



Familiarity with Mission and Vision: Impact on Organizational Commitment and Job Satisfaction

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Abstract

Background: The relationship between organizational mission and vision statements, organizational commitment, and job satisfaction has been discussed vastly in previous research, both in the domain of public sector organizations and in profit organizations.

Objectives: The goal is to investigate if there are differences in organizational commitment and job satisfaction between employees who are familiar with the mission and vision of their organization, compared to those who are not familiar with them.

Methods/Approach: A survey research has been conducted on a sample of 114 employees in private and public sector organizations in the Republic of Croatia. Data were analysed using a t-test to determine the differences between two groups of respondents, i.e. those who are familiar with the visions and mission of their organisation, and those who are not.

Results: There are differences in job satisfaction levels between employees who are familiar with the mission and vision of the organization in which they are employed and those who are not. Furthermore, differences are particularly evident in the group of public sector employees.

Conclusions: The presence of awareness of the organizational mission and vision among employees has a positive effect on their job satisfaction. This is possibly an indicator of the organization's culture, which fosters positive values embedded in the organizational vision and mission.

Keywords: job satisfaction; organizational commitment; mission; vision; public sector; private sector; Republic of Croatia

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Introduction

The mission represents a brief statement by which an organization explains the reason for its existence. Based on the organization's mission statement, its strategic goals are formulated in practice. Mission statements have been seen as a critical strategic management tool in recent years, while the mission itself is perceived as an asset for public sector organizations (Mullane, 2002; Wright and Pandey, 2011).

On the other hand, the vision can be conceived of as a notion, that is, a projection of a future state or event, or as a long-term result which is actualized by the identification of problems on the part of employees and the resolution thereof (Buble, 2000). The vision is an idea of a certain ideal future of the organization. The employees' familiarity with the organization's mission and vision can have an impact on the employees' attitude towards the organization. That attitude will be under the influence of job satisfaction and organizational commitment. Job satisfaction denotes the degree of individuals' satisfaction with the job they are currently performing within the organization, while organizational commitment refers to individuals' commitment to the company that they work for.

The central theme in this paper is the relationship between the variable of employee familiarity with organizational mission and vision with job satisfaction (JS) and organizational commitment (OC) variables. Most of the commonly cited highlighted previous research on the relationship between the mission and the JS and/or OC variables was focused on the public sector. The mission itself has most widely been examined in terms of defining the mission statement construct. One rare exception is the doctoral thesis by Clark (2006) which aimed to establish the correlation between mission statement familiarity and job satisfaction, and some other variables of organizational behaviour. The author successfully proved the thesis about a significant connection between mission statement familiarity and job satisfaction.

One of the studies that focus on the concept of the mission statement was conducted in the Canadian public sector by Bart (2004) to determine the management's awareness of the mission statement. The results indicated a positive relationship between mission awareness and employee commitment. Krueger et al. (2002) researched JS level predictors and concluded that this multidimensional construct is determined by some predictors which are, however, organization and context-specific. In that respect, the statement "Believes the organization carries out its Mission Statement" was the highest-ranked predictor.

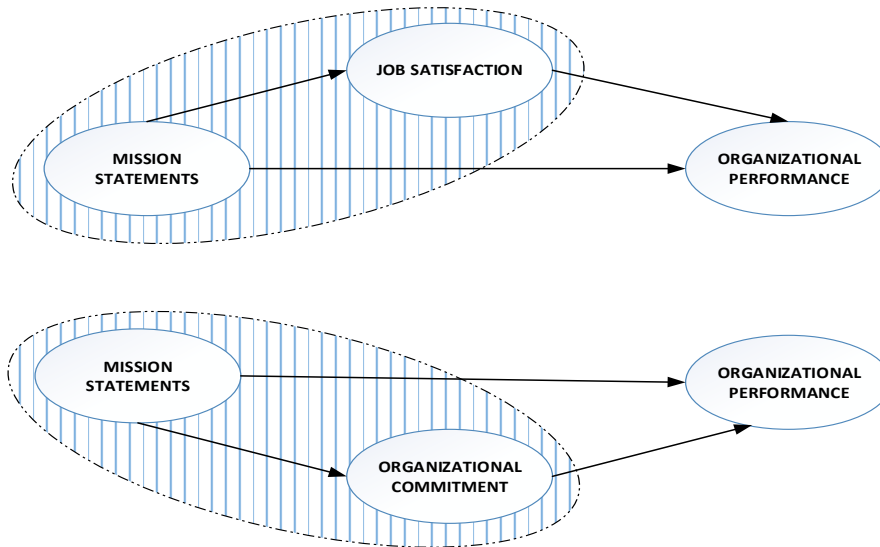
Furthermore, in most recent research on the relationship between organizational mission and OC and/or JS variables, OC and JS have been seen through their "mediating role". As a result, these studies do not focus on the topic of knowledge or ignorance of the mission among a certain portion of respondents, nor is familiarity an important research issue. Instead, they are based on structural equation models, where mission statements are presented with multiple indicators as an exogenous variable (see, e.g. Kwong and Wong, 2013). The assumptions of the impact of mission statements on organizational performance are then tested, wherein the broader model also addresses the issue of the relationship between mission and JS and/or OC variables (Figure 1).

