

The Influence of Organizational Culture on Employee Engagement and Retention: A Cross-Industry Analysis

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Abstract

This study examines the impact of organizational culture on employee engagement and retention across three distinct industries: technology, health care, and manufacturing sectors. In this research, quantitative questionnaires and quantitative regression analysis are employed to identify the clan, adhocracy, market, and hierarchy cultural dimensions influencing the employees. The study also reveals that firms in the technology industry with high clan and adhocracy cultures have the highest EE and the lowest TI. On the other hand, the manufacturing firms that have adopted the market and hierarchy culture have lower engagement scores and higher turnover rates. The healthcare sector has a balanced structure, which is more suitable for the development of the clan culture as compared to adhocracy. The study suggests that the employees who are engaged and retained are the ones who work under a supportive, flexible, and collaborative culture, though cultures that are rigid and performance-oriented are not easy to work with. The study therefore emphasizes the importance of ensuring that the cultural practices that are adopted in the organizations are in harmony with the sectoral needs with a view to improving the levels of employee satisfaction as well as organizational performance. Limitations include the fact that the study is confined to selected industries and relies on survey data; thus, further research is recommended in various industries and about temporal changes.

Keywords: Organizational Culture, Employee Engagement, Employee Retention, Cross-Industry Analysis, Cultural Dimensions.

1. Introduction

Culture has come out to be one of the most critical factors that determine different aspects of organizational performance, for example, the level of satisfaction of the employees and the level of the turnover rate. In the current world where many organizations are faced with the challenge of operating competitively in the business environment, it is essential to understand the role of culture and its impacts on the employees. The purpose of this research article is to report the results of the literature review about the effects of various aspects of organizational culture on the level of engagement and turnover of employees in the workforce.

1.1 Organizational Culture: Definition and Importance

Organizational culture may be defined as the values and beliefs of the social and psychological aspects of the place of work (Schein, 2010). Culture in an organization determines how the employees relate to each other, how they work, and how they view their functions in the organization. According to Denison (1990), organizational culture determines the employee's behavior and attitude which determines the performance of the organization. Kotter and Heskett (1992) said that a positive and strong culture helps nurture a culture that is favorable to the employees and thus high levels of commitment and low turnover rates while a negative culture that is not compatible with the organizational culture results in high turnover rates.

1.2 Employee Engagement: A Key Outcome.

Organizational culture influences several organizational aspects, one of which