signals” of how the culture operates	Participant 12 had the opportunity to interview with the owners of the organization and was impressed with them as a result of the conversation she had with them. She recalled from these conversations that the owners held their employees accountable for their work but did not micromanage their employees.	Supported
		Likert scale response was strongly agree.	Supported
	Realistic Job Preview (RJP)	Likert scale response was strongly disagree.	Not supported
Description of espoused values match with applicant’s criteria	No: Applicant will self-select out of recruitment process	Not applicable.	Not reported
	Yes: Applicant accepts job based on perceived match of espoused values	Participant 12 accepted the offer with her previous employer. She believed in the organization’s mission and liked the fact that the owners valued her input on certain matters during the recruitment process.	Supported
Employment within organization	Employee embedded within organizational culture	For the first eight years of employment, Participant 12 said her previous employer did not have any formal organizational values that were written or visible to employees.	Not supported
	Employee realizes mismatch between perceived espoused values and basic assumptions of the organizational	Over time, Participant 12 felt <i>“disenchanted”</i> with the organization and began to question some of the decisions being made by the owners. Participant 12 was also having concerns about her increasing workload not matching her salary. Participant 12 said: <i>“I did not receive a raise for four or five years, but</i>	Supported

	culture	<i>others [employees] were receiving a raise. I felt I was being taken advantage of. I believed that I would be recognized for my hard work. I was pissed; I felt taken advantage of; I felt hurt. I was working 60 hours a week."</i>	
	Reaction of the employee once mismatch is recognized	Participant 12's initial reaction was sadness which eventually turned to anger.	Supported
Does the employee leave the organization?	No: Employee remains in organization	Participant 12 remained in her for nine months after her realization.	Supported
	Yes: Employee voluntarily leaves the organization due to poor fit	Participant 12 separated from previous employer due to new employer meeting her salary demands.	Supported

Case 13. Participant 13 was a 28-year-old marketing professional with seven years of full-time, professional work experience at the time of this study. Her previous employer of 10 months was in the healthcare industry. Participant 13 preferred to work for large organizations that had opportunities in her profession, provided competitive pay and benefits, work-life balance, and provided mentorship opportunities. When researching organizations, Participant 13 relied on websites such as LinkedIn.com. She also interacted with friends to ask about career opportunities as well as solicit advice regarding her resume.

Participant 13's previous employer was a small healthcare organization that specialized in dental services. During the recruitment process, Participant 13's previous employer was upfront with her that the organization had had some financial issues in the past. Additionally, she received information about the culture of the organization such as employees being prone to gossip and criticizing one another and that the organization experienced high turnover among its dentists. The organization would hire dentists out of

dental school that would work for them for a year before leaving to open their own private practice. While Participant 13 appreciated how straightforward the organization was about their culture, she believed that the process did not provide a glimpse of what it would be like to work there. She said she wanted to see how the dentists and staff interacted with their patients. Moreover, she believed the organization downplayed a lot of the responsibilities of the position she was interviewing for. Participant 13 noted that the organization offered the position to her at the end of her interview. Participant 13 confessed that the organization did not match her values at the time she accepted the offer. She said she accepted the position out of desperation. Participant 13 was laid off from another employer and was looking for a full-time, permanent position. She believed the position had the potential for her to gain relevant experience that could be used to help build her career.

Participant 13 recalled the organization prided itself on providing dental services to both insured and uninsured patients. She did point out that the organization was moving to serve mainly affluent and insured patients. Participant 13 was with the organization for about four months when she noticed issues with the organizational culture began to affect her directly. One of the issues was with her own manager. Participant 13 described her manager as an older male who was not a good communicator and not a "*personal person*." She said her manager had a hard time relating with other employees within the organization. Participant 13 recalled situations in which her manager would converse with her in a condescending manner and would question her education and competency as it related to her work tasks. Participant 13 said her manager was a micromanager and would monitor her email correspondences with other

employees. During her tenure with her previous employer, Participant 13 stated she never felt appreciated and really did not connect with anyone on a “*friendship level.*”

Moreover, she said she would attempt to provide ideas to her manager, which were later rejected by him. Participant 13 summed up her experience in the following statement: “*I felt that I did not learn anything, not business, only how to smile and make copies.*”

Participant 13 provided a four-day notice to her organization and did not inform them of her next opportunity. She resigned from the organization after 10 months of service.

Case 13 unit of analysis and theory support. Overall, Case 13 did not support the theory. Participant 13’s response did not support the unit of analysis that she accepted the job at her previous employer based on her perceived match of espoused values. She indicated that she accepted the position with her previous employer out of desperation due to being unemployed at that time. Table 19 reports the findings for each unit of analysis and empirical indicators for this case.

Table 19

Case 13 Unit of Analysis Responses

Unit of analysis	Empirical indicators	Source of data and measurements to support theory	Theory supported
Applicant job search criteria	Organizational attractiveness	Participant 13 preferred to work for large organizations that had opportunities in her profession, provided competitive pay and benefits, work-life balance, and provided mentorship opportunities.	Supported
Recruitment advertisement and activities performed by the organization	Source of recruitment advertisement	Participant 13 relied on websites such as LinkedIn.com. She also interacted with friends to ask about career opportunities...	Supported
	Language in recruitment advertisement to describe espoused	Participant 13’s previous employer was upfront with her that the organization had had some financial issues in the past. Additionally, she received information about the culture of the organization such as	Not supported

	values	employees being prone to gossip and criticizing one another and that the organization experienced high turnover among its dentists.	
		Likert scale response was agree.	Supported
	Positive “signals” of how the culture operates	Participant 13 believed that the process did not provide a glimpse of what it would be like to work there. She said she wanted to see how the dentists and staff interacted with their patients. Moreover, she believed the organization downplayed a lot of the responsibilities of the position she was interviewing for.	Not supported
		Likert scale response was neither agree nor disagree.	Not supported
	Realistic Job Preview (RJP)	Likert scale response was agree.	Supported
Description of espoused values match with applicant’s criteria	No: Applicant will self-select out of recruitment process	Declined an internal position with another employer. Participant 13 did not want to move into a corporate and believed that the role would not provide any career advancement opportunities.	Supported
	Yes: Applicant accepts job based on perceived match of espoused values	Participant 13 confessed that the organization did not match her values at the time she accepted the offer. She said she accepted the position out of desperation. Participant 13 was laid off from another employer and was looking for a full-time, permanent position.	Not supported
Employment within organization	Employee embedded within organizational culture	Participant 13 recalled the organization prided itself on providing dental services to both insured and uninsured patients.	Supported
	Employee realizes mismatch between perceived espoused values and basic assumptions of the organizational culture	Participant 13 was with the organization for about four months when she noticed issues with the organizational culture began to affect her directly. One of the issues was with her own manager.	Supported
	Reaction of the employee once mismatch is recognized	Participant 13 provided a four-day notice to her organization and did not inform them of her next opportunity.	Supported

Does the employee leave the organization?	No: Employee remains in organization	Participant 13 provided a four-day notice to her organization and did not inform them of her next opportunity.	Not supported
	Yes: Employee voluntarily leaves the organization due to poor fit	Participant 10 resigned from the organization after 10 months of service.	Supported

Case 14. Participant 14 was a 43-year-old human resources professional with 19 years of full-time, professional work experience. Her previous employer of six years was in the medical device industry. Participant 14 looked for organizations that were financially stable and possessed a good reputation and brand in the marketplace. From a position standpoint, Participant 14 wanted to work for organizations that valued human resources as a strategic business partner and were advocates for organization development and change. When researching organizations, Participant 14 used referrals from mentors and colleagues as well as looking at the websites of her targeted organizations to gather information. She spoke extensively about the use of search firms to aid in her job search. Participant 14 said search firms normally approached her regarding career opportunities. She stated some search firms were the: “...*liaison between you and the company. They serve well in negotiations; they help to gather the salary range for room to negotiate.*”

Participant 14 recalled the culture of her previous employer was described as being innovative, that employees were resourceful and helpful and the organization was very mission based. From a position standpoint, the human resources department was strategic and the position itself provided opportunities to work on large-scale initiatives and included the ability to influence business leaders on these initiatives. Participant 14 said she learned of the opportunity from a search firm that provided her a copy of the job

description. She believed the interview process provided a glimpse of what it would be like to work for her previous employer. Participant 14 was able to meet with the hiring manager as well as colleagues she would be working with on a regular basis. She said everyone involved in the recruitment process was very helpful and the interviewers seemed clear about what they were looking for in a candidate for the position. Participant 14 appreciated that the interviews consisted of situational interviews that allowed her to answer questions by providing specific examples of her past. She found the situational interviews to be helpful in that they allowed her to explain how her past experiences matched the needs of the position she was interviewing for.

When Participant 14 accepted the offer from her previous employer, she admitted she really did not think about if her values matched the values of the organization. *“It felt like the right thing to do,”* she said. Participant 14 said the rationale behind her decision to accept the position was that the position provided opportunities to grow in her career. Moreover, the opportunity would have allowed her to lead projects and large-scale initiatives within the organization.

Participant 14 was able to recall many of the written organizational values of her previous employer. These values included: customer focus, candor and trust, accountability, passion to win, and respect. The organization employed various methods to ensure that employees adhered to these values. The methods included training on values, employees responding to surveys that asked questions regarding the values, and employees being evaluated on values during their annual performance reviews. Participant 14 believed the organization did not live up to its value of respect. She said there were some situations in which she questioned the decision making process of some

individuals and the impact of their decisions on other employees. Participant 14 said that, while she valued her own personal career development, she believed she was not receiving the support from the organization to transition into other roles. Participant 14 said that many of the decisions made by her management team were *“politically-based.”* She said: *“decision making became uncomfortable. I did not have trust in the leadership. I felt that there were missteps during change management initiatives.”*

Participant 14 described a situation in which her management team informed her that they were moving another employee into her role. The problem was that Participant 14 was the incumbent in that role and the management team made the decision to move the employee before informing Participant 14. The management team wanted and expected Participant 14 to move into a different role without her consent. Participant 14 did not want to move into the role the management team was attempting to move her into. She believed the management team was not making *“logical steps”* and she became skeptical of her management team’s decision-making process. Participant 14 felt *“disrespected”* about the situation and started to distrust her management team as a result. *“I was livid,”* recalled Participant 14 as she described her feelings when she realized the mismatch between her values and the values of her previous employer. Although she enjoyed the overall culture of her previous employer, she admitted that she was *“upset”* at the management team within her department. During this period, Participant 14 began to think about her options, *“...either stay, wait it out and grow to love the new role, or embrace other opportunities.”* Within six months of her discovery of the mismatch, Participant 14 moved into a new role with another employer that was not offered to her at her previous employer. She said that her issue at her previous

employer was with her management team, not with her co-workers. Participant 14 stated that she still maintains a relationship with many of her former co-workers. Additionally, she was firm in her response that she would consider a return to her previous employer *“if the opportunity was right.”*

Case 14 unit of analysis and theory support. Overall, Case 14 supported the theory that Participant 14 realized a mismatch between the espoused values she was sold on as an applicant during the recruitment process and the reality of the organizational culture as an employee. As a result of the mismatch, Participant 14 voluntarily separated from her previous employer. Table 20 reports the findings for each unit of analysis and empirical indicators for this case.