In the paper by Yazhou and Jian (2011), Chinese non-profit organizations were investigated using structural equation modelling, whereby one of the hypotheses (i.e. "mission statements are positively related to job satisfaction") was successfully proven. Furthermore, in their research within the Portuguese nonprofit sector, Macedo et al. (2016) set up a model that assumes a mediating role of organizational commitment in

explaining the relationship between mission and organizational performance. One of their main hypotheses that were confirmed is about a significant and positive relationship between mission statements and organizational commitment (Figure 1).

Figure 1

Structural models for analysing relations between mission statements and organizational performance



Source: Based on models presented in Yazhou and Jian (2011) and Macedo et al. (2016).

In the mentioned structural equation models, the employee's knowledge about the mission or familiarity with the mission is not questioned. In contrast, Glassdoor – one of the world's largest job and recruiting sites – published a study of Glassdoor's Mission & Culture Survey (2019) based on a survey conducted online among adults from the United States, UK, France, and Germany. This study points to the importance of organizational culture and mission statements in employee recruitment and retention processes. When the answers by the employed respondents from the sample are concerned, one of the key conclusions is that "mission is one of the main reasons that 64 percent of employees stay in their job" (Glassdoor, Inc., 2019, p. 2).

Furthermore, a large body of research has focused on the comparison between the public and the private sector in terms of the connection between mission and JS and/or OC. Wright and Pandey (2011) proved the importance of "mission valence" by illustrating its effect on two important human resource outcomes – job satisfaction and absenteeism. Regarding mission valence, if a certain mission is viewed as valuable, interesting, and attractive by a large number of persons, it can be expected that owing to such mission, the organization (in the state sector) will lure quality and gifted individuals into its ranks (Pandey et al., 2008). Organizations in the public or state sector are focused on meeting the needs and interests of citizens, and on serving the population in a certain community, city, or country. It can be argued that a mission that sets out to accomplish such goals and tasks is harmonized with personal values that individuals – the organization's employees – strive for (Rainey and Steinbauer, 1999; Wright, 2007).

The fact that the mission statement has a more important role in non-profit organizations than for-profit organizations was also established by Bart (2007). Furthermore, a significant difference between the private and the public sector regarding OC and JS was addressed in research into Greek public sector

organizations (Markovits et al., 2010). Considering the expected levels of OC and JS, the authors pointed out the difference between periods of economic prosperity and recession in a particular country. In prosperity conditions, the private sector is a better employer and "private-sector employees are more extrinsically satisfied than civil servants and more organizationally committed" (Markovits et al., 2010, p. 9). However, in periods of economic recession, the expected results are opposite – civil servants become more extrinsically satisfied and more committed than employees in the profit sector organizations (Goulet and Frank, 2002).

The research gap we identified in our review of previous research refers to the lack of studies that would specifically address the impact of employees' familiarity with organizational mission and vision on job satisfaction and organizational commitment. The next valuable feature of our research refers to the geographical, social, economic, and cultural context in which it is conducted, considering that the relations among organizational variables established in research conducted in Greece, USA, China, Portugal, Canada, etc., may not apply to the Croatian context.

A further contribution of our work, bearing in mind Glassdoor's research, would lie in determining the extent of knowledge of the mission and vision, or the degree of familiarity with the mission, among Croatian employees. The value of results presented in this paper regarding the differences between public sector employees and those in for-profit organizations in terms of the impact of employee mission knowledge on the variables of their JS and OC levels should also be highlighted. Finally, we point out that in our research two demographic characteristics of the respondents (gender and age) were also briefly considered as a variable, wherein certain regularity was established – a relationship that is not completely trivial.

In the following sections of the paper, we present a literature review and the research questions we set out to test, after which we describe the statistical processing of the collected data, obtained results, discussion and conclusion.

Literature review

Mission and vision

Employees – with their knowledge, skills, competencies, and attitudes – are the key to achieving organizational goals. An organization without engaged employees cannot thrive, as suggested by the words of Mary Barra, the current CEO of GM: "If we win the hearts and minds of employees, we're going to have better business success" (Katzenbach et al., 2019). If the goals of the organization to a greater or lesser extent coincide with the employees' personal goals, their internal satisfaction and motivation will be empowered. Naturally, this will occur only if the employees are aware of the goals, mission, and vision of their organization. A clear and well-put organizational vision and mission can greatly facilitate the formulation and realization of the organization's goals (Buble, 2000). Miller and Dess define vision as an aspiration towards the future that inspires and motivates employees (Bart and Baetz, 1998). While the vision defines a desired future of the organization, the mission describes the rationale for the organization, that is, what the organization is about. The mission communicates the values, aspirations, and the reason for the existence of the organization, and, being the expression of organizational purpose, is of great importance for the processes of formulation of strategies and strategic goals (Bart and Baetz, 1998; David, 1989; Kaplan & Norton, 1996).

When it comes to the representation of vision in research models, the foundation for defining the construct of vision was laid by Larwood et al., (1993) while Collins and

Porras (2008) proposed a framework for creating the vision by defining its key components.

The construct of the mission could include indicators (attributes) such as Macedo et al. (2016): providing a common purpose and orientation; allowing the CEO to exert control over the organization; creating standards of performance for the organization; promoting shared values among organizational members; promoting the interests of external stakeholders; providing a sound basis for the allocation of organizational resources. An original consideration of organizational mission, mission statements, and vision can be found in the papers by (Campbell and Yeung, 1991; Lucas, 1998; Bart et al., 2004; Erol et al., 2014; Allison, 2019).

