

## **Exploring the Congruence between Job Perception and Job Reality in the Cosmetic Sales Industry**

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### **Abstract**

This research examines the relationship between job satisfaction, recruitment processes and organisational culture in a work environment in the cosmetic retail industry which is characterized by a high rate of voluntary turnover among its employees. Eleven participants, who had previously worked or were currently working for a variety of cosmetic firms in one particular organisational setting (a department store), were surveyed using a qualitative method of questionnaire and, where appropriate, follow-up interviews to elicit their perceptions of what their cosmetic firms projected as an organisational image and career prospects during the recruitment and induction process. Implications of the findings to recruitment and induction processes, and employee job satisfaction and retention are suggested.

### **Introduction**

Many organisations in the cosmetic sales industry experience the problem of high employee turnover. Although high turnover rates may be attributable to a variety of factors, anecdotal comments made to the researchers from those within the cosmetic retail industry (including employees and supervisors) would suggest that the primary factor influencing voluntary turnover is job satisfaction. Job satisfaction may influence turnover rate in all employment settings, however, the issue seems to be pronounced in retail sales jobs. New employees, even those with recent business degrees, appear to enter cosmetic sales jobs with high aspiration for career advancement, including management positions in the national or even international arena. As an example, a sales position with an elite cosmetic company is envisaged to be a possible career path to a prestigious management position in Auckland, Wellington, or even Paris. Although this aspiration would appear to be unlikely at face value, experiences in the industry would suggest that this is how positions in cosmetic sales are sometimes advertised and projected during the recruitment process.

The purpose of this research was to gather information from current and past employees in the retail cosmetic industry to see if there was an incongruence between the way the organisational culture is perceived or advertised and the reality of the organisational culture experienced when the employee has completed the induction phase of employment and is working within the routines of the position. Further, the research examined this incongruence to see how this impacted job satisfaction and motivation.

We begin with a review of the relevant literature, examining the role of employee fit, turnover and the recruitment process with regards to employee satisfaction. From the literature review,

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a number of hypotheses emerged, namely considering how individual employees conceptualise their job trajectories, and how this in turn influences their job satisfaction and career decisions. Then the article reports on an empirical study of employee experiences. The information was gathered using a qualitative methodology and the results suggest that cosmetic industries should re-examine the role of career 'promises' in their recruitment practices as it appears to have some impact on the (dis)satisfaction of employees, and, therefore, the level of voluntary staff turnover.

## **Review of the Literature**

There is a substantial amount of literature that examines the role of job satisfaction and work. For the purposes of this article, we will draw only on themes and results which can cast light on our examination of the relationship between job satisfaction, recruitment processes and organizational culture.

The literature review finds that employee fit becomes a significant factor influencing an employee's level of satisfaction with a company and, consequently, an employee's decision to remain with a company. In particular, two theoretical perspectives that have their origin in social development theory are likely to assist in understanding the factors that influence job satisfaction and employee retention.

### ***Social Development Theory***

The first theoretical framework that potentially helps to understand the interplay between personal motivations and environmental factors and how they influence personal trajectories is proposed by Rutter (1977, 1987). Rutter suggests that individuals have varying degrees of resilience, a concept he defines as a capacity for successful adaptation in face of challenging circumstances. A variety of personal attribute dispositions influence the varying degree of resilience, including motivation, outlook and resolve. These attribute dispositions are also influenced by a variety of personal factors such as an individual's age, gender, self-esteem, education and social status.

Rutter's work has been applied to social settings such as the family, school and community and the factors that contribute to or impede an individual's success in areas such as staying at school, not committing crime or refraining from taking drugs. However, it potentially can be applied to the human resource management context. Within an organisation, an individual's motivation to leave a job may be heightened by their motivation and self-confidence to pursue a more challenging job that provides more opportunities for professional advancement. Ticehurst and Veal (2000) outline many of the personal attribute and environmental risk and protective factors that are likely to contribute to employee turnover. They identify self-esteem, gender, age, housing tenure, education, social status, life satisfaction and marital status as significant personal characteristics influencing employee turnover. They identify salary, social interactions, organisational size, job uncertainty, type of industry, job level and involvement in decisions as significant work characteristics influencing employee turnover.