Table 20

Case 14 Unit of Analysis Responses

Unit of analysis	Empirical indicators	Source of data and measurements to support theory	Theory supported
Applicant job search criteria	Organizational attractiveness	Participant 14 looked for organizations that were financially stable and possessed a good reputation and brand in the marketplace. From a position standpoint, Participant 14 wanted to work for organizations that valued human resources as a strategic business partner and were advocates for organization development and change.	Supported
Recruitment advertisement and activities performed by the organization	Source of recruitment advertisement	Participant 14 used referrals from mentors and colleagues as well as looking at the websites of her targeted organizations to gather information. She spoke extensively about the use of search firms to aid in her job search.	Supported
	Language in recruitment advertisement to describe espoused values	Participant 14 recalled the culture of her previous employer was described as being innovative, that employees were resourceful and helpful and the organization was very mission based.	Supported

		Likert scale response was agree.	Supported
	Positive “signals” of how the culture operates	She believed the interview process provided a glimpse of what it would be like to work for her previous employer. Participant 14 was able to meet with the hiring manager as well as colleagues she would be working with on a regular basis. She said everyone involved in the recruitment process were very helpful and the interviewers seemed clear about what they were looking for in a candidate for the position.	Supported
		Likert scale response was strongly agree.	Supported
	Realistic Job Preview (RJP)	Likert scale response was agree.	Supported
Description of espoused values match with applicant’s criteria	No: Applicant will self-select out of recruitment process	Not applicable.	Not reported
	Yes: Applicant accepts job based on perceived match of espoused values	“ <i>It felt like the right thing to do,</i> ” she said. Participant 14 said the rationale behind her decision to accept the position was that the position provided opportunities to grow in her career. Moreover, the opportunity would have allowed her to lead projects and large-scale initiatives within the organization.	Supported
Employment within organization	Employee embedded within organizational culture	Participant 14 was able to recall many of the written organizational values of her previous employer. These values included: customer focus, candor and trust, accountability, passion to win, and respect.	Supported
	Employee realizes mismatch between perceived espoused values and basic assumptions of the organizational culture	Participant 14 said that, while she valued her own personal career development, she believed she was not receiving the support from the organization to transition into other roles. Participant 14 said that many of the decisions made by her management team were “ <i>politically-based.</i> ”	Supported
	Reaction of the employee once mismatch is recognized	“ <i>I was livid,</i> ” recalled Participant 14 as she described her feelings when she realized the mismatch between her values and the values of her previous employer. Although she enjoyed the overall culture of her previous employer, she admitted that she was “ <i>upset</i> ” at the management team within her department.	Supported

Does the employee leave the organization?	No: Employee remains in organization	Participant 14 began to think about her options, “... <i>either stay, wait it out and grow to love the new role, or embrace other opportunities.</i> ”	Supported
	Yes: Employee voluntarily leaves the organization due to poor fit	Within six months of her discovery of the mismatch, Participant 14 moved into a new role with another employer that was not offered to her at her previous employer.	Supported

Case 15. Participant 15 was a 28-year-old supply chain professional who had six and a half years of full-time, professional work experience. His previous employer of six and a half years was in the retail industry. Participant 15 looked for organizations that provided opportunities for growth as well as competitive salary and benefits. He looked for organizations whose values matched his personal values. One of those values was commitment to diversity and outreach. Participant 15 looked for organizations that committed their time and money into giving back to the community. Participant 15 used a two-pronged approach in his job search to research organizations. One approach was conducting online research in which he used websites such as Glassdoor.com, Google.com, and Careerbliss.com to gain a subjective point of view of his targeted organizations. The second approach was networking with search firms and friends in order to learn more about career opportunities as well as receive career advice. “*I utilized networking to gather more data points,*” Participant 15 said regarding his need to gather as much information as possible about an organization before making a decision.

Participant 15 was initially recruited as an intern by his previous employer at a job fair. During the initial recruitment process, Participant 15 recalled hearing the organization’s culture was tied to the overall organizational brand. He recalled the organization using “*catchphrases*” such as: “*Speed is life,*” “*Fast, fun and friendly,*” and

“Expect more, pay less,” to describe the culture. Participant 15 praised his previous employer for doing a good job of selling themselves visually in a way to: *“...grab people’s attention. What you hear and read aligns with the experience.”* Another attribute of the culture that was described to him was that the organization demonstrated a commitment to diversity. Participant 15 was impressed with the diverse recruitment staff present at the job fair as well as the videos he watched of employee testimonials describing their experiences working for the organization.

Participant 15 believed that the recruitment process gave him a *“feeling, but not an indication of what the actual work day would be like.”* He believed the job description was vague and he questioned if the organization intentionally provided vague job descriptions to candidates or if the recruiters were not properly educated about the positions. Participant 15 noted that the overall brand of the organization was consistent in that he felt the recruitment advertisements aligned with the brand during the recruitment process. Participant 15 said that his experience in the recruitment process was not a factor in his decision to work for his previous employer. He described the recruitment process as being *“overwhelming”* in that he was interviewing with multiple organizations the same day he attended the job fair.

At the time he accepted the offer from his previous employer, Participant 15 believed that his values matched the values of the organization. He believed that he and the organization were congruent when it came to compensation, potential career opportunities, the position being close to his home, and the fact that he would be able to use his educational background in his role. When asked if he would have changed his

decision to work for his previous employer if he had been provided with a balanced view of the organization Participant 15 said:

It depends, it could go either way. I appreciate the insight, but I could have changed my decision. Your options play a role. How much do I really need this job? [Or] Do I want this job?

Participant 15 was able to recall many of the written organizational values of his previous employer. He recalled the branding of: “*Fast, fun and friendly,*” as well as “*Speed is life.*” Additionally, he recited the organization’s four commitments to shareholders, guests, team members, and communities. Participant 15 remembered that employees adhered to the values by being able to demonstrate their use of the values during their annual performance reviews. Overall, Participant 15 thought the organization lived up to its organizational values, even as he transitioned from an intern into a full-time, permanent employee. For example, the organization demonstrated commitment to continuous learning and the growth of its employees. Participant 15 praised his previous employer’s ability to successfully adapt in the constantly changing retail industry as well as surviving the recent recession that affected the economy.

Participant 15 realized a mismatch between his values and the values of his previous employer in terms of career development. Although, he did not state a specific moment in time that he had this realization, he said he recalled feeling a sense of the mismatch every one to two years throughout his tenure with the organization. Participant 15 said he would question himself about what opportunities existed at the time as well as the timing of his development. He noticed he was not getting the support he needed from management to address his questions regarding his career development. Participant 15

stated that the organization advocated self-development. The caveat was that employees were expected to drive their own development without much assistance from the organization. Participant 15 found that managers would discuss career development during the entry stage into the organization, but these conversations occurred less frequently as the employee worked for the organization for a while.

Participant 15's reaction to his mismatch was mainly self-reflection. He described how he would reflect on his own actions and question if he could have done more to drive his own career development. Participant 15 also began to question his current status in his development and where he wanted to go in his career. *"I felt that I was not where I wanted to be after nearly seven years at the company,"* recalled Participant 15. During this period of career reflection, Participant 15 was approached by a neighbor about a career opportunity within his organization. Participant 15 admitted that he was not exploring opportunities outside of his previous employer at the time but was curious to learn more about the opportunity that was presented to him. Learning about the new opportunity caused Participant 15 to further question his situation and career direction at his previous employer. The new opportunity would allow him to accelerate his career to the next step (manager role), a step that would have taken him five years to reach at his previous employer, according to Participant 15. Ultimately, Participant 15 felt his career goals did not match with his previous employer's goals as it related to his career development and decided to take the opportunity with the new organization.

Case 15 unit of analysis and theory support. Overall, Case 15 supported the theory that Participant 15 realized a mismatch of the espoused values he was sold on as an applicant during the recruitment process and the reality of the organizational culture as

an employee. As a result of the mismatch, Participant 15 voluntarily separated from his previous employer. Table 21 reports the findings for each unit of analysis and empirical indicators for this case.

Table 21

Case 15 Unit of Analysis Responses

Unit of analysis	Empirical indicators	Source of data and measurements to support theory	Theory supported
Applicant job search criteria	Organizational attractiveness	Participant 15 looked for organizations whose values matched his personal values. One of those values was commitment to diversity and outreach. Participant 15 looked for organizations that committed their time and money into giving back to the community.	Supported
Recruitment advertisement and activities performed by the organization	Source of recruitment advertisement	One approach was conducting online research in which he used websites such as Glassdoor.com, Google.com, and Careerbliss.com to gain a subjective point of view of his targeted organizations. The second approach was networking with search firms and friends in order to learn more about career opportunities as well as receive career advice.	Supported
	Language in recruitment advertisement to describe espoused values	Participant 15 recalled the organization using “catchphrases” such as: “ <i>Speed is life,</i> ” “ <i>Fast, fun and friendly,</i> ” and “ <i>Expect more, pay less,</i> ” to describe the culture.	Supported
		Likert scale response was strongly agree.	Supported
	Positive “signals” of how the culture operates	Participant 15 believed that the recruitment process gave him a “ <i>feeling, but not an indication of what the actual work day would be like.</i> ”	Not supported
		Likert scale response was neither agree nor disagree.	Not supported
	Realistic Job Preview (RJP)	Likert scale response was neither agree nor disagree.	Not supported

Description of espoused values match with applicant's criteria	No: Applicant will self-select out of recruitment process	Interviewed with various organizations at a career fair. Participant 15 believed that the organizations were "not selling themselves as good as other [organizations]." He believed that he did not connect with these organizations due to not getting an indication of their values from recruitment personnel.	Supported
	Yes: Applicant accepts job based on perceived match of espoused values	At the time he accepted the offer from his previous employer, Participant 15 believed that his values matched the values of the organization. He believed that he and the organization were congruent when it came to compensation, potential career opportunities, the position being close to his home, and the fact that he would be able to use his educational background in his role.	Supported
Employment within organization	Employee embedded within organizational culture	Participant 15 was able to recall many of the written organizational values of his previous employer. He recalled the branding of: " <i>Fast, fun and friendly,</i> " as well as " <i>Speed is life.</i> " Additionally, he recited the organization's four commitments to shareholders, guests, team members, and communities.	Supported
	Employee realizes mismatch between perceived espoused values and basic assumptions of the organizational culture	Participant 15 realized a mismatch between his values and the values of his previous employer in terms of career development. Although, he did not state a specific moment in time that he had this realization, he said he recalled feeling a sense of the mismatch every one to two years throughout his tenure with the organization.	Supported
	Reaction of the employee once mismatch is recognized	Participant 15's reaction to his mismatch was mainly self-reflection. He described how he would reflect on his own actions and question if he could have done more to drive his own career development. Participant 15 also began to question his current status in his development and where he wanted to go in his career.	Supported
Does the employee leave the organization?	No: Employee remains in organization	Participant 15 also began to question his current status in his development and where he wanted to go in his career. During this period of career reflection, Participant 15 was approached by a neighbor about a career opportunity within his organization.	Supported
	Yes: Employee voluntarily leaves the organization due to poor fit	Participant 15 felt his career goals did not match with his previous employer's goals as it related to his career development and decided to take the opportunity with the new organization.	Supported

Case 16. Participant 16 was a 61-year-old banking professional who had 27 years of full-time, professional work experience. Her previous employer of six and a half years was in the financial services industry. Participant 16 searched for mid-sized organizations that possessed a culturally diverse workforce and that provided her close access to senior management and other “*decision makers*” within the organization. When researching organizations in her job search, Participant 16 relied on methods such as search firms and networking. She said that networking had been successful for her in that she interacted with friends that work at her targeted organizations within the financial services industry.