Although some contemporary authors would argue that the mission and the vision often represent abstract and somewhat archaic documents, in research in this field there is evidence that indicates their practical usefulness in the day-to-day operation of organizations (Mullane, 2002; Darbi, 2012).

Interrelationships between the mission statement and employee performance have been particularly extensively studied in the context of public sector organizations. In that respect, certain cause-and-effect relationships have been established and valuable concepts devised. One such concept, termed "mission valence" (by analogy with the concept of valence in chemistry), was formulated by Rainey and Steinbauer (1999). As a concept, mission valence draws on formulations from expectancy theory Vroom (1964) and roughly denotes a positive or negative attractiveness of organizational mission.

Job satisfaction and organizational commitment

Job satisfaction represents the level to which employees like or dislike their job. It refers to individuals' level of satisfaction with the job they are currently performing within the organization. According to (Weiss, 2002; Breaugh et al., 2018) job satisfaction is defined "... as the positive attitudes, judgments, and feelings a person has for work tasks, work experiences, and appraisals of one's job".

Organizational commitment, on the other hand, denotes the employees' commitment to the organization for which they work. In other words, it represents the strength of the individuals' identification with the organization and their engagement therewith. According to Greenberg and Baron (2003) organizational commitment relates to the intensity of an employee's dedication to an organization.

Organizational commitment is characterized by three factors: firm belief and acceptance of the organization's goals and values, willingness to invest effort in the organization, and a strong desire to stay with the organization (Brčić et al., 2018; Mowday et al., 1979; Porter et al., 1974). Three components of OC are considered in the literature – affective (emotional connection to the organization), continuance (consideration of costs and losses by eventual departure from the organization), and normative (feeling of obligation to continue with work in the organization) commitment (Allen and Meyer, 1990).

The difference between job satisfaction and organizational commitment lies in the fact that the latter concept is more stable over time and refers to individuals' general commitment to the organization, as well as to their identification with the goal and values of the organization over a certain time. On the other hand, job satisfaction refers to a specific job that is currently performed by an individual in the organization, and their satisfaction with it, which can vary over time and is affected by everyday situations in the work environment (Mowday, et al., 1979).

In their paper, Markovits et al. (2010) considered the differences in the relationship between job satisfaction and individual components of commitment between the public sector and private sector employees.

Mission, vision, job satisfaction, and organizational commitment

In their study, Kirkpatrick and Locke (1992) confirmed that the employees' positive attitude to the vision of the organization that they work for increases their commitment and quality of performance (Testa, 1999; Kirkpatrick and Locke, 1992). A positive correlation between satisfaction with the formulated vision of the organization on the one hand and job satisfaction on the other was established by Testa (1999).

The report SHRM (2016) provides an indicator that directly illuminates the impact of the mission on JS, which is: "Meaningfulness of the job (understanding how your job contributes to the organization's mission)." Positive relations between mission (or mission statements) and JS or OC have been established in research (Buelow et al., 1999; Wright and Pandey, 2011; Yazhou and Jian, 2011; Macedo et al. 2016).

For a broader coverage of issues and more ample consideration of the relationship between relevant variables, we identified the following research foci in the work by other authors: the relationship between the (mission and vision) formulation and organizational success, measurement of organizational commitment, and job satisfaction in different industries as well as their relationship with employee performance, their emotional burnout and abandonment of the organization (Prentice and Thaichon, 2019; Rodrigo et al., 2019; Hong Lu et al., 2019; Vidić, 2010; Bart and Baetz, 1998).

Various authors have confirmed the interrelationship between the mission and vision formulation on the one hand and the organization's success or performance on the other (Alavi and Karami, 2009; Bart and Hupfer, 2004; Erol and Kanbur, 2014; Price, 2012; Sheaffer et al., 2008).

Gender and age and organizational commitment

Several authors have dealt with the impact of gender and age on organizational commitment and job satisfaction. For example, (Singh et al., 2004; Marchiori and Henkin, 2004) have found a higher level of organizational commitment among female employees, while some other researchers established greater organizational commitment among male employees (Dixon et al., 2005; Marchiori and Henkin, 2004; Savery and Syme, 1996; Singh et al., 2004). The results of the impact of gender on organizational commitment are varied although gender constitutes one of the most frequently used demographic variables in organizational commitment research (Anari, 2012). In the existing studies, no differences in job satisfaction with regards to the employees' gender have been identified (Anari, 2012; Arani, 2003).

Considering the impact of age on organizational commitment and job satisfaction, Anari (2012) stated that many authors who looked into the relationship between job satisfaction and age found that higher satisfaction was established among older employees when compared to their younger colleagues (Anari, 2012; Warr, 1992; Glenn et al, 1977). Kacmar et al. (1999) reported a positive relationship between age and organizational commitment. Contrary to those results, Anari (2012) found no significant differences between job satisfaction and organizational commitment regarding the age differences among participants

Public sector

In comparison with the private sector, organizations in the public sector usually have a more all-encompassing mission which also has a more profound (societal) impact (Baldwin, 1984). At the level of the employee, a contribution that is accomplished by

an individual that is actualizing the mission of a public organization represents a certain intrinsic reward to that person. The feeling of being rewarded manifests itself as internal satisfaction that is experienced by an employee performing a certain job while accomplishing one's own goals through organizational tasks.