### ***Labour Turnover***

The literature regarding job turnover is significant in both its scope and size. It is worth noting for this research that it is a consistent finding that job dissatisfaction is an antecedent to forming the intention to quit (Harter, Schmidt and Hayes 2002). Incongruence between perceived and actual job prospects in the cosmetic industry, it is hypothesized, may lead to job dissatisfaction, and therefore increased turnover. A comprehensive study into labour turnover in New Zealand (Boxall, Macky, and Rasmussen, 2003), suggested that while motivation of job change was found to be multidimensional, the surveyed employees held strong expectations regarding promotion, pay and job security that effected their retention decisions.

### ***Organisational Culture***

The social phenomenon of organisational culture is a complex one. Essentially, it refers to 'the way things are' in an organisation (Dalin, 1993). It not only describes the organisation's physical environment, but also the psycho-social aspects of the environment (Fraser, 1994). These dimensions are dynamically interrelated and largely are controlled or strongly influenced by an organisation's administration. In effect, the environment includes both intangible and tangible aspects that silently and powerfully shape the experience and behaviour of a people (Owens, 1995). According to Ivancevich, Olekahns, and Matteson (2000), organisational culture is what the employees perceive and how this perception creates a pattern of beliefs, values, and expectations. As suggested by Schein (1985), organisational culture involves assumptions about what a company is like. This assumption is largely based on the company's brand image. Brand image is the company identity portrayed to the public through marketing strategies (Schein, 1985). As an example, a cosmetic company may market itself as a prestigious, luxury cosmetic brand. This is marketed through a variety of strategies including the clothing that their cosmetic retail staff are expected to wear.

In the context of this inquiry, organisational culture is important, as a new employee to the cosmetic sales industry is likely to hold a perception of what a company is like, but, in reality, the organisational culture may differ markedly from that which is projected by the company in the recruitment and selection process. A job advertisement and recruiting manager may project an image of what the organisation's beliefs, values and expectations may be but these may be incongruent with the reality of the work setting. The socialisation process, as Schein (1985) suggests, is that time during the employment phase when an employee is introduced to and is adopting the culture of an organisation. This would likely be the time in which an employer would become aware of this incongruence.

### ***Job Satisfaction***

Robbins, Millet, Cacioppe, and Waters-Marsh (1998) state that job satisfaction can be identified as an individual's general attitude towards their job. This definition is developed by Ivancevich, Olekalns, and Matteson (2000) who state that job satisfaction results from an individual's perception of their job and the degree to which there is a good fit between the individual and the organisation. An employee's assessment of how satisfied or dissatisfied they are with their job is a complex summation of a number of discrete job elements. As stressed by Firth, Mellor and Moore (2003) these elements may have both extrinsic and intrinsic sources. For example, these might include external attributes or aspects such as pay, promotion opportunities, and relationships with supervisors and co-workers. It also includes further factors of the work environment such as the supervisor's style; employment policies and procedures; work group affiliation; working conditions; and fringe benefits. As well, an individual's sense of self-worth and ability to cope with change are often cited intrinsic or

personal factors which may influence job satisfaction (Firth, Mellor and Moore, 2003). In this research inquiry, factors contributing to job satisfaction and dissatisfaction will be identified. In settings where employees experience congruency between the reality of the organisational culture and a positive employment aspiration, job satisfaction would be expected to be quite high. A retail cosmetic employee who has started out as an ambitious, happy motivated employee excited about their new job as a cosmetics counter manager, who is driven to succeed and do their best, comes to realise that there may be not the job prospects or promising career path that they had hoped would come to fruition. This realization may lead to the fact that they become disillusioned about their future with the company, or even let down and bored by their position and they may soon feel that it is time to 'move on'. As Nicholson (2003, p. 26) notes, the effect of these 'broken promises' at work, is to transform a person's positive energy into negative.

### ***The Recruitment Process***

The third component relevant to this research inquiry is job recruitment. One of the aspects in job recruitment most important to this inquiry is the consideration of how the organisation's image comes across in the job advertisement and the recruitment and selection process as the degree of organisational fit has an important role in influencing job satisfaction. Since recruitment programs are directed toward new employees, (i.e., those not now in the organisation, it is desirable to give prospective employees information about not only the job but also about those aspects of the organisation that affect the individual. As Ivancevich et al. (2000) have stressed, the recruiter should, to the extent possible, convey factual information about such matters as pay and promotion policies and practices, objective characteristics of the work group the recruit is likely to join, and other relevant information about work policies and practices.