Participant 16 recalled the culture of her previous employer being described as a growing subsidiary of a larger organization that possessed a culturally diverse workforce. She said the organization was looking to expand its international division which would change the methods in which the organization would conduct business in the future. The organization’s expansion efforts were one of the things that intrigued Participant 16 about this opportunity. She stated recruitment advertisements were not a factor in her attraction to her previous employer. The reason was that Participant 16 was referred to her previous employer and relied on the information she received from her referral rather than reviewing the recruitment advertisements from her previous employer.

Participant 16 strongly agreed that her experience in the recruitment process played a role in her decision to work for her previous employer. Participant 16 appreciated the fact that she had the opportunity to interview with several employees, including the hiring manager and at least three other colleagues from the organization. She said she has over 20 years of interviewing experience but this particular experience was the first time she had ever interviewed with multiple employees. Participant 16’s

previous interviewing experience was interviewing only with the hiring manager before a hiring decision was made. Participant 16 believed the recruitment process did provide a glimpse of what it would be like to work for her previous employer. She believed that since she was able to interview with so many employees, she was able ask them questions to get *“a good idea of what success looked like.”*

At the time Participant 16 received an offer from her previous employer, she believed her values matched the values of the organization. She added that she believed the *“diverse backgrounds and experience of her co-workers [had the ability] to make the department successful.”* Participant 16 said she would not have changed her decision to work for her previous employer if she had been provided with a balanced view of the organization during the recruitment process. She admitted that, while she had concerns about the organization, *“The allure of the opportunities would have masked those issues,”* because of the organization’s international expansion efforts.

When she was recalling the written values of the organization, Participant 16 said her previous employer had *“strong value statements.”* The values were: treating customers well, being a trusted advisor to customers, inclusion of employees from a variety of backgrounds, and advocating for work-life balance. Participant 16 thought the organization *“did a good job,”* of promoting their values. Conversely, when asked if the organization lived up to their values, Participant 16’s response was *“superficially.”* She said that, while the overall organization lived up to its values at the department level, these values *“did not filter down.”* Participant 16 believed managers are responsible for promoting the values of the organization. She described organizational culture at the department level as: *“Culture is as good as the environment that you work in.”*

Participant 16 worked for two different managers during her tenure with her previous employer. The first manager in her opinion was open-minded and results driven. Participant 16 liked the fact that her first manager valued her input and did not micromanage her but gave her autonomy to make her own decisions. Participant 16's second manager was different from the first manager in that the second manager possessed a *"this is the way it is done,"* mindset and was very process-oriented. Because of the leadership style of the second manager, Participant 16 admitted she would often disagree with many of her manager's decisions. Many of these issues were related to the general responsibilities in Participant 16's role. In the past, she was allowed to use her own method of building and sustaining relationships with customers in an effort to sell products. However, with the second manager, Participant 16 said the focus was more about *"making money"* instead of building relationships with customers. Additionally, she noticed she had to play more of a customer service role in which she had to frequently answer questions about the organization's financial products instead of providing account maintenance for her established customers.

The organization's international expansion efforts also began to affect Participant 16's role. She found the role to be *"demanding"* and *"too stressful."* Participant 16 said this was because there were not clear expectations defining success and because the role was constantly changing. When she realized a mismatch between her values and the values of her previous employer, her initial reaction was to wait. She said: *"I wanted to wait a year to see what happens. I was waiting for a [new] opportunity that was overseas."* Unfortunately, Participant 16 did not find any international career opportunities with her previous employer. After a year and a half of realizing her

mismatch of values, she left for a new opportunity with a different organization.

Participant 16 added: *“I wanted to go somewhere that had clear cut goals and expectations...I found that within my current employer.”*

Case 16 unit of analysis and theory support. Overall, Case 16 supported the theory that Participant 16 realized a mismatch of the espoused values she was sold on as an applicant during the recruitment process and the reality of the organizational culture as an employee. As a result of the mismatch, Participant 16 voluntarily separated from her previous employer. Table 22 reports the findings for each unit of analysis and empirical indicators for this case.

Table 22

Case 16 Unit of Analysis Responses

Unit of analysis	Empirical indicators	Source of data and measurements to support theory	Theory supported
Applicant job search criteria	Organizational attractiveness	Participant 16 searched for mid-sized organizations that possessed a culturally diverse workforce and that provided her close access to senior management and other “ <i>decision makers</i> ” within the organization.	Supported
Recruitment advertisement and activities performed by the organization	Source of recruitment advertisement	Participant 16 relied on methods such as search firms and networking. She said that networking had been successful for her in that she interacted with friends that work at her targeted organizations within the financial services industry.	Supported
	Language in recruitment advertisement to describe espoused values	Participant 16 recalled the culture of her previous employer being described as a growing subsidiary of a larger organization that possessed a culturally diverse workforce.	Supported
		Likert scale response was neither agree nor disagree.	Not supported
	Positive “signals” of how the culture operates	Participant 16 believed the recruitment process did provide a glimpse of what it would be like to work for her previous employer. She believed that since she was	Supported

		able to interview with so many employees, she was able ask them questions to get “ <i>a good idea of what success looked like.</i> ”	
		Likert scale response was strongly agree.	Supported
	Realistic Job Preview (RJP)	Likert scale response was disagree.	Not supported
Description of espoused values match with applicant’s criteria	No: Applicant will self-select out of recruitment process	Participant 16 interviewed with a small, family-owned organization. She did not accept the offer with this organization due to her having concerns about the “fairness of certain processes.”	Supported
	Yes: Applicant accepts job based on perceived match of espoused values	At the time Participant 16 received an offer from her previous employer, she believed her values matched the values of the organization. She added that she believed the “ <i>diverse backgrounds and experience of her co-workers [had the ability] to make the department successful.</i> ”	Supported
Employment within organization	Employee embedded within organizational culture	Participant 16 said her previous employer had “ <i>strong value statements.</i> ” The values were: treating customers well, being a trusted advisor to customers, inclusion of employees from a variety of backgrounds, and advocating for work-life balance.	Supported
	Employee realizes mismatch between perceived espoused values and basic assumptions of the organizational culture	Participant 16’s second manager was different from the first manager in that the second manager possessed a “ <i>this is the way it is done,</i> ” mindset and was very process-oriented. Because of the leadership style of the second manager, Participant 16 admitted she would often disagree with many of her manager’s decisions. The organization’s international expansion efforts also began to affect Participant 16’s role. She found the role to be “ <i>demanding</i> ” and “ <i>too stressful.</i> ” Participant 16 said this was because there were not clear expectations defining success and because the role was constantly changing.	Supported
	Reaction of the employee once mismatch is recognized	When she realized a mismatch between her values and the values of her previous employer, her initial reaction was to wait. She said: “ <i>I wanted to wait a year to see what happens. I was waiting for a [new] opportunity that was overseas.</i> ”	Supported
Does the employee leave the	No: Employee remains in	When she realized a mismatch between her values and the values of her previous	Supported

organization?	organization	employer, her initial reaction was to wait. She said: <i>"I wanted to wait a year to see what happens. I was waiting for a [new] opportunity that was overseas."</i>	
	Yes: Employee voluntarily leaves the organization due to poor fit	After a year and a half of realizing her mismatch of values, she left for a new opportunity with a different organization.	Supported

Case 17. Participant 17 was a 31-year-old sales professional who had 12 years of full-time, professional work experience at the time of this study. His previous employer of 7 months was in the IT software industry. Participant 17 preferred to work for organizations that possessed a *"progressive"* type of organizational culture. A progressive organizational culture, defined by Participant 17, was an organization that engaged its industry and brought about environmental pressures by being proactive and innovative. Participant 17 noted he did not want to work for organizations that possessed an *"old school"* mindset because these types of organizations tend to be reactive and sit back as their industry and environment constantly evolved around them. When researching organizations, Participant 17 liked to network with colleagues within his industry to learn about career opportunities within *"progressive organizations."* Additionally, Participant 17 was usually contacted by search firms to inform him of career opportunities. He said it was common for people with a successful record of accomplishments within the industry to be pursued by search firms regarding career opportunities.

Participant 17 recalled the culture of his previous employer being described to him during the recruitment process as *"progressive and agile"* as a means to sell and deliver products to customers in an innovative and timely manner. Moreover, the

organization was a young and growing subsidiary and was in the process of receiving an investment from its parent company to strengthen its sales and marketing area.

Participant 17 believed the recruitment advertisements played a role in his initial attraction to his previous employer. He said the organization “*presented itself well with their website,*” and thought that the information he received allowed him to get a “*grasp*” of the type of products the organization sold to their customers. Participant 17 thought the recruitment process provided a glimpse of what it would be like to work for his previous employer. He had the opportunity to interview for the role in person and was able to meet with various individuals from the organization’s management team. Based on the process, Participant 17 stated he “*felt like [the organization] was a good place to work.*” Participant 17 worked with a search firm for this opportunity, but thought that the recruiter did a good job of answering questions in a timely manner to Participant 17. He praised the recruiter for being able to understand the needs as well as the strategic vision of the organization and being able to convey this information to Participant 17 during the recruitment process.

Participant 17 believed his values matched the values of his previous employer at the time he accepted the offer. He said he was coming from a larger organization and thought his previous employer provided the “*intimate setting and flexibility*” he was looking for in his new role. Furthermore, the role also provided opportunities to travel and work internationally. Despite the match in values, Participant 17 strongly agreed that he would have changed his decision to work for his previous employer if he had been provided with a balanced view of the organization during the recruitment process. “*I definitely would not have gone there,*” Participant 17 said. Participant 17’s rationale was

that he discovered as an employee that the president of the organization possessed an old school mindset as it related to work expectations.