A large body of research has confirmed that employees in the public sector are not as focused on the expectations of financial rewards as their counterparts in the private sector (Wright, 2007,). According to Herzberg's motivation theory (also known as "the two-factor theory"), extrinsic factors such as external sources (for instance, financial rewards) eliminate employees' work dissatisfaction and ensure their work eagerness, whereas intrinsic factors determine the quality of their work (Herzberg, 2005; Robbins, 2009).

With regards to job satisfaction, a large number of surveys have found that public sector employees primarily value interesting work, while employees in for-profit organizations most highly value good wages, as reported in papers by (Karl and Sutton, 1998; Naff and Crum, 1999).

Regarding organizational commitment, the results of research published in the article by Markovits et al. (2007) show that in Greece organizational commitment in the public sector is significantly higher than in their private sector. This is contrary to evidence from some other countries.

Furthermore, characteristics of JS and OC association with other distinctive organizational variables in public sector analysis (mission valence, employee performance, public service motivation) were discussed in papers by (Frey and Jegen, 2001; Harrison et al., 2006; Moè et al., 2010; Cerasoli, et al., 2014; Caillier, 2014; Potipiroon and Ford, 2017). The evidence which is of particular interest for the topic of our research was presented in Wright and Pandey (2011), where a substantial, direct effect of mission valence on employee job satisfaction was established.

Methodology

Research questions

Based on previous considerations, this research departs from the following conjecture: If the vision is the element that makes an organization more successful and the mission helps the organization to realize success that often encompasses broader societal goals, then employees that are familiar with the mission and vision will be more satisfied with the job and more committed to the organization. Accordingly, the following research questions are defined:

- RQ1. Are there differences in organizational commitment and job satisfaction between employees who are familiar with the mission and vision of the organization they are employed in and those who are not?
- RQ2. Are there differences in organizational commitment and job satisfaction between employees who are familiar with the mission and vision of the organization they are employed in and those who are not considering the employees' gender?
- RQ3. Are there differences between the public and the private sector considering the impact of familiarity with the mission and vision on organizational commitment and job satisfaction?
- RQ4. Are there differences in organizational commitment and job satisfaction between employees who are familiar with the mission and vision of the organization they are employed in and those who are not considering the employees' age differences?

Data collection and sample description

To respond to the research questions above we researched employees in the Republic of Croatia. In Croatia, according to the data of March 31, 2019, there are 154,184 active companies.

The data were collected via the survey questionnaire that was sent to the e-mail addresses of 750 of those companies, 114 of which fully completed the questionnaires and returned them, amounting to the respondent rate of 15%.

The sample comprised of 114 employees in private and public organizations. Among the 114 respondents, 66 were employed in the public or state sector, 48 in the private or predominantly private sector. Out of the 114 respondents, 58.5% were female and 41.2% male, the majority of whom (57%) were up to 40 years of age. The sample structure is presented in Table 1.

Table 1

Sample structure

| Sample characteristics | Number | Percentage |
|----------------------------------|--------|------------|
| Gender | | |
| Male | 47 | 41.2% |
| Female | 67 | 58.8% |
| Age | | |
| up to 40 years of age | 65 | 57.0% |
| more than 40 years of age | 49 | 43.0% |
| Sector | | |
| State or public | 66 | 57.9% |
| Private or predominantly private | 48 | 42.1% |

Source: Authors' work

Research instrument

To measure organizational commitment we used 13 statements from the Organizational Commitment Questionnaire (OCQ) created by Mowday et al. (Mowday et al., 1979). For the measurement of job satisfaction, we used 17 statements from the Job Satisfaction Survey (JSS) by Spector (Spector, n.d.). A Likert scale was used to measure the attitudes of the respondents. The agreement with the statements used in the questionnaire was measured using a 5-point ordinal scale (1 completely disagree, 5 completely agree). The research instrument is presented in Table 2 below.

Statistical methods

The collected data were analyzed through several statistical methods utilizing the IBM SPSS Statistics 23 statistical package. First, the instrument validity was checked and the internal reliability of the measurement model was confirmed by the Cronbach alpha coefficient (Field, 2013).

To determine whether any statistically significant differences existed between the employees in terms of their familiarity with the mission and vision considering the gender, age, and considering the sector that they belong to a t-test has been applied. We investigated whether there were statistically significant differences in job satisfaction and organizational commitment between employees who are familiar with the mission and vision of the organization they are employed in and those who are not in terms of gender, age, and considering the sector that they belong to.