### ***Hypotheses***

This study is focused on understanding the relationship between individual employees and their career trajectories and how the environment in which they work influences their job satisfaction and career decisions. Further, it is suggested that job satisfaction may be associated with the degree to which the image of the work setting, either as projected by the employer or as idealised by the employee, corresponds to the reality of the setting experienced as an employee (Harter, Schmidt, and Hayes 2002).

## **Method**

The paper uses data from a study that was conducted between May and July 2005 in a large retail store where eight cosmetic companies currently have individual retail counters staffed by a company sales representative. The sales staff have been recruited by the cosmetic company to serve the sales requirements of that company. In addition, the sales staff are under the direct supervision of the retail store management. All departments within the retail store, including the cosmetic sales staff, report to the store management on a day-to-day basis. It is the store managers that monitor employee sales and performance. Although all cosmetics are sold and allocated to the store from the cosmetic house head office (usually in Auckland), the profit from sales actually goes to the department store. Simply put, both the cosmetic sales company and the retail store management want the sales staff to be successful in their sales volume. It is also important to note that the sales consultants have minimal contact with their

cosmetic company. They have infrequent contact with company representatives and have opportunity for national professional development opportunities (single or multiple day events) with other company sales representatives, on average, once every six months.

### *Participants*

- All of the eleven respondents were female.
- They ranged in age from 21 to 51, with a median age of 26.
- There was considerable variability in participant educational background, ranging from School Certificate to Post-Graduate qualifications such as Marketing Diplomas and Masters Degrees.
- The eleven respondents worked for a total of six cosmetic houses. The cosmetic houses ranged considerably in image and customer clientele, two would be commonly perceived as high-end, two medium-range and two lower-end cosmetic firms.
- Five respondents were previous employees, and six were currently employed.
- The past employees worked for a range of one to five years for their cosmetic house. The median time was two years.
- None of the current employees had worked longer than four years, with a median term of employment of just over one year.

Each cosmetic company is unique in terms of how they advertise, recruit, select and train their sales representatives. As well, each company has a particular brand image and their own organisational culture. Despite these differences, each sales representative often operates in the same physical work environment when, as in our research, several cosmetic companies have sales counters within larger department stores. The sales consultants for these companies have been recruited and trained by representatives from company head office which is usually based in Auckland. Employees both past and present were approached to participate in the research inquiry.

The method used to collect the data was a combination of preparatory questionnaire followed by a semi-structured interview. All contact with the sales staff were on a strictly confidential manner. They were informed that their responses would not be released in any form to management. Staff were surveyed through questionnaire, using a series of open and closed-ended questions, seeking biographical information and information pertaining to their jobs and the three constructs in the inquiry, such as factors relating to job satisfaction and motivation, and what information was given to them about their jobs in advertisements and interview stages of recruitment. This information was then analysed to identify common themes in order to help identify whether an incongruence existed between the perception and reality of the job. As well, the analysis focused on determining the influence of congruency on job satisfaction and turnover. Follow-up interviews were also carried out to elucidate any queries that emanated from the questionnaires. Furthermore, the researcher works in an indirect role with the cosmetic sales participants and was able to make field observations pertaining to the context and focus of study.

The focus of this research inquiry was to identify whether individual employee personal aspirations of their employment are congruent with organisational culture and the reality of their job experience and by so doing determine whether the degree of congruency between aspiration and culture influences job satisfaction. The focus of the inquiry is to uncover meanings and understanding of the issues associated with social phenomena and, thus, the research is qualitative in nature (Ticehurst and Veal, 2000). Since the focus is on cultural

aspects of their personal experience, the specific qualitative interpretivist research methodology used in this research project was ethnography.

Eleven sales representatives participated in the study. The information from the questionnaires was processed according to the suggestions made by Ticehurst and Veal (2000). Emerging patterns, relationships and recurring themes were identified as the researcher read and re-read the participant responses. These patterns and trends, once identified, became tentative hypotheses that were then refuted or affirmed through the follow-up interviews. Seven of the eleven people that returned the questionnaires were interviewed. Four participants were not available because of work, family and travel commitments for follow-up interview during the time interviews were being conducted.