Participant 17 recalled the written organizational values of his previous employer as: *being ethical, enhance the experience for customers, to be agile, focus on customer service, and doing things the right way.*” Participant 17 praised his previous employer for its commitment to customer service. He said that to an extent, both the organization and his personal values matched when it came to customer support. Participant 17 said he worked with various teams within the organization to sell products and to provide customer support. He believed that his previous employer lived up to its own organizational values when it came to providing customer service and being agile with its customers. In terms of the organization living up to its own values, Participant 17 said: *“90%, no!”*

Participant 17 was in his role for three months when he realized a mismatch between his values and the values of the organization. He noticed the team was not growing as expected and the organization did not receive the investment it was seeking to strengthen its sales and marketing area. As stated earlier, Participant 17 discovered that the president was not as progressive as he sold himself to be during the recruitment process. The president appeared to possess an old school mindset in which he was rigid in how employees worked. According to Participant 17, the president expected employees to work the proverbial eight o’clock in the morning to five o’clock in the afternoon workday schedule and would threaten his employees to be present in the office. *“Management by fear,”* was how Participant 17 described the president’s management style. Participant 17 said the president would expect his employees to be present at work

at eight o'clock in the morning every day. However, the president did "*not lead by example by not being a work at 8 a.m. all the time as well,*" added Participant 17.

Participant 17 also noted that the president had difficulty in his interactions with employees to the point that Participant 17 attempted to mentor the president on how to improve his interaction skills.

Ultimately it took Participant 17 nearly four months to realize he was ready to voluntarily separate from his previous employer once he realized his mismatch between his values and the values of the organization. He said he wanted to wait until after the holiday season to transition into a new organization. Participant 17 said he decided to return to the organization he worked for before for seven years. Participant 17 worked with his most recent employer for seven months. Participant 17 said his current employer provided the organizational support he was looking for to be successful in his role. Additionally, since he worked for the organization for seven years prior to leaving, he was familiar with the employees who worked for the organization.

Case 17 unit of analysis and theory support. Overall, Case 17 supported the theory that Participant 17 realized a mismatch between the espoused values he was sold on as an applicant during the recruitment process and the reality of the organizational culture as an employee. As a result of the mismatch, Participant 17 voluntarily separated from his previous employer. Table 23 reports the findings for each unit of analysis and empirical indicators for this case.

Table 23

Case 17 Unit of Analysis Responses

Unit of analysis	Empirical indicators	Source of data and measurements to support theory	Theory supported
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Applicant job search criteria	Organizational attractiveness	Participant 17 preferred to work for organizations that possessed a “ <i>progressive</i> ” type of organizational culture. A progressive organizational culture, defined by Participant 17, was an organization that engaged its industry and brought about environmental pressures by being proactive and innovative.	Supported
Recruitment advertisement and activities performed by the organization	Source of recruitment advertisement	Participant 17 liked to network with colleagues within his industry to learn about career opportunities within “ <i>progressive organizations.</i> ” Additionally, Participant 17 was usually contacted by search firms to inform him of career opportunities.	Supported
	Language in recruitment advertisement to describe espoused values	Participant 17 recalled the culture of his previous employer being described to him during the recruitment process as “ <i>progressive and agile</i> ” as a means to sell and deliver products to customers in an innovative and timely manner.	Supported
		Likert scale response was agree.	Supported
	Positive “signals” of how the culture operates	Participant 17 thought the recruitment process provided a glimpse of what it would be like to work for his previous employer. He had the opportunity to interview for the role in person and was able to meet with various individuals from the organization’s management team.	Supported
		Likert scale response was agree.	Supported
	Realistic Job Preview (RJP)	Likert scale response was strongly agree.	Supported
Description of espoused values match with applicant’s criteria	No: Applicant will self-select out of recruitment process	Not applicable	Not reported
	Yes: Applicant accepts job based on perceived match of espoused values	Participant 17 believed his values matched the values of his previous employer at the time he accepted the offer. He said he was coming from a larger organization and thought his previous employer provided the “ <i>intimate setting and flexibility</i> ” he	Supported

		was looking for in his new role.	
Employment within organization	Employee embedded within organizational culture	Participant 17 recalled the written organizational values of his previous employer as: <i>being ethical, enhance the experience for customers, to be agile, focus on customer service, and doing things the right way.</i> ”	Supported
	Employee realizes mismatch between perceived espoused values and basic assumptions of the organizational culture	Participant 17 was in his role for three months when he realized a mismatch between his values and the values of the organization. He noticed the team was not growing as expected and the organization did not receive the investment it was seeking to strengthen its sales and marketing area. As stated earlier, Participant 17 discovered that the president was not as progressive as he sold himself to be during the recruitment process.	Supported
	Reaction of the employee once mismatch is recognized	It took participant 17 nearly four months to realize he was ready to voluntarily separate from his previous employer once he realized his mismatch between his values and the values of the organization.	Supported
Does the employee leave the organization?	No: Employee remains in organization	It took participant 17 nearly four months to realize he was ready to voluntarily separate from his previous employer once he realized his mismatch between his values and the values of the organization. He said he wanted to wait until after the holiday season to transition into a new organization.	Supported
	Yes: Employee voluntarily leaves the organization due to poor fit	Participant 17 said he decided to return to the organization he worked for before for seven years. Participant 17 worked with his most recent employer for seven months.	Supported

Cross Case Analysis

The 17 cases in this study were conveniently selected and included individuals from a variety of occupations and industries that possessed at least five years of full-time,

11	Supported	Supported	Supported	Supported	Supported	Supported
12	Supported	Supported	Supported	Supported	Supported	Supported
13	Supported	Supported	Not supported	Supported	Supported	Not supported
14	Supported	Supported	Supported	Supported	Supported	Supported
15	Supported	Supported	Supported	Supported	Supported	Supported
16	Supported	Supported	Supported	Supported	Supported	Supported
17	Supported	Supported	Supported	Supported	Supported	Supported

The overall theory was supported for the individual case when all five units of analysis were supported. Additionally the theory was supported when 80% of the overall individual cases were supported. For this study, 82% of the cases were supported. Based on the findings, the theory was supported. Table 25 displays the results of the cross case analysis of the units of analysis.

Table 25

Aggregate Cross Case Analysis of Units of Analysis

Case	Units of analysis supported	Theory supported?
1	5	Supported
2	4	Not supported
3	5	Supported
4	5	Supported
5	5	Supported

6	5	Supported
7	5	Supported
8	3	Not supported
9	5	Supported
10	5	Supported
11	5	Supported
12	5	Supported
13	4	Not supported
14	5	Supported
15	5	Supported
16	5	Supported
17	5	Supported

The researcher aggregated the findings and indicated the percentage of cases that supported each of the 13 empirical factors. The percentages were rounded to the nearest whole number for ease of reporting. Table 26 displays the results the aggregate cross case analysis and support per unit of analysis.

Table 26

Aggregate Cross Case Analysis and Support per Units of Analysis

Unit of analysis	Empirical indicators	Source of data and measurements to support theory	Cross case support percentage
Applicant job search criteria	Organizational attractiveness	Statements and descriptions from interview data from question #1 indicate that participants' characteristics of their ideal organization possess similar values to their own personal values.	100%
Recruitment advertisement and	Source of recruitment	Statements and descriptions from interview data from question #2 indicate methods used	100%

activities performed by the organization	advertisement	to research organizations in job search.	
	Language in recruitment advertisement to describe espoused values	Statements and descriptions from interview data from question #3 of how the espoused values of participants' previous employer were described to them during the recruitment process.	94%
		Likert scale response to question #3(a) are agree or strongly agree that the recruitment advertisements played a role in attraction to previous employer.	59%
	Positive "signals" of how the culture operates	Statements and descriptions from interview data from question #4 provided the participants with a glimpse of what it would be like to work for previous employer.	59%
		Likert scale response to question #4(a) are agree or strongly agree that the recruitment process played a role in participants' selection of their previous employer.	76%
Realistic Job Preview (RJP)	Likert scale responses to question #6 are agree or strongly agree that participants would have changed their decision to work for their previous employer if provided with a balanced view of the organization.	41%	
Description of espoused values match with applicant's criteria	No: Applicant will self-select out of recruitment process	Statements and descriptions from interview data from question #7 that participants ever declined a job or had withdrawn from the recruitment process because an organization's values didn't match personal values.	35%
	Yes: Applicant accepts job based on perceived match of espoused values	Statements and descriptions from interview data from question #5 that values of previous employer matched personal values of participants at the time they accepted the job offer.	88%
Employment within organization	Employee embedded within organizational culture	Interviewee(s) describing the difference between the organization's espoused values and basic assumptions in question #8.	94%

	Employee realizes mismatch between perceived espoused values and basic assumptions of the organizational culture	Statements and responses to questions #9 and #10 if participants realized a mismatch existed between their values and values of their previous employer.	94%
	Reaction of the employee once mismatch is recognized	Statements and descriptions from question #11.	94%
Does the employee leave the organization?	No: Employee remains in organization	Interviewee(s) indicate in response to question #11 that they remained with the company after discovering the mismatch.	76%
	Yes: Employee voluntarily leaves the organization due to poor fit	Interviewee(s) indicate to question #12 that they left the organization.	94%

Recruitment Advertisements Role in Organizational Attraction

During the interview, the participants were asked (Appendix A, question #3a) to rate if the recruitment advertisements from their previous employer played a role in their attraction to the organization. The empirical indicator that language in recruitment advertisement to describe espoused values was supported if the Likert scale responses were agree or strongly agree to the statement asked by the researcher. The majority of the participants (59%) either agreed or strongly agreed with this statement. Table 27 outlines the distribution of the participants' responses.

Table 27

Recruitment Advertisements Role in Organizational Attraction Responses

	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
Number of responses	2	3	2	6	4

Percentages of total	11.8%	17.6%	11.8%	35.3%	23.5%
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Experience of Recruitment Process Role in Selection of the Organization

Participants were asked (Appendix A, question #4a) to rate if their experience of the recruitment process with their previous employer played a role in their selection to work for the organization. The empirical indicator that the recruitment process played a role in the participant's selection of their previous employer was supported if the Likert scale responses were agree or strongly agree to the statement asked by the researcher. The majority of the responses (76%) either agreed or strongly agreed with the statement. Table 28 outlines the distribution of the participants' responses.

Table 28

Experience of Recruitment Process Role in Selection of Organization Responses

	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
Number of responses	0	1	3	8	5
Percentages of total	0%	5.9%	17.6	47.1%	29.4%

Changed Decision to Work for Organization if Provided With a Realistic Job Preview (RJP)

Participants were asked (Appendix A, question #6) to rate if they would have changed their decision to work for their previous employer if provided a balanced view of the organization during the recruitment process. The empirical indicator that the participant would have changed their decision to work for their previous employer if provided with a balanced view of the organization was supported if the Likert scale

responses were agree or strongly agree to the statement asked by the researcher. The plurality of the responses (47 %) either disagreed or strongly disagreed with the statement. Conversely, only 41% of the responses either agreed or strongly agreed with the statement. Table 29 outlines the distribution of the participants' responses.

Table 29

Changed Decision to work for Organization if Provided with a Realistic Job Preview (RJP) Responses

	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
Number of responses	1	7	2	4	3
Percentages of total	5.9%	41.2%	11.8%	23.5%	17.6%

Realization of the Mismatch Between Personal and Organizational Values

The researcher was interested in collecting numerical data regarding the years the participant spent at their previous employer and the timeframe of when the participant realized the mismatch of the organizational values to the time the participant decided to voluntarily separate from their previous employer. Participant 8 was the only case in this study that indicated that no mismatch existed between her values and the values of her previous employer. Table 30 highlights each case time interval of when a mismatch was realized and the length of time took to separate from the organization.