Table 2
Research instrument

| Construct | Code | Statements |
|----------------------------------|-------|---|
| Job satisfaction | JSS1 | I feel satisfied with my chances for salary increases. |
| | JSS2 | I feel unappreciated by the organization when I think about what they pay me. |
| | JSS3 | The benefits package we have is equitable. |
| | JSS4 | I don't feel my efforts are rewarded the way they should be. |
| | JSS5 | There are few rewards for those who work here. |
| | JSS6 | Raises are too few and far between. |
| | JSS7 | Those who do well on the job stand a fair chance of being promoted. |
| | JSS8 | I feel I am being paid a fair amount for the work I do. |
| | JSS9 | I am satisfied with my chances for promotion. |
| | JSS10 | I am not satisfied with the benefits I receive at my job. |
| | JSS11 | There are benefits we do not have what we should have. |
| | JSS12 | When I do a good job, I receive the recognition for it that I should receive. |
| | JSS13 | The benefits we receive are as good as most other organizations offer. |
| | JSS14 | There is too little chance for promotion in this organization. |
| | JSS15 | I do not feel that the work I do is appreciated. |
| | JSS16 | My supervisor shows too little interest in the feelings of subordinates. |
| | JSS17 | People get ahead as fast here as they do in other places. |
| Organizational commitment | OCQ1 | I am proud to tell others that I am part of this organization. |
| | OCQ2 | I am extremely glad that I chose this organization to work for over others I was considering at the time I joined. |
| | OCQ3 | For me, this is the best of all possible organizations for which to work. |
| | OCQ4 | I talk up this organization to my friends as a great organization to work for. |
| | OCQ5 | Deciding to work for this organization was the best decision I could make. |
| | OCQ6 | This organization inspires the very best in me in the way of job performance. |
| | OCQ7 | I find that my values and the organization's values are very similar. |
| | OCQ8 | I feel loyalty to the organization I work for. |
| | OCQ9 | It would take very little change in my present circumstances to cause me to leave this organization. |
| | OCQ10 | There's not too much to be gained by sticking with this organization indefinitely. |
| | OCQ11 | I care about the fate of this organization. |
| | OCQ12 | I am willing to put in a great deal of effort beyond that normally expected to help this organization be successful. |
| | OCQ13 | Often, I find it difficult to agree with this organization's policies on important matters relating to its employees. |

Source: Authors' work

Validity analysis

The instrument validity was verified by conducting factor analysis (principal components analysis). The goal was to determine the existence of two factors, one for the job satisfaction and one for the organizational commitment constructs, respectively, and confirm the unidimensionality of each of the two constructs

The sampling adequacy for conducting a factor analysis was confirmed by the Kaiser-Meyer-Olkin measure (KMO=0,893) (Field, 2013). Tables 3 represent the results of the exploratory factor analysis (principal components analysis). Concerning the t-test application, we checked and confirmed that the samples fulfill certain preconditions, such as normality, approximately equal variance, and independence (Kim, 2015).

Reliability analysis

The instrument reliability was measured by using the Cronbach alpha. Table 3 represents the Cronbach alpha coefficients, mean values, and standard deviations. The values of the Cronbach alpha are above the recommended value (0.7) (Field, 2013).

Table 3

Factor analysis (by principal components method, Varimax rotation method) of statements

| | Item | Factor | |
|----------------------------------|-------|--------|-------|
| | | 1 | 2 |
| Job satisfaction | JSS1 | 0.620 | |
| | JSS2 | 0.587 | |
| | JSS3 | 0.653 | |
| | JSS4 | 0.521 | |
| | JSS5 | 0.726 | |
| | JSS6 | 0.661 | |
| | JSS7 | 0.586 | |
| | JSS8 | 0.503 | |
| | JSS9 | 0.789 | |
| | JSS10 | 0.502 | |
| | JSS11 | 0.477 | |
| | JSS12 | 0.755 | |
| | JSS13 | 0.690 | |
| | JSS14 | 0.746 | |
| | JSS15 | 0.591 | |
| | JSS16 | 0.738 | |
| | JSS17 | 0.609 | |
| Organizational commitment | OCQ1 | | 0.580 |
| | OCQ2 | | 0.796 |
| | OCQ3 | | 0.809 |
| | OCQ4 | | 0.605 |
| | OCQ5 | | 0.753 |
| | OCQ6 | | 0.869 |
| | OCQ7 | | 0.741 |
| | OCQ8 | | 0.589 |
| | OCQ9 | | 0.813 |
| | OCQ10 | | 0.530 |
| | OCQ11 | | 0.679 |
| | OCQ12 | | 0.731 |
| | OCQ13 | | 0.704 |

Source: Authors' work

Table 4
Descriptive statistics

| | Statement | Mean | Std. Deviation | Cronbach alpha |
|----------------------------------|-----------|--------|----------------|----------------|
| Job satisfaction | OCQ1 | 4.3770 | 0.7688 | 0.931 |
| | OCQ2 | 3.6750 | 1.0684 | |
| | OCQ3 | 4.2020 | 0.9041 | |
| | OCQ4 | 2.6320 | 1.2569 | |
| | OCQ5 | 3.3160 | 1.0159 | |
| | OCQ6 | 3.7460 | 1.1352 | |
| | OCQ7 | 3.2190 | 1.1426 | |
| | OCQ8 | 3.6754 | 1.2726 | |
| | OCQ9 | 3.7980 | 1.1224 | |
| | OCQ10 | 3.5526 | 1.1757 | |
| | OCQ11 | 4.4210 | 0.8508 | |
| | OCQ12 | 3.5090 | 1.1071 | |
| | OCQ13 | 3.6750 | 1.1170 | |
| Organizational commitment | JSS1 | 3.5350 | 1.0491 | 0.918 |
| | JSS2 | 2.9825 | 1.3236 | |
| | JSS3 | 3.2632 | 1.2341 | |
| | JSS4 | 3.0790 | 1.2276 | |
| | JSS5 | 2.4474 | 1.2127 | |
| | JSS6 | 3.0350 | 1.2404 | |
| | JSS7 | 2.7280 | 1.0749 | |
| | JSS8 | 3.3333 | 1.2214 | |
| | JSS9 | 3.3070 | 1.1983 | |
| | JSS10 | 2.6490 | 1.0558 | |
| | JSS11 | 3.2456 | 1.3073 | |
| | JSS12 | 3.0180 | 1.1673 | |
| | JSS13 | 2.4123 | 1.1735 | |
| | JSS14 | 2.9470 | 1.2540 | |
| | JSS15 | 2.9561 | 1.2718 | |
| | JSS16 | 2.8070 | 1.2111 | |
| | JSS17 | 3.2370 | 1.1545 | |