## **Results and Discussion**

### ***The Sample***

Prior work experiences were quite variable. Younger employees typically had had retail sales experience, but not necessarily in the cosmetic sales industry. As well, the younger employees (under 24) had just completed their tertiary qualification and this appointment was an entry-level position in the cosmetic and beauty industry. More mature respondents (25 to 30), as might be expected, had considerably more experience and education. Most of the respondents had worked in the cosmetic, health and beauty industry, but in smaller companies. These respondents had been in the company the longest, but still held no position of authority within the organisation. There was consistency in the professional aspirations held by the respondents. Five of the interviewees wanted to, in the future, be travelling area managers for their cosmetic companies; two wanted to be cosmetic training and development managers; three ultimately wanted to manage or own their own cosmetic businesses; and one was uncertain about the future career path. Thus, their appointment to this position was accompanied by an aspiration to succeed within the industry.

### ***The Recruitment Process***

The majority of respondents found out about the cosmetic sales job through personal contacts. Three reasons were identified for applying for the job.

1. Four identified it as a means of putting recent training to work.
2. Three suggested that the company was a good brand with good career opportunity.
3. Four suggested they were looking for a change from their previous position.

During the interview process, few could recall if there was any suggestion that there was a possible career path with the cosmetic company. Two of the respondents, again working for the more prestigious companies, were informed that supervisory and leadership opportunities were available further on in their career with these cosmetic companies. In reference to the actual pharmacy as a work environment, based on the interviewers' comments respondents recall being under the impression that the work environment was competitive, but a fun place to work. They were under the impression they would be highly rewarded for their efforts. In general, the respondents stated that both the pharmacy and the cosmetic company projected a brand image that was very similar. As well, the advertised position and interview corresponded to most of the respondents' professional desires. As 'Karen' suggested:

“I thought that the job as a cosmetic consultant tied in well with my recent education and that I could utilise my education to move into a manager role in the company within two years. I was told this by the current area manager.”

Furthermore Kate stated:

“I really wanted to be a manager within a cosmetic company and really believed that this was a good job to accept as it gave me this possibility. It was just what I wanted.”

Interestingly, two respondents clearly had an idealised perception of the position and what it might offer as a career path. This perception was influenced largely by media imaging. For example, Sylvia stated:

“I was really excited about the prospects. For as long as I can remember I have wanted to work for a prestigious company like this and travel. I know they have these counters everywhere and I’d love to work for this company in Europe or something.”

In conclusion, anticipation of an exciting, challenging career path was a common perspective presented or at least perceived to be presented to the respondents when they were going through the recruitment process of their employment. As well, some respondents’ views were largely constructed from their own perception of what the job would entail. As Eckman suggested (1980) good recruitment processes should work towards establishing congruence between perspective employee aspiration and what the organisation itself can offer. This congruence or fit is imperative because prospective employees can see themselves fitting in with the company objectives.

### *Actual Work Experiences and Perceptions*

During the first month of employment, two common perceptions of the cosmetic house were identified by respondents.

1. Working relationships with colleagues
2. Competitive work and sales environment.

The first perception pertained to working relationships with colleagues. Most of the respondents stated that the collegial relationships among the sales consultants were very positive. The sales consultants commonly mentioned that their colleagues assisted them and helped them understand some of the protocols, in particular performing the accounting and sales documentation and identifying the fairest bosses and who to watch out for. One respondent (Sylvia) mentioned that although the collegial relationships were overall quite positive, interpersonal relationships with colleagues could be strained:

“Some of the people I work with have really bad mood swings which I find hard to deal with. I don’t like the way people talk about others behind their back. There can be a lot of cattiness at our workplace and some people can back-stab quite a bit.”

Second, there was a very competitive, goal-oriented, high management expectation projected by the direct work environment. This was accompanied by little support from the direct work management. These experiences were shared especially by the younger employees on the less prestigious counters. As an example, Stella said:

“I had a lot to learn and was not given much help or support. I knew I had lots of learning to do and I was told that there was a company representative who would support me – I was wrong. Instead, I was sent a photocopied booklet on the products I was to sell, with a questionnaire at the end which I was to send back once I had sold a certain number of products and stuck the price stickers on and then they sent me a company badge and that was it – I was in charge of the counter and expected to achieve ridiculous sales targets straight away.”

This comment was similar to that suggested by Kylie:

“It was really obvious that this company was all about making money and they don’t really look after their consultants...their targets are really high and I was given no support.”

Conversely, some employees had very positive induction processes. As an example, Kate said:

“As soon as I was offered the job the company flew me to Auckland, put me up in a flash hotel, and did a one-on-one intensive crash course in selling. Then when I had my first day at work I was shown the ropes by a senior employee on a similar counter to mine and she was really supportive and helpful about everything from selling to make up and using the computer to do paperwork. Then on the second week I was there, the area manager came down and spent a day with me going over details, and then after a few weeks, I was flown back to Auckland and put up in the flash hotel again for a three-day basic training with all the other new consultants. I then came home with hundreds of dollars worth of fine French perfume and cosmetics. It made me feel really special and confident about my new job.”