Table 30

Time Difference between Realization of Mismatch and Decision to Separate from Previous Employer

Case	Realized mismatch at previous employer (in years)	Length of time to leave employer after realization of mismatch (in years)	Total years of employment with previous employer (in years)
1	0.08	0.25	0.33
2	1.25	0.25	1.5
3	3.5	1	4.5
4	6	1	7
5	6	3	9
6	0.75	6.75	7.5
7	1.5	3.1	4.6
8	0	0	10
9	0.5	0.16	0.66
10	2.5	1.5	4
11	4.5	1	5.5
12	9.25	0.75	10
13	0.33	0.5	0.83
14	5.5	0.5	6
15	6.33	0.16	6.5
16	5	1.5	6.5
17	0.25	0.33	0.58

Within this study, the average participant was employed with his or her previous employer for three years before experiencing a realization of the mismatch between his or her values and the values of organization. Additionally, it took the average participant over a year to voluntarily separate from his or her previous employer. As stated

previously, Participant 8 did not realize a mismatch between her values and the values of her previous employer. Table 31 highlights a statistical account of the time difference between the realization of the mismatch and the time it took to separate from the organization.

Table 31

Statistical Account of Realization of Mismatch and Decision to Separate from Previous Employer

	Realized mismatch at previous employer (in years)	Length of time to leave employer after realization of mismatch (in years)	Total years of employment with previous employer
Mean	3.1	1.3	5.0
Median	3	0.875	5.8
Standard Deviation	2.8	1.7	3.2
Minimum	.008	.16	0.3
Maximum	9.25	6.65	10.0

Significance of the Findings

Of the 17 cases that were studied in this research, participants in 16 cases realized a mismatch between their initial perceptions and the reality of the organizational culture with their previous employer. The actions or events the participant experienced within the culture that caused the realization of the mismatch in addition to the initial reaction to the discovery of the mismatch varied from case to case. Ultimately as a result, the participants decided to voluntarily separate from the organization due to poor fit.

Chapter Five: Discussion

This chapter provides an overview of the (a) main findings that provided support to the empirical indicators and the researcher's theory that were tested in this study, (b) secondary findings from the themes that emerged during the data analysis, and (c) contrary findings that did not support some of the empirical indicators that were tested in this study.

Main Findings

The researcher's theory that employees leave organizations following their realization of a mismatch between their values and the values of the organization was supported. The following section provides support for the empirical indicators that were tested.

Organizational attractiveness. All 17 participants in this study looked for organizations whose values matched their personal values. Common attributes the participants looked for in their ideal organization included career growth opportunities, work-life balance, demonstrated financial stability and success, strategic and innovative, good reputation, provided a competitive salary and benefits package, and to be in a role that allowed the participants to use and enhance their individual skill sets. The findings in this study supported the researcher's theory that the participants were attracted to organizational cultures that provided them with the best opportunities to be successful based on their perception that the culture matched their personal values and needs.

Recruitment sources and their credibility. The participants indicated they employed a variety of sources when accessing research about their targeted organizations. Often these sources were corporate websites and other websites such as LinkedIn.com,

Glassdoor.com, and Google.com. LinkedIn in particular was popular among the participants in this study who used the website to view the profiles of not only their targeted organizations but to view people within their personal network who worked for these organizations.

Networking was another method participants in this study used in their job search. The participants said they would network with friends, family, and colleagues either within the participants' industry or who were affiliated with the participants' targeted organizations. The researcher believed the participants used networking to get in depth information about the day-to-day experience of their targeted organizations. The researcher believed that networking with colleagues who were employees of the participants' targeted organizations provided a credible source of information. The participants noted they believed the information they received from their colleagues would not be attainable through other sources such as job boards and other recruitment advertisements. Breugh and Starke (2008) suggested that those who are embedded in the organization were seen as credible sources of job and organization information. Moreover, the participants in this study who indicated the recruitment advertisements did not play a role in their initial attraction to the organization relied on the referrals they received from colleagues who worked for the organization.

Language in recruitment advertisements describing espoused values. The findings showed that many of the participants' previous employers described the espoused values of their culture during the recruitment process. One finding addressed the fact that Participants 5 and 6 worked for the same organization and participants 10 and 15 worked together for another organization. However, all four participants worked

in separate occupations within their respective organizations meaning that it was assumed these participants did not interact with one another during their employment with their respective organizations. In the cases of Participants 5 and 6, their previous employer described the culture as best-in-class, fast-paced, high-driven, and being an industry leader. For Participants 10 and 15, they were told that the culture at their previous employer was fun and fast-paced. To the researcher this meant that these organizations attempted to provide a consistent description of their espoused values to applicants during the recruitment process.

Signaling theory. The researcher's theory postulated that applicants were likely to interpret information from recruitment advertisements and even recruitment activities from the organization as providing "signals" about what it would be like to work for that particular organization. The participants who believed that the recruitment process provided a glimpse of what it would be like to work for their previous employer attributed their positive responses to receiving enough information to be helpful in making a better job choice decision. The findings for these participants supported Turban's (2001) study that organizations provided signals about what it would be like to work for that organization.

The majority of the participants (71%) in this study believed that the recruitment process played a role in their decision to work for their previous employer. The participants who responded favorably to this question during the interview credited the recruiters, hiring manager, and additional employees who were involved in the recruitment process. Breugh and Starke (2000) found that recruiters played an important role in communicating information about the position and the organization to applicants

during the recruitment process. Previous literature showed evidence that applicants responded more favorably to recruiters who were perceived as being personable, trustworthy, informative, and competent (Breugh, 2012). Although this study did not attempt to measure or evaluate recruiter effectiveness on applicants during the recruitment process, it was interesting to note that some of the participants in this study praised the efforts of their recruiter. The praise from the participants was a result of the recruiter keeping the participants engaged and informed during the recruitment process.

Applicant match of values with organization at job offer. The majority of the participants (88%) in this study accepted the offer with their previous employer because of a perceived match between the organization's values and their own personal values. The findings supported Schneider's (1987) attraction-selection-attrition framework. Additionally, the findings supported the researcher's first theoretical proposition. The participants in this study were attracted to organizations that shared the same values. The findings in this study matched previous literature on person-organization (P-O) fit in which the applicants made job choice decisions because their perceived beliefs about the organizational culture were influenced by organizational recruitment activities (Saks & Ashforth, 1997). Conversely, a study cited by Breugh (2012), examined applicant perceptions of person-job (P-J) fit, P-O fit, and organizational attraction as predictive of job choice decisions for students. The study found that only attractiveness was linked to job choice. Breugh (2012) suggested the results from that study should be viewed with caution due to the number of participants used in that study. Additional research on P-O fit effectiveness and impact on job offer acceptance may be necessary.

Organizations' espoused values versus basic assumptions. Many of the participants in this study believed their previous employer as a whole lived up to its espoused values. The mismatch occurred at the department level. The findings showed that department managers often did not operate in a manner that reflected the espoused values of the organization. The managers created an environment that Schein (1999) defined as subcultures. Subcultures are silo groups based on occupations, product lines, functions, geographies, and echelons in the hierarchy (Schein, 1996, 1999). The managers managed their employees in ways that made them successful and began to establish their own basic assumptions on how things should work. Schein (1996) labeled this mindset as the "culture of first-line supervision" (p. 12). The participants in this study noted how their direct managers conducted their business methods in ways that were not congruent with the expectations from senior management of the organization.

Participant 16 noted that: "*Culture is as good as the environment that you work in,*" when describing organizational culture at the department level. This statement resonated with the researcher in that some subcultures had the potential to be as influential as the overall organizational culture itself. The subculture's influence may impact all aspects of how an organization functions (Schein, 1999). To some employees, the subculture represented the overall culture of the organization. While the employees were sold on the espoused values, the subculture consisted of basic assumptions and theories-in-use actions and behaviors. Ideally, basic assumptions and theories-in-use should be congruent with the espoused values of the organization. Schein (1999) suggested that the task of management was to understand the basic assumptions of these

subcultures and manage these assumptions to ensure that they are congruent with the organization's mission and values.

Realization of mismatch of values. The researcher was reminded of the quote: *"People leave managers not companies."* The findings showed that many of the participants in this study realized a mismatch between their values and the values of their direct managers. Subcultures represented the overall organizational culture to some employees. In some cases, the manager was the force that influenced his or her own subculture. Leimbach (cited in HCA Online, 2008, February) noted that managers have the "power to create a team that is totally engaged or they can stifle work fulfillment and drive people to leave their jobs" (para 4). The participants in this study realized a mismatch for an assortment of reasons that could be traced back to their direct manager. The findings of why a mismatch was realized by the participants in this study were similar to Branham's (2005) list of reasons why employees leave their organizations. Branham's list included: (1) the job or workplace was not as expected, (2) the mismatch between job and person, (3) too little coaching and feedback, (4) too few growth and advancement opportunities, (5) feeling devalued and unrecognized, (6) stress from overwork and work-life imbalance, and (7) loss of trust and confidence in senior leaders.

Employees may be attracted to organizations for a variety of reasons, but it was the employees' relationship with their direct manager that determined how long they stayed and how productive they were in their role (Buckingham & Coffman, 1999, August). Schwartz (2000) cited a Gallup study that found the single most important variable in employee productivity and loyalty was the quality of the relationship between employees and their direct managers. Some employees entered organizations with high

expectations. These employees expected their direct manager to set clear and consistent expectations, appreciate them, value their skill sets, and encourage and support their growth and development (Schwartz). When the expectations or the psychological contract was broken, a mismatch occurred. Branham (2005) suggested that when the employee realized a mismatch, there was a feeling of having been betrayed by the manager or the organization. Proost, van Ruysseveldt, and van Dijke (2012) labeled this betrayal as unmet expectations. Unmet expectations were defined as the discrepancy between what employees actually encountered in the job and what they expected in the job.

Employees' reactions to the mismatch. The purpose of this study was to answer the following question: What were the employees' reactions when they discovered that their initial perceptions of the organizational culture did not match with the reality of that culture? The findings in this study supported the researcher's third theoretical proposition. The researcher was aware the participants in this study voluntarily separated from their previous employer. The awareness was in part due to the participant criteria that were determined by the researcher. However, only 94% of the participants in this study voluntarily separated from their previous employer due to a poor fit. While knowing the eventual outcome of the participants in this study, the researcher was curious about the initial reactions as well as the length of time it took for participants to realize and ultimately separate from their employer. The average participant realized a mismatch approximately three years into their employment. Once the participants in this study realized their mismatch, their initial reactions were feelings of frustration, sadness, and even anger. Proost et al. (2012) noted that unmet expectations for the employee could

cause a variety of problems such as low job satisfaction and early turnover. Additionally, previous research has shown that unmet expectations were related to emotional exhaustion. Participants in this study took one of two actions: some participants held hope that their situation would improve and decided to wait out the situation. Other participants went through the process of assessing the situation and began the process of looking for a new job outside of the organization. As a result of these actions, the average participant took approximately a year to separate from the organization once he or she realized the mismatch. While some participants in this study were anxious to leave their previous employer, there were some participants who felt remorseful about leaving. The participants in this study believed that, while they had issues with their direct manager within their respective subcultures, they believed the overall organization was a good place to work and they wanted to separate from the organization on good terms.