Source: Authors' work

Results

In the observed sample of 114 respondents, 95 of them (58 female and 37 male respondents) are familiar with the mission of the organization in which they work, while 19 (9 female and 10 male respondents) of them are not familiar with it. Furthermore, 94 respondents (58 female and 36 male) are familiar with the vision of their organization, while 20 (11 female and 9 male) of them are not familiar with it.

These results indicate that approximately 78% of employees from the Croatian organizations included in our research are aware of the mission and vision of their organizations. Our findings can be considered in the light of the study by Glassdoor, (2019) in which the mission was found to be one of the main reasons why 64% of employees stay at their jobs.

From table 5 it is evident that there is a statistically significant difference in job satisfaction between employees who are familiar with the organization's mission and those who are not (with level $p < 0.05$). When it comes to the difference in job satisfaction between employees familiar with the organization's vision and those who are not, statistically significant differences were obtained at level ($p \leq 0.10$). Likewise, in terms of organizational commitment, there are no statistically significant differences

between employees who are familiar with the mission and vision of the organization in which they work and those who are not ($p > 0.1$).

Concerning the notion of *statistical significance*, attention should be drawn to the understanding associated with the *p-value*. Namely, with the assumption of the null hypothesis (that there is no difference between the two samples), the negation of this hypothesis (H_0) is realized based on the calculation of the (Fisher's) *p-value*. The most common levels of statistical significance are related to the following *p-values*: 0.01, 0.05 and 0.10. For the obtained value $0.05 \leq p \leq 0.01$, it can be said that it is a moderate evidence of denial H_0 , while at $0.1 \leq p \leq 0.05$ there is weak evidence, and also at $0.01 \leq p \leq 0.001$ it is strong evidence, as reported in (Bland, 2015; Held and Ott, 2018). According to Wasserstein and Lazar (2016) "... the widespread use of *statistical significance*, generally interpreted as $p \leq 0.05$, as a license for making a claim of a scientific - leads to considerable distortion of the scientific process." Therefore, due to misapplications and incorrect interpretations of the *p-value*, one part of the researchers insists on supplementing the *p-values* considerations with other appropriate approaches (confidence, Bayesian methods, false discovery rates, etc.).

Table 5
Differences between employees regarding familiarity with mission/vision

| | | Familiarity with the mission/ vision | Mean | Std. Deviation | t-test | p |
|-------------------------------------|--|--------------------------------------|--------|----------------|--------|---------|
| Job satisfaction (mission) | | Familiar | 3,0644 | 0,7561 | 2,005 | 0,047** |
| | | Not familiar | 2,6718 | 0,8898 | | |
| Job satisfaction (vision) | | Familiar | 3,0638 | 0,7554 | 1,924 | 0,057* |
| | | Not familiar | 2,6941 | 0,8920 | | |
| Organizational commitment (mission) | | Familiar | 3,7321 | 0,7485 | 1,206 | 0,230 |
| | | Not familiar | 3,4928 | 0,9736 | | |
| Organizational commitment (vision) | | Familiar | 3,7418 | 0,7521 | 1,459 | 0,147 |
| | | Not familiar | 3,4591 | 0,9380 | | |

Note: ** statistically significant at 5%; *10%

Source: Authors' work

From the results in table 6, it is evident that there is a statistically significant difference in job satisfaction between male employees who are familiar with the organization's mission and those who are not (level $p \leq 0.10$). Significant differences exist between male employees who are familiar with the mission ($p \leq 0.10$) and vision ($p \leq 0.10$) and those who are not regarding their organizational commitment.

Table 6
Differences between employees regarding gender

| | | Familiarity with the mission/ vision | Mean | Std. Deviation | t-test | p |
|----------------------------|--------|--------------------------------------|--------|----------------|--------|--------|
| Job satisfaction (mission) | Male | Familiar | 3,1463 | 0,7327 | 1,764 | 0,085* |
| | | Not familiar | 2,6471 | 1,0033 | | |
| Job satisfaction (vision) | Female | Familiar | 3,0122 | 0,7725 | 1,124 | 0,265 |
| | | Not familiar | 2,6993 | 0,8046 | | |
| Job satisfaction (mission) | Male | Familiar | 3,1471 | 0,7299 | 1,665 | 0,103 |
| | | Not familiar | 2,6890 | 0,9969 | | |
| Job satisfaction (vision) | Female | Familiar | 3,0122 | 0,7725 | 1,124 | 0,265 |
| | | Not familiar | 2,6993 | 0,8046 | | |