Despite Kate’s positive experience with her cosmetic house, her experiences with the direct managers in her work environment were negative. She stated:

“I didn’t think that we would be monitored every day on how many customers we served and how many items we sold per transaction, and being spoken to by management sternly if it wasn’t high enough. I was under constant watch and pressure which was horrible. The management was really horrible, not at all friendly.”

Despite the positive induction processes that most received from their cosmetic company, as illustrated by Kate’s example, the actual in-house managers were seen to display little personal concern for the new employees. In general, most respondents recognised that the in-house business managers were not very personable or approachable; didn’t take an active interest in the new employees; and only seemed to be interested in the sales figures that they generated each day. Stella mentioned that:

“On my first or second day on the job, my direct manager told me that the store manager/owner would look at the sales figures on the computer numerous times a day to see how much everyone is selling, and if you are at the bottom he will come ask the manager “what is wrong with her today, she hasn’t sold very much” that would make me feel stink like I have let everyone down.”

In general, many of the respondents experienced a dichotomy of responses from management as employees. On the one hand, the management of the cosmetic house that they worked for



was very positive towards the employees. They wanted the employee to feel part of the family of both the international and organisational culture. Most employees were given the opportunity to attend prestigious overseas or national conferences in places like Singapore, Fiji, or Rotorua, but then others, normally those associated with less prestigious companies, were not given these opportunities. As suggested by Ivancevich et al. (2000), the cosmetic organisation's primary activities during the first stage of socialisation are that recruitment, selection and placement were effective, in allowing new employees to experience positive feelings congruent with their aspirations. In contrast, the management of the direct work environment was not seen by any respondents to be respectful of or value employees. They felt that they were just shop workers that are only seen to be generators of income for the company directors. This dichotomy of response suggests that employees were experiencing opposing organisational cultures. Even though during the recruitment process, they were seen to be very similar. On one hand, the cosmetic house culture was congruent with their pre-employment perceptions. In contrast, the culture of the pharmacy was incongruent with their pre-employment perceptions. The direct work environment was being influenced negatively by the direct management.

### ***Job Satisfaction***

Of the eleven respondents surveyed and interviewed, nine respondents were generally satisfied with their job.

The most commonly cited aspects of the job that were enjoyed were:

- the positive collegial relationships,
- company rewards such as product allocation and travel opportunities to training/development workshops,
- positive customer relations, and
- the image of working for a prestigious place and company of work.

Respondents did not like:

- the competitive environment of sales,
- the ambivalence and rudeness of the owner/manager,
- the rudeness of customers, and
- the low pay.

Kate's comments clearly capture the mixture of likes and dislikes about the job:

“I enjoy working with the other girls, but I don't enjoy working in this business. There is so much pressure to sell-sell-sell, and the pay and benefits are shit. It was good for a bit but now its so boring. I hate having to lay low when the boss is grumpy – I think that's pathetic. Rude customers just make it even worse.”

Half the respondents are no longer in the industry. Of those, two left because of negative, unsupportive management, and two mentioned that they were seeking new opportunities elsewhere. Five of the six remaining respondents currently working with the company were not content to stay in their current position. Two found their work environment stressful, and three were looking for jobs that better utilised their capabilities. These current employees continued to display an aspiration to fulfil their career trajectories.

As Stella mentioned:

“It became a boring job because I had gone as far as I could. It was clear if I was going to continue on I would have to leave. For the most part I enjoyed it here, but I just needed a new environment where I could develop more.”

It was clear that self-determination and goal orientation were strong personal factors that contributed to motivating individuals to either stay in a job or pursue new jobs. As stressed by Robbins et al. (1998), job satisfaction is an individual's general attitude towards their work. As suggested by Firth, Mellor and Moore, (2003) a variety of extrinsic and intrinsic sources contribute to job satisfaction. They suggest that satisfaction is primarily fostered by a good fit between an individual's needs and what the organisation has to offer.

### ***Company Culture***

All respondents perceived that they ‘fitted’ with the culture of the cosmetic company. Aside from two of the younger respondents working for the less prestigious companies, they all felt that they were made to feel welcome by the cosmetic companies during their induction phase. As stated by Kate:

“They are very encouraging and supportive and you are made to feel like you belong. There is a strong emphasis on appearance – they want you to be classy and elegant, and you are made to feel that when you are recruited, you have those qualities and the potential to fit the company image.”