Secondary Findings

The following section provides an overview of the findings that emerged during the data analysis process that were not initially included in the researcher's theory. The purpose of this section is to highlight variables that may need to be considered for future replications of this study or tested in future research studies.

Recruitment sources and their credibility. One finding in this study was that the participants who were in management level positions or in specialized occupations such as consulting or sales relied on search firms. These participants believed that search firms were useful for providing critical information about an organization. The researcher has worked with many search firms in his professional experience and many of these search firms, particularly at the executive level, specialize in a specific industry or an

occupational field. Due to this specialization, many search firms had built and sustained relationships with organizations and maintained a list of applicants who had the potential to be an adequate fit for these organizations. The recruiters from these search firms were able to understand the needs of the organizations and were able to convey these needs to their applicants in an effort to prep the applicant to perform successfully in an interview with an organization. As a result, these applicants believed they had sufficient information about the organization to decide if the career opportunity and the organization was a perceived fit for them.

Signaling theory. The researcher's theory postulated that applicants were likely to interpret information from recruitment advertisements and even recruitment activities from the organization as providing "signals" about what it would be like to work for that particular organization. Based on the findings, some of the participants in this study believed that the process did not provide a glimpse of what it would be like to work for that particular organization because of the lack of information provided to them during the recruitment process. The theme that emerged from the non-favorable responses from the participants was that they were provided vague information about the actual duties of the position within a specific department and were not able to meet with employees the participants would be interacting with on a constant basis. Breugh (2012) suggested that applicants who participated in an organizational visit during the recruitment process used that information to verify or compare the information they received prior to their visit. Moreover, some applicants used the information gained during the organizational visit to be viewed as a signal of other unknown job or organizational attributes that are important to the applicant (p. 80).

Applicant match of values with organization at job offer. The researcher believed that applicants will accept a job offer with an organization if a match exists between their personal values and the values of the organization. In this study, two participants indicated they accepted an offer with their respective employers even though they both indicated that their personal values did not match those of their respective organizations. Both participants said they were unemployed at the time of receiving their offers. Both accepted their offers due to desperation as a result of a lack of potential job offers from other organizations. The researcher was curious to find out if a match of values between an applicant and the organization was contingent on the applicant's motivation of either needing or wanting the job they are interviewing for. The participants in this study who believed their values matched those of their previous employer were in a position of wanting to find a new job. These participants were either employed with another organization or in college at the time they went through the recruitment process with their previous employer. A suggestion for future research would be to study how P-O fit is impacted because of the motivational needs or wants of the applicant during a job search.

Contrary Findings

As stated previously, the overall theory was supported. However, the researcher's second theoretical proposition was not supported. This section provides an explanation of the assumptions the researcher was working under in formulating his theory on the effectiveness of realistic job previews on applicants' job choice decisions.

Realistic job previews (RJPs). The researcher believed that the use of realistic job previews (RJPs) would have an adverse impact on an applicant's job choice decision

to work for an organization. The researcher believed that, since RJPs were not commonplace in today's job market, applicants would interpret the information as if something was wrong with the organization. Gardner et al. (2009) suggested that the relative novelty of RJPs may cause potential applicants to become unduly concerned when they see an organization convey caution regarding certain elements of their culture (p. 460). Another assumption that the researcher was working under was that RJPs had a greater impact when applicants perceived the ability to withdraw as candidates if a job was determined not to be a good fit. While previous literature had supported this assumption, in reality the "applicant's perception of the ability to self-select out of job consideration had typically been assumed rather than tested" (Breugh, 2012, p. 84). The researcher recommends that future research assess the effectiveness of RJPs during the recruitment process with job applicants rather than using employees who provide a self-report of their preferences with RJPs.

The researcher was intrigued by some of the participants praising organizations for providing them with a balanced view of their culture. The participants either appreciated the objective information from the organization or accepted the notion that some organizations are not perfect. The researcher speculates that some applicants are better at dealing with the imperfections of some organizations than other applicants. Some organizations have both good and bad components embedded within their culture. The researcher postulates that this good and bad concept is a manifestation of the gap between an organization's espoused values and its basic assumptions.

Amended Theory Description

Based on the findings, the researcher has chosen to amend his theory that was initially described in chapter 3.

Organizational attractiveness. Applicants are attracted to organizations they perceive demonstrate a match between their own personal values and needs and the culture and espoused values of that particular organization (Catanzaro et al., 2010; Judge & Cable, 1997). This perception from the applicants can be derived from recruitment advertisement that can be found through multiple sources such as brochures, websites, and other forms of media. Concurrently, organizations rely on recruitment advertising describing their espoused values as a means of attracting applicants. Many organizations use images and descriptive language in their advertising to describe their culture in a positive manner. From this perspective, organizations are attempting to create a good first impression of their organization to applicants. The positive messages used to entice applicants to become attracted to an organization can be described as espoused values. Organizations realize applicants use these advertisements to “make the first critical job search decision – whether to pursue employment with a particular organization” (Allen et al., 2007, p.1697). When applicants are researching information regarding organizations, these advertisements serve as the first point of contact to applicants in developing beliefs and perceptions of organizations (Cable et al., 2000; Catanzaro et al., 2010).

Signaling theory. Applicants only receive a surface view of an organization’s culture during the recruitment process that they can use to make an assessment of the organization culture. Applicants are likely to interpret information from recruitment advertisements and even recruitment activities about the organization as providing “signals” about what would it be like to work in that particular organization (Turban,

2001). To take this concept one step further, because applicants interpret the information they receive in a positive context, they are more than likely to possess a positive impression of the organization and think about pursuing employment within that organization (Allen et al., 2007).

Realistic job previews (RJPs). Many organizations use traditional job previews to sell applicants on the positive attributes of their organization. In order to provide a more balanced and realistic perspective about the job and the organization, some organizations have employed recruitment methods defined as realistic job previews (RJPs). The objective of RJPs is to provide a balanced organizational image that emphasizes both the positives and negatives of that organization (Gardner et al., 2009). The benefit of RJPs is that they give applicants the ability to make an informed job choice decision and develop an accurate perception of the organization during the recruitment process. This would encourage applicants to self-select if they felt the organization would or would not be a good fit as well as have lower but accurate expectations of the job and of the organization once they become employees (Breugh, 2008; Gardner et al., 2009). Furthermore, employees having an accurate sense of the expectations of the organization in the initial stages of employment might increase satisfaction and retention.

The assumption with RJPs was that they had a greater impact when applicants perceived the ability to withdraw as candidates if a job was determined not to be a good fit. While previous literature had supported this assumption, in reality the "applicant's perception of the ability to self-select out of job consideration had typically been assumed rather than tested" (Breugh, 2012, p. 84). Some applicants may appreciate organizations

providing them with a balanced view of the organizational culture. Moreover, some applicants may accept the notion that some organizations are not perfect and understand that some organizations have both good and bad components embedded within their culture.

Applicant job choice decision at job offer. Some applicants make job choice decisions because their perceived beliefs about the organizational culture were influenced by organizational recruitment activities (Saks & Ashforth, 1997). The applicants become employees of an organization after being sold on the espoused values of that organization during the recruitment process. These applicants believe that their personal values match the values of the organization. However, there are some applicants who would accept an offer from an organization even though their personal values did not match with those of the organization. Some applicants may accept job offers out of desperation of needing a new position due to financial concerns or unemployment.

Realization of mismatch of values within subculture. Sometime after the initial entry into the organization, some employees discover a mismatch between their initial perceptions of the organizational culture and the reality. The realization of this mismatch occurs at the department level in which employees realize their department manager is not satisfying their own personal needs nor exemplifying the values that were defined during the initial stages of the recruitment process. The day-to-day reality of the culture, referred to as basic assumptions, are the salient components of the culture that are difficult to detect and not directly observable (Buch & Wetzel, 2001). This is the aspect of the culture that employees were not aware of or informed about during the recruitment process. The managers created an environment that Schein (1999) defined as subcultures.

Subcultures are silo groups based on occupations, product lines, functions, geographies, and echelons in the hierarchy (Schein, 1996, 1999). The managers managed their employees in ways that made them successful and began to establish their own basic assumptions on how things should work. Schein (1996) labeled this mindset as the "culture of first-line supervision" (p. 12). The realization of this mismatch could serve to be harmful to the organization as well as its employees and it can be manifested in a variety of actions by the employee. The initial response of the employee to the mismatch is twofold. Some employees may hope that their situation would improve and make the decision to wait out the situation. Conversely, some employees may go through the process of assessing the situation and begin the process of looking for a new job outside of the organization. The researcher believed that ultimately, employees will voluntarily separate from the organization. Schneider (1987) stated that "people who do not fit an environment well will tend to leave it" (p. 442). The amended theory is visually represented in Figure 2.