Table 6
Differences between employees regarding gender (Continued)

| | | Familiarity with the mission/vision | Mean | Std. Deviation | t-test | p |
|---|--------|-------------------------------------|--------|----------------|--------|--------|
| Organizational commitment (mission) | Male | Familiar | 3,7887 | 0,7690 | 1,685 | 0,099* |
| | | Not familiar | 3,2818 | 1,0938 | | |
| | Female | Familiar | 3,6959 | 0,7396 | -0,117 | 0,907 |
| | | Not familiar | 3,7273 | 0,8182 | | |
| Organizational commitment (vision) | Male | Familiar | 3,8157 | 0,7764 | 2,005 | 0,051* |
| | | Not familiar | 3,2397 | 1,0093 | | |
| | Female | Familiar | 3,6959 | 0,7396 | -0,117 | 0,907 |
| | | Not familiar | 3,7273 | 0,8182 | | |

Note: * statistically significant at 10%

Source: Authors' work

The analysis which was aimed to compare groups of respondents by age yielded the following results shown in table 7. There is a statistically significant difference in job satisfaction between the employees in the more than 40 years old age group who are familiar with the organization's mission and vision and those who are not ($p < 0.01$). In terms of organizational commitment, there are no statistically significant differences regarding the age differences between employees who are familiar with the mission and vision of the organization in which they work and those who are not.

Table 7
Differences between employees regarding the age

| | | Familiarity with the mission/vision | Mean | Std. Deviation | t-test | p |
|---|------------|-------------------------------------|--------|----------------|--------|----------|
| Job satisfaction (mission) | < 40 years | Familiar | 3,0430 | 0,8059 | 0,706 | 0,483 |
| | | Not familiar | 2,8597 | 0,9599 | | |
| | 40 years + | Familiar | 3,0903 | 0,6998 | 2,749 | 0,008*** |
| | | Not familiar | 2,2647 | 0,5903 | | |
| Job satisfaction (vision) | < 40 years | Familiar | 3,0288 | 0,8196 | 0,412 | 0,681 |
| | | Not familiar | 2,9244 | 0,9123 | | |
| | 40 years + | Familiar | 3,1053 | 0,6786 | 3,243 | 0,002*** |
| | | Not familiar | 2,1569 | 0,6041 | | |
| Organizational commitment (mission) | < 40 years | Familiar | 3,6626 | 0,7628 | 0,385 | 0,702 |
| | | Not familiar | 3,5664 | 0,9679 | | |
| | 40 years + | Familiar | 3,8161 | 0,7309 | 1,434 | 0,158 |
| | | Not familiar | 3,3333 | 1,0581 | | |
| Organizational commitment (vision) | < 40 years | Familiar | 3,6774 | 0,7697 | 0,651 | 0,518 |
| | | Not familiar | 3,5195 | 0,9246 | | |
| | 40 years + | Familiar | 3,8182 | 0,7321 | 1,488 | 0,143 |
| | | Not familiar | 3,3182 | 1,0425 | | |

Note: *** statistically significant at 1%

Source: Authors' work

The analysis which was aimed to compare groups of respondents from the public and the private sector yielded the following results shown in table 8. It is evident that there is a statistically significant difference in job satisfaction between employees in the state or public sector who are familiar with the organization's mission and those who are not ($p < 0.05$), and there is a statistically significant difference in job satisfaction between employees in state or public sector who are familiar with the organization's vision and those who are not ($p < 0.01$).

Table 8
Differences between employees regarding the sector

| | | Familiarity with the mission/vision | Mean | Std. Deviation | t-test | p |
|---|----------------------------------|-------------------------------------|--------|----------------|--------|----------|
| Job satisfaction (mission) | State or public | YES | 3,0368 | 0,7487 | 2,537 | 0,014** |
| | | NO | 2,3941 | 0,6679 | | |
| | Private or predominantly private | YES | 3,1053 | 0,7852 | 0,403 | 0,689 |
| | | NO | 2,9804 | 1,0374 | | |
| Job satisfaction (vision) | State or public | YES | 3,0545 | 0,7397 | 2,871 | 0,006*** |
| | | NO | 2,3636 | 0,6649 | | |
| | Private or predominantly private | YES | 3,0774 | 0,7970 | -0,067 | 0,947 |
| | | NO | 3,0980 | 1,0017 | | |
| Organizational commitment (mission) | State or public | YES | 3,6526 | 0,7298 | 0,458 | 0,649 |
| | | NO | 3,5364 | 0,7977 | | |
| | Private or predominantly private | YES | 3,8541 | 0,7785 | 1,276 | 0,208 |
| | | NO | 3,4444 | 1,1883 | | |
| Organizational commitment (vision) | State or public | YES | 3,6612 | 0,7359 | 0,644 | 0,522 |
| | | NO | 3,5041 | 0,7523 | | |
| | Private or predominantly private | YES | 3,8636 | 0,7780 | 1,439 | 0,157 |
| | | NO | 3,4040 | 1,1731 | | |

Note: ** statistically significant at 5%; *** 1%

Source: Authors' work

Discussion

The goals of the research in this paper were to examine whether there are statistically significant differences in organizational commitment and job satisfaction between employees who are familiar with the mission and vision of the organization they are employed in and those who are not, as well as investigate the impact of the employees' gender and age on the two aforementioned constructs. Furthermore, we intended to determine whether there are statistically significant differences in organizational commitment and job satisfaction, respectively, within the group of public sector employees considering their familiarity with the mission and vision of the organization they are employed in. Finally, we wanted to verify whether such differences apply to the group of employees in the private sector.