Respondents also perceived that they fit the direct environment (the chemist shop) image, but not necessarily the culture. As stated by Kate:

“I thought this place had the image of being an efficient, supportive and highly professional environment; at least that's what I thought. But the culture is different than that – it is really competitive and sales-driven.”

Most of the respondents suggested that the culture of the direct work environment was largely incongruent with the actual culture advocated by the cosmetic sales company. The former was seen as competitive, goal-oriented, influenced by the shop's bosses' personal moods that tended to be very unsupportive and discouraging. The latter was the opposite. Employees were made to feel a sense of belonging and contribution to team goals, respected, valued, and able to contribute ideas to the overall national strategies.

Sylvia's comments captured this dichotomy:

“The training is full-on, and there's much info to absorb properly on the days that you were away, but you feel really appreciated and acknowledged for your efforts. And then I get back here and I work hard and don't get a pat on the back at all, just negative feedback.”

In summary, most respondents suggested that their fit with the cosmetic company contributed to positive job satisfaction. However, although they perceived that they fit with the image, they did not feel that they fit in with the organisational culture.

### ***False Expectations***

The final section of the questionnaire and interviews gave the respondents an opportunity to again identify the factors contributing to them either staying in their current position or leaving. As well, they were asked to clarify whether job satisfaction was influencing their decision. In many ways, this section of the questionnaire and interview served to confirm the accuracy of the data collected in the previous data collection sections. Although the majority of applicants displayed an adequate level of satisfaction with their employment, it was quite apparent that various factors were contributing to their job dissatisfaction and this was motivating or had motivated them to seek alternative employment.

As indicated in the previous sections of this report, two general themes were evident. First, the direct work environment, especially the organisational culture being strongly dictated by the management, was contributing to their negative job satisfaction. Factors such as the strong emphasis on sales; the unsupportive management, the moody boss, and repetitive and competitive nature of the work were commonly mentioned aspects. Second, respondents saw little opportunity for advancement for career trajectory within this particular setting. Sylvia's comment seemed to summarise this interplay:

“It all boils down to working here. I thought it would be more than just standing here looking pretty – I have had a good education and I want to put it to use, and here you are not really encouraged to use your potential and there is really no opportunity to use it either.”

## **Conclusions**

This study found that, in general, respondents anticipated an exciting, challenging career path with their cosmetic company. This common perception was presented or at least perceived to be presented to the respondents when they were going through the recruitment process of their employment. Some respondents' views were largely constructed from their own perception of what the job would entail. In summary, most respondents had clear aspiration for success within the beauty and cosmetic industry, albeit potentially quite idealised. They also expected that the position being sought would provide the vehicle for achieving these goals.

Within the first month of their employment, the jobs the respondents secured seemed to be congruent with the professional goals of what they had in mind for their career paths. This was particularly true for the more educated respondents that had recently completed their education and were looking quite specifically for a job that provided challenge and opportunity in pursuing a career trajectory. Thereafter, incongruence between expectation and reality became more evident. In general, most respondents suggested that their fit with the cosmetic company contributed to positive job satisfaction. Most respondents also perceived that they fit with the organisational image (what the organisation was perceived to be) of the direct work environment. In contrast, most respondents felt they did not fit with the organisational culture (what the organisation was really like) experienced in their direct work environment. This culture was strongly influenced by the direct work environment management.

Interestingly, despite the dissatisfaction most of the employees experienced, employees continued to have high resiliency in terms of career aspiration. For the most part, the retail cosmetic employees who started out as ambitious, happy, motivated employees excited about their new job as a cosmetics counter manager and motivated to succeed and do their best,

often came to realise that there may not be the job prospects or promising career path that they had hoped would come to fruition. This contributed significantly to job dissatisfaction but did not deter employees from considering other employment options.

Clearly, it is important that an employee experiences congruency between what is conveyed about an organisation during recruitment and induction and what they experience in reality during the socialisation process. As well, if the actual organisational culture is quite different in a negative way from what was conveyed, job dissatisfaction is most likely to occur. It is likely that this dissatisfaction contributes to high employee turnover. In the context of this study, employees that are working in environments that are congruent to and foster their professional aspirations are likely to experience more job satisfaction and are likely to stay within their current work environment.

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