**Discussion**

The analysis of our manipulation checks revealed no significant difference between conditions, which strongly suggests that the manipulation itself was ineffective. Due to that, we can't really intuit anything from the analysis of the difference in our three independent variables between conditions, but it did not support our three key hypotheses. The correlational findings were much more promising. Our manipulation was correlated significantly to expectations of perfectionism. Our three measures of perceived clan culture were related to most of the outcomes measuring higher expectations of the employee or justified poor treatment of the employee. Additionally, the perception that CCM was a fun place to work and cared about it's employees well-being were both significantly different between conditions and strongly correlated to both the perception that CCM offered many perks and the majority of items measuring the justification of unfair treatment or expectations put on John. Both the perception of CCM as a fun place and that they care about their employees align with a clan culture. This supports our overarching belief that when an organization is perceived as having a clan culture, observers are more likely to justify instances of unfair treatment within the organization and have higher expectations of the employees within the company.

This study had several limitations, but this was the second of a series of studies that will be performed as we break into this new area of research and try to develop new reliable and valid measures for both the independent variable and several of the dependent variables. It was certainly a great learning experience. First off, the manipulation was, of course, ineffective. Thanks to this, we were unable to interpret the t-test results and say anything conclusive about a causal relationship between any factors. This may have been because the delivery of our clan-culture perks through the brochure was too subtle. It could have also been because using vignettes or small stories to measure the outcomes was too subtle or lacked construct validity. Stories are up to interpretation from the reader, and what we may have thought illustrated exploitation could be perceived differently. Future studies would do well to address these limitations.

In addition to the subtle manipulation, the delivery of our quantitative manipulation check may also have presented a limitation to the study in its potential lack of construct validity. The statement presented to participants was, "From the description of CCM, I got the sense that they provide employees with considerable perks." This statement does not specifically reference that the perks suggest the values of clan culture; more so, it could be interpreted as a statement claiming that CCM offers a large volume of perks. Both the control condition and experimental condition presented participants with brochures describing benefits such as mental health benefits and dental; these could easily be considered considerable perks, especially when they haven't been primed with the understanding that certain companies provide much more than that (i.e. not educated on the types of perks made available in silicon valley).

Next, the sample was not reflective of the intended population of working adults in the field of computer science. When compared to this population, our sample was more female, younger in age, and mostly educated in fields other than computer science or mathematics.

This younger sample likely lacked career experience and as such, may not have developed an understanding of norms for benefits and perks across industries. This could have influenced how they interpreted the information they were provided about CCM's perks and benefits, as it may not have been noteworthy or impactful. The sample may have also lacked exposure to clan organizational culture due to the lack of work experience. As such, participants might not have associated the presence of clan culture signals with the positive employee outcomes, such as reduced employee stress related to clan cultures.

These, and future findings, can inform organizations of the importance of clearly defining their culture. Doing so can help them better meet the needs of their employees and address mental health issues in their workforce. These findings also add to the body of literature on organizational culture as it speaks to the impact of misleading culture signalling.

It contributes to the research on workplace perks as well as this has largely focused on the benefits of perks in the workplace while leaving a gap in the literature regarding potential negative outcomes. Most importantly, this research may help inform prospective employees to learn to accurately identify the culture of a prospective workplace being what it may be signalling, so they might better choose somewhere to work that will match their values and meet their needs.