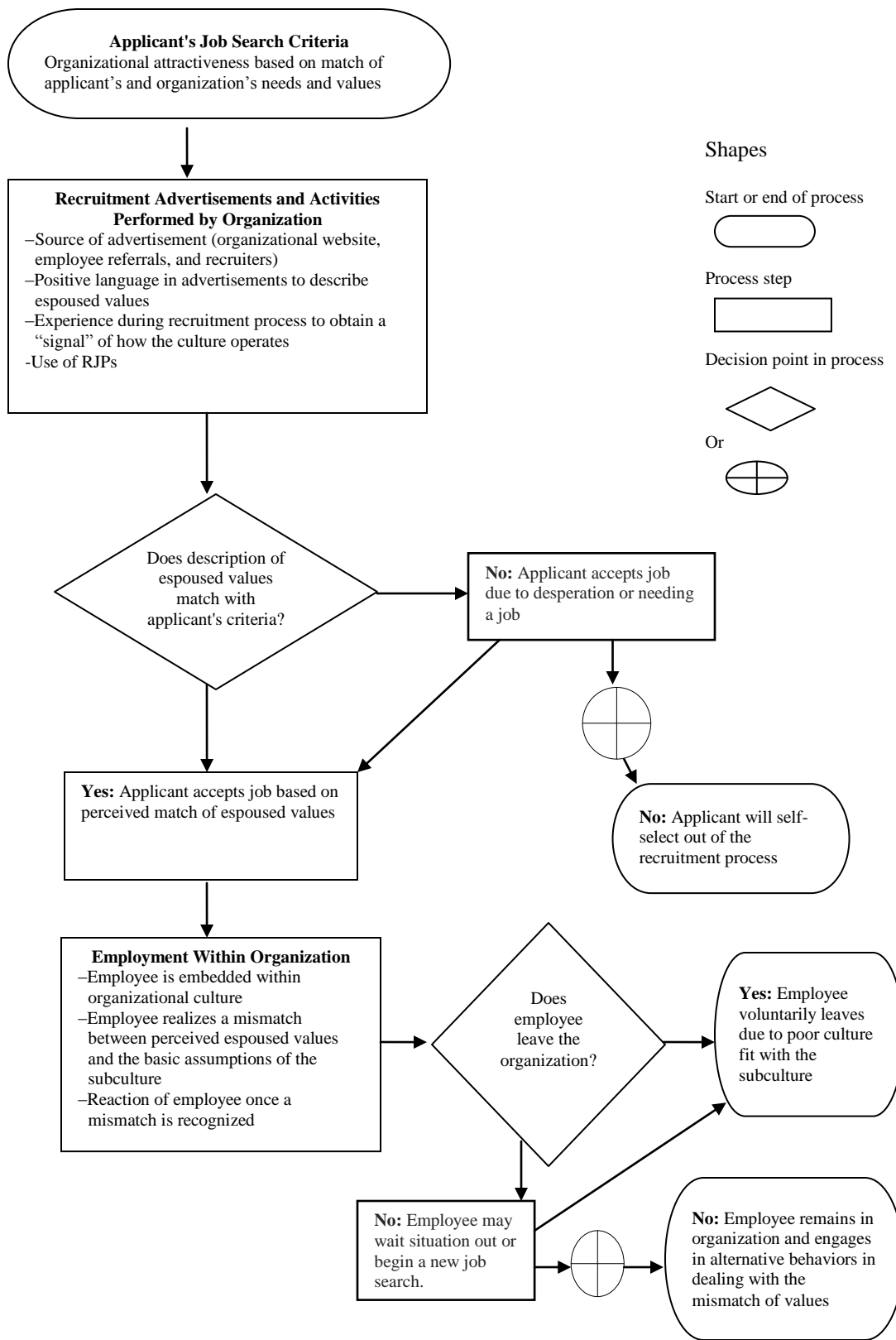


Figure 2. Amended Values Mismatch Model

Table 32 compares the empirical indicators of the researcher's original theory and the amended theory. The differences between the original and amended theory occurred under the following units of analysis, (a) description of espoused values match with applicants' criteria, (b) employment with organization, and (c) does the employee leave the organization. The differences between the theories are bolded for ease of reference.

Table 32

Unit of Analysis, Empirical Indicators of Original Theory and Amended Theory

Unit of Analysis	Empirical Indicators (Original Theory)	Empirical Indicators (Amended Theory)
Applicant job search criteria	Organizational attractiveness	Organizational attractiveness
Recruitment advertisement and activities performed by the organization	Source of recruitment advertisement	Source of recruitment advertisement
	Language in recruitment advertisement to describe espoused values	Language in recruitment advertisement to describe espoused values
	Positive "signals" of how the culture operates	Positive "signals" of how the culture operates
	Realistic Job Preview (RJP)	Realistic Job Preview (RJP)
Description of espoused values match with applicant's criteria	No: Applicant will self-select out of recruitment process	No: Applicant will self-select out of recruitment process OR applicant accepts job due to desperation or needing a job
	Yes: Applicant accepts job based on perceived match of espoused values	Yes: Applicant accepts job based on perceived match of espoused values
Employment within organization	Employee embedded within organizational culture	Employee embedded within organizational culture

	Employee realizes mismatch between perceived espoused values and basic assumptions of the organizational culture	Employee realizes mismatch between perceived espoused values and basic assumptions of the subculture
	Reaction of the employee once mismatch is recognized	Reaction of the employee once mismatch is recognized
Does the employee leave the organization?	No: Employee remains in organization	No: Employee remains in organization OR employee may wait situation out or begin a new job search
	Yes: Employee voluntarily leaves the organization due to poor fit	Yes: Employee voluntarily leaves the organization due to poor fit with the subculture

Significance of the Research

This study was able to contribute to the research on recruitment and P-O fit. The nuance with this study was that recruitment and P-O fit were viewed through the prism of Schein and Argyris. There was limited research that incorporated the terminology of espoused values, basic assumptions, and theories-in-use within the context realm of recruitment and P-O fit. The researcher sought to test a theory to discover what happened when employees realized their initial perceptions were not matched with the reality of the organizational culture.

From a recruitment standpoint, organizations used recruitment advertisements and engaged in activities during the recruitment process to sell applicants on their espoused values. While this study did not measure the effectiveness of recruitment advertisements and recruiters, the findings showed that applicants would likely accept an offer from an organization if they assumed a match with the organization's espoused values. This study

also highlighted the assumption that applicants would self-select out of the recruitment process if they were presented with a realistic job preview (RJP). Previous research cautioned that more research is needed to determine the true effectiveness of RJP and that the common assumption with RJP needed to be tested.

This study showed the importance of how a mismatch in expectations between the organizational culture of espoused values and basic assumptions had an adverse impact on employees' job satisfaction and their relationship with their direct manager. Moreover, this study contributed to the research on management, particularly the role of management and the managers' effect on employee satisfaction and turnover intentions. Additionally, this study demonstrated the emergence of subcultures within organizations and the impact on both employees and managers. The researcher believes this study may support recruiters and managers by providing an understanding of espoused values and basic assumptions about the organizational culture. The recognition of either a match or mismatch of espoused values and basic assumptions must be conveyed to applicants to allow them to make better job choice decisions and to set the proper expectations for the position.

Implications for Organization Development

This study highlighted what happens when a gap existed between an organization's espoused values and the basic assumptions of its organizational culture. Many of the participants in this study ultimately left their respective organizations because of the mismatch of their values and the values of the organization. This study would benefit those who have research interest in organizational culture. The concepts of both Schein and Argyris should be considered when doing research in this field because

of the need to understand the complexity and levels of culture as well as to understand how employees engage within the culture when threats and embarrassment toward them are prevalent.

For practitioners and managers involved in the field of recruitment, the research can help convey the importance of matching espoused values and the basic assumptions of their organizational culture. The actions and behaviors displayed by recruitment employees and managers represent the culture of the entire organization to applicants. Alternatively, for managers, this study may provide insight on how to develop and sustain positive relationships and potentially increase job satisfaction with employees. The study would serve as a reminder to managers to set the proper expectations with their employees at the beginning. Furthermore, managers should check regularly with their employees to ensure that expectations are being met.

Limitations

The researcher used the positivistic multiple case study method. While this methodology was sufficient for extracting firsthand accounts of the participants' experiences in dealing with their realizations of their mismatch of values, the generalization of the findings cannot be assumed to be applicable to all employees. For instance, this study relied on self-reported information from the participants. One limitation with self-reporting is that some participants may exaggerate their account of their experience to make their situation seem worse or better. Another limitation is that participants may not be able to recall details of their experience due to lapses in time between the situation and the time that they were solicited to participate in this study.

Another limitation of this study was that the researcher interviewed 17 participants. The researcher had hoped to interview at least 20 participants for this study. The problems the researcher encountered in soliciting participants included dealing with the work and family schedules of the participants. Additionally, the participant criteria determined by the researcher were too rigid to expand the pool of potential participants. Although this study found support of the overall theory, additional replications of this study would be necessary to validate the researcher's theory.

Recommendations for Future Research

This study was designed to explore the reactions of experienced employees when they realized a mismatch between their organization's espoused values and the basic assumptions about that particular organizational culture. While the findings supported the researcher's theory that employees leave organizations due to a mismatch between initial perceptions of espoused values and the basic assumptions of the organizational culture, additional research is recommended. The researcher has several suggestions for future research.

Repeat research. Further research is needed to substantiate the theory. The replication would help bolster the validity of the researcher's amended theory.

Modify current research. In an effort to expand the sample size, one consideration would be to expand the time period that participants need to be separated from their previous employer prior to being solicited for the study. The researcher had difficulty in soliciting participants due to the one year separation criterion that was used for this study. Another consideration would be to include a more diverse pool of participants in terms of age, race, ethnicity, culture, education, and occupation.

Analysis of subcultures versus overall organizational culture. One of the themes that emerged from this study was the influence of subcultures within organizations. A study could be done that would analyze the espoused values and basic assumptions of a subculture or a multiple of subcultures compared with the overall espoused values and basic assumptions within an organization.

Effectiveness of realistic job previews (RJPs). Previous literature assumed that applicants would self-select out of the recruitment process if they were provided with a balanced representation of the organization (Breugh, 2012). Future research should consider directly testing the effectiveness of RJPs on applicants' job choice decisions during the recruitment process. Additionally, research should focus on applicant attraction and use either students or experienced employees to participate in the study.

Determining if the Organization Culture Profile (OCP) is a proper instrument for assessing organizational culture. The Organizational Culture Profile (OCP), developed by O'Reilly, Chatman, and Caldwell (1991) was developed and used to measure P-O fit. The OCP uses a Q-sort procedure to sort 54 value statements into nine categories ranging from most to least characteristic of an individual or organization (Dineen, Ash, & Noe, 2002). The OCP has been validated in previous literature measuring P-O fit in Kristof-Brown et al. (2005).

All participants of the instrument (applicants and employees) are required to sort through the 54 value statements according to their personal preferences for each value in their ideal organization for applicants and the appropriate behaviors or attitudes of the organization for employees (O'Reilly et al., 1991). The purpose is to identify the correlation between applicants and employees as it relates to value congruency of the

organization being measured. This researcher argues that the OCP's flaw is that it only measures perceived espoused values and does not take into account the basic assumptions or theories-in-use that exist within the organization. The researcher assumes that a mismatch exists between the espoused values and basic assumptions of the organizational culture. Schein (1999) described "desired culture" as espoused values that may simply not be tenable in the existing culture due to the culture being built on deep assumptions of management and the assumption is that management and employees are basically in conflict because of a variety of reasons (p. 80). The instrument relies on the preferences of the applicants' description of their ideal culture and the employees' description of the appropriate behaviors and attitudes of the organizational culture. The researcher recommends that future research of the OCP be viewed and measured through the prism of Schein and Argyris to assess if the instrument is taking into account the actual culture of the organization.

Employees coping with a mismatch of expectations of manager and role.

Previous literature describes the impact of a mismatch between employees' expectations of their manager or role. However, there is little literature that has addressed how employees can cope with rather than avoid a mismatch of expectations (Proost et al., 2012). Future research could identify conditions that could help employees learn how to deal with a mismatch of expectations.

Conclusion

Conducting a job search can be both exhilarating and exhausting. A job search is exhausting in the sense that conducting a job search for some applicants could consume a lot of their time but produce limited results. Conversely, a job search could be

exhilarating in the sense that the applicant could be looking to improve or even avoid his or her current work situation. Regardless of the methods and sources that applicants use in their job search, they are attracted to organizations whose espoused values match their own personal values.

Organizations spend an enormous amount of time, effort, and expense enticing applicants to join them using the espoused values of the organizational culture. To some applicants, accepting a job offer is one of the happiest days of their lives. An applicant getting a new job brings forth new opportunities, challenges, excitement, and great expectations. Once the applicant becomes an employee of the organization, the employee may work in a department that operates differently from the rest of the organization. Because of work demands, changes in priorities, and even managers, things began to change. The great expectations the employee had initially have not been fulfilled. Employees realize that a mismatch exists between personal values and the values of their department or even their manager. While some employees attempt to cope with the mismatch through patience, others become disengaged and begin the job search again until they voluntarily separate from the organization.