In our research, the statistically significant difference in job satisfaction was obtained between employees familiar with the mission ($p \leq 0.05$) and vision ($p \leq 0.1$), and those who are not. On the other hand, no significant differences were confirmed between employees who are familiar with the mission and vision and those who are not considering their organizational commitment.

The identified positive impact of familiarity of employees with the mission of the organization on the JS level is in agreement with the results of the aforementioned research by (Krueger et al., 2002; Clark, 2006; Jizhou and Jia, 2011).

No statistically significant differences were established in job satisfaction and organizational commitment among female employees, in terms of familiarity (or lack thereof) with the mission and vision of the organization, they work in. The statistically significant difference in job satisfaction and organizational commitment was obtained between male employees familiar with the mission ($p \leq 0.1$) and those who are not. Furthermore, between male employees familiar with the vision and those who are not

a statistically significant difference was also found ($p < 0.1$) for organizational commitment. The results are in line with previous studies by Anari (2012), and contrary to the results from Kirkpatrick and Locke (1992).

In our study, the lack of difference in organizational commitment (Table 5) among employees that are familiar with the mission and vision of their organization can be accounted for by the structure of the sample, wherein 57% of respondents were aged up to 40 years old. In the context of Croatia, fairly younger employees have adopted global trends about increasingly more frequent changes in the work environment, which explains why their familiarity with the mission and vision does not influence their attitude toward organizational commitment.

We also found a statistically significant difference in job satisfaction between the employees in the more than 40 years old age group that are familiar with their organization's mission and vision and those that are not ($p < 0.01$). No statistically significant differences were established in organizational commitment among employees regarding the age differences in terms of familiarity with the mission and vision of the organization they work in (table 7). These results are in line with some previous studies where it was found that older employees have higher satisfaction than their younger colleagues (Anari, 2012; Warr, 1992; Glenn et al, 1977).

Furthermore, in our research, we established that in public sector organizations the employees' familiarity with the mission and vision has an impact on job satisfaction ($p < 0.5$ and $p < 0.1$). On the other hand, such interrelationship does not apply to the sample of private-sector employees (table 8). It has to be noted that the comparable results and non-contradictory to those obtained for the Croatian public sector employees in our research were previously reported in studies by (Krueger et al., 2002; Clark, 2006; Bart, 2007; Wright and Pandey, 2011; Jizhou and Jian, 2011).

When explaining the results for the public and the private sector, we should also mention the conclusion of a study by Gazioglu and Tansel (2006) conducted in Great Britain, which stated that, among other things, "... employees who feel that their job is secure exhibit higher levels of job satisfaction." In interpreting the results of our study, a potential limitation of the research is, firstly, the sample size and, secondly, the distribution (within the sample) of employees that are familiar with the mission and vision of the organization and those that are not. Another limitation is a lack of in-depth verification of the trustworthiness of the respondents' statements regarding their familiarity with the mission and vision of the organization they work in.

Conclusion

Formulating the mission and vision has become a commonplace contemporary business practice. A good and well-put vision statement communicates the desired future of the organization, the description and purpose of which are contained in the mission statement.

Employees' familiarity with organizational mission and goals and identification of their own goals with the goals of their organization can contribute to retaining the existing employees and attracting new ones. One of the key findings from Glassdoor's survey is that "79 percent of adults would consider a company's mission and purpose before applying for a job there" (Glassdoor, 2019).

The research in this paper was aimed to determine the impact of employees' familiarity with the mission and vision of the organization in which they are employed on their job satisfaction and organizational commitment. In our research, statistically significant differences in job satisfaction were obtained between employees that are familiar with the mission and those that are not. On the other hand, the employees'

familiarity with the vision influences their job satisfaction, with a milder claim of statistical significance ($p < 0.1$).

In terms of the sector that the respondents belong to, statistically, significant differences were particularly apparent among employees in the Croatian public sector regarding their familiarity with the mission and vision on the one hand and their job satisfaction on the other. Upon analysing the private-sector employees as a separate sample, we concluded that for this group there was no statistically significant difference regarding the relationship between their familiarity with the mission and vision on the one hand and their job satisfaction on the other. When the organizational commitment variable is concerned, no differences were established between employees that are familiar with the mission and the vision of the organization they work for and those that are not.

Taking into consideration the employees' gender, differences in job satisfaction and organizational commitment were established concerning the familiarity with the mission and vision, primarily in groups of male respondents. Considering the age of the employees, statistically, significant differences in job satisfaction were obtained in the more than 40 years old age group in terms of their familiarity with the vision and the mission of the organization they work for, respectively. Furthermore, no differences in organizational commitment were established between employees of all age groups in terms of their familiarity with the mission and vision of their organization. The above findings indicate that employees' familiarity with the mission and vision does contribute to job satisfaction, particularly to older employees, whose familiarity with the vision also promotes their organizational commitment. Finally, the impact of employees' familiarity on the mission and vision is visible in the case of the job satisfaction construct when employees in the public sector in Croatia are concerned.

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