The researcher has heard the scenario described above from numerous applicants in his professional experience as well as having experienced this scenario personally. Because organizations experience rapid and constant changes, the researcher realizes that a mismatch of expectations between the organization and the employee are inevitable (Proost et al., 2012). The purpose of this study was to show that organizations that have a mismatch between their espoused values and their basic assumptions can hurt both the organization and the employee. The findings showed that employees voluntarily

separated from the organization as a result of the mismatch. In an effort to minimize the impact of the mismatch in expectations of values, the organization should be able to convey to applicants an accurate assessment of the day-to-day experiences of working for that organization. It is hoped that applicants armed with this information would feel empowered to make better job choice decisions that are deemed a good fit.

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Appendices

Appendix A

Interview Guide

Description of participant job search criteria and methods

1. What characteristics do you look for in your ideal company when you are searching for a new job?
2. Describe the methods you use to research companies during your job search.

Participant recollection of experience of the recruitment process at previous employer

3. How was the culture of your previous employer described to you during the recruitment process?
 - 3a. Rate the following statement using the scale below:
 1. Strongly disagree
 2. Disagree
 3. Neither agree nor disagree
 4. Agree
 5. Strongly agree

___The recruitment advertisements (e.g., job postings, recruitment brochures, company website) played a role in my attraction to my previous employer.
4. Did you feel the recruitment process provided a glimpse of what it would be like to work for your previous employer?

Probing questions to consider: Describe the recruitment process?

- 4a. Rate the following statement using the scale below:

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

___My experience of the recruitment process played a role in my selection to work for my previous employer.

Description of participant's decision making process to either accept job offer or self-select out of recruitment process

5. Did you believe that the values of your previous employer matched your personal values and interests at the time you accepted the job offer from your employer?

Explain.

6. Rate the following statement using the scale below:

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

___If provided with a balanced view of the organization during the recruitment process, I would have changed my decision to work for my previous employer.

7. Have you ever declined a job offer or withdrawn from the recruitment process due to a company's values not matching with yours?

Participant recollection of their experience working at previous employer

8. What were the written organizational values of your previous employer? How did your previous employer ensure employees adhered to them?

Probing question to consider: Describe to me a day in the life of working at your organization.

9. Did your previous employer live up to their own organizational values? Explain.
10. How did you realize a mismatch existed between your values and the values of your previous employer?

Probing questions to consider: What led to the realization? How long did it take for you to realize this mismatch?

11. What was your reaction to your discovery of the mismatch? What did you do? Why?
12. How long did it take for you to ultimately leave the company?

General Demographic Information:

- a. Age and gender
- b. Company industry and profession
- c. Total years of professional, full-time work experience
- d. Years worked at your previous employer

Appendix B

Sample Recruitment E-mail

Dear Colleague:

My name is Terry Porter and I am a doctoral candidate in Organization Development at the University of St. Thomas in Minneapolis, Minnesota. I am also a Senior Recruiter for UnitedHealth Group in Minnetonka, Minnesota.

I am conducting a study about what happens when employees realize a mismatch between their initial perceptions of an organization's culture as an applicant and the reality of the culture once they are an employee. The purpose of this study is to examine the potential outcomes of when employees realize this mismatch. You were selected as a possible participant in this study through various personal networking sources that are available to the researcher.

Background Information

During the initial phase of the recruitment process, job applicants based their attraction and job choice decisions on the organization's espoused values that manifest through the organization's use of positive images and signals. Based on this limited amount of data, applicants develop a perceived notion of how well they would fit within that organization. Previous research suggests that applicants are attracted to organizations that match with their personality and values. Alternatively, applicants will make the decision to self-select themselves out of the process or voluntarily separate from the organization as an employee if a mismatch exists between their initial perceptions and the everyday realities of the organizational culture.

The researcher hopes that the study will help organizations hire employees that are a better fit to the organization and help bolster job applicant's initial perceptions and expectations of the organization. Organizations can accomplish this by providing an accurate assessment of the day-to-day experiences of the organization to job applicants during the recruitment process. Ultimately it will lead to an increase in job satisfaction and performance and reduce employee turnover.

Participant Criteria

Listed below are the criteria for participating in this study:

- a. Possess a minimum of five years of full-time work experience.
- b. Live and work in the Twin Cities area (preferably).
- c. Voluntarily separated from an organization in the last 12 months prior to being solicited for this study.
- d. Voluntarily separated from a full-time, permanent position.

Participation in this study is completely voluntary. A minimum of 20 individuals that meet the stated criteria will be allowed to participate in this study.

Compensation

You will receive a \$10 gift card from Starbucks Coffee for participating in this study.

Confidentiality

The records of this study will be kept confidential. The researcher will not record the interviews as a means to safeguard the confidentiality of the participants in this study.

Procedures

If you agree to be in the study, I will ask you to do the following things:

1. Please acknowledge your interest in participating in the study and sign the informed consent form.
2. Choose a location of choice for the interview to be conducted (i.e. phone, coffee shop, etc).
3. Participate in a structured interview with the researcher for approximately one hour.
4. Answer 12 questions regarding your experience dealing with organizational culture.
5. Provide demographic information, including age, gender, educational background, company industry and profession, total years of professional experience, and the years employed at your last employer
6. Allow the researcher to complete hand written notes of the interview. Please allow the researcher to ask probing, follow up, and clarifying questions during the interview to ensure accuracy if needed.

If you are interested in participating in this study, please contact me directly me by e-mail at tjporter@stthomas.edu to learn more about the research as well as schedule an interview time that is convenient for you.

Conversely, if you are not interested or do not meet the criteria, I would appreciate if you could inform me of any individuals who would fit the criteria or would be interested in participating in this study. Please feel free to forward this e-mail to your network and ask them to contact me as soon as possible via e-mail or telephone to learn more about the study.

Due to the confidential nature of this research, I will not be able to disclose whether someone you recommended participated in this study.

Thank you in advance for your consideration.

Terry Porter

Appendix C

Consent Form

Employees' Responses to the Mismatch Between Organizations' Espoused Values and Basic Assumptions About Organizational Culture

I am conducting a study about what happens when employees realize a mismatch between their initial perceptions of an organization's culture as an applicant and the reality of the culture once they are an employee. The purpose of this study is to examine the potential outcomes of when employees realize this mismatch. You were selected as a possible participant in this study through various personal networking sources that are available to the researcher.

This study is being conducted by Terrence Porter, a doctoral candidate in Organization Development at the University of St. Thomas in Minneapolis, Minnesota. I am also a Senior Recruiter for UnitedHealth Group in Minnetonka, Minnesota.

Background Information

During the initial phase of the recruitment process, job applicants based their attraction and job choice decisions on the organization's espoused values manifested through the organization's use of positive images and signals. Based on this limited amount of data, applicants develop a perceived notion of how well they would fit within that organization. Previous research suggests that applicants are attracted to organizations that are a match with their personality and values. Alternatively, applicants will make the decision to self-select themselves out of the process or voluntarily separate from the organization as an employee if a mismatch exists between their initial perceptions and the everyday realities of the organizational culture.

The researcher hopes that the study will help organizations hire employees that are a better fit to the organization and help bolster job applicant's initial perceptions and expectations of the organization. Organizations can accomplish this by providing an accurate assessment of the day-to-day experiences of the organization to job applicants during the recruitment process. Ultimately it will lead to an increase in job satisfaction and performance and reduce employee turnover.

Procedures

If you agree to be in the study, I will ask you to do the following things:

1. Please acknowledge your interest in participating in the study and sign the informed consent form.
2. Choose a location of choice for the interview to be conducted (i.e. phone, coffee shop, etc).
3. Participate in a structured interview with the researcher for approximately one hour.
4. Answer 12 questions regarding your experience dealing with organizational culture.
5. Provide demographic information, including age, gender, educational background, company industry and profession, total years of professional experience, and the years employed at your last employer.
6. Allow the researcher to complete hand written notes of the interview. Please allow the researcher to ask probing, follow up, and clarifying questions during the interview to ensure accuracy if needed.

Risks and Benefits of Being in the Study

The study includes minimal risks related to the confidentiality of the information related to your experiences with your previous employer that you will share during the interview. You will not be required to divulge the name of your previous employer. Instead, I will only be requesting information about your experiences during the interview process and your employment with that employer.

There is a slight chance that when this study is published and is made available to the general public at the conclusion of this research, certain individuals may be able to distinguish that a specific organization was involved in the study. Please remember these risks are minimal since the names of the participating organizations will not be disclosed during the interview. All names or personal identifiers will not be displayed in this report. Moreover, all responses will be consolidated into a single report so that it would be difficult to trace responses back to particular individuals.

You will receive a \$10 gift card from Starbucks Coffee for participating in this study.

Confidentiality

All records of this study will be kept confidential. The interview will not be recorded. All documents, written and typed, pertaining to this study will be destroyed by the researcher at the conclusion of this study.

Voluntary Nature of the Study

Your participation in this study is strictly voluntarily. If you decide to participate, you are free to withdraw at any time. Should you decide to withdraw from the study, I will immediately destroy any data collected from you and your information will not be

included in the study. You are also free to skip or request clarification about any questions during the interview process.

Contact Information and Questions

If you have any questions at any time regarding this study, please feel free to contact me by email at tjporter@stthomas.edu. You may also contact the University of St. Thomas Institutional Review Board (IRB) at 651.962.5341 or my dissertation advisor, Dr. Alla Heorhiadi at 651.962.4457 with any questions or concerns.

You will be given a copy of this form to keep for your records.

Statement of Consent

I have read and understood the above information. I consent to participate in this study. I am at least 18 years of age.

Signature of Study Participant

Date

Printed Name of Study Participant

Signature of Researcher

Date

Appendix D

Standard Participant Interview Introduction and Disclosure

Introduction

Thank you for participating in this study. You will be asked to answer 12 questions pertaining to the organizational culture at your previous employer. I respectfully request that you answer these questions as honestly and accurately as possible. I will ask you to share your experiences with your previous employer during the recruitment process as well as during your employment. I will not ask you to state the name of your previous employer. All information from this interview will be kept confidential and you will not be identified in any manner in this report. I will also ask you to state some general demographic information for coding purposes only.

There are some minimal risks in participating in this study as certain individuals may be able to distinguish that a specific organization was involved in the study. Please remember these risks are minimal since the names of the participating organizations will not be disclosed during the interview. All records of this study will be kept confidential. The interview will not be recorded. All documents, written and typed, pertaining to this study will be destroyed by the researcher at the conclusion of this study.

I will not be recording this conversation and will be taking hand written notes to capture your story and comments.

You have also signed an informed consent form stating that you understand the nature of this study.

Your participation in this study is strictly voluntarily. If you decide to participate, you are free to withdraw at any time. Do you have any questions for me pertaining to the nature of this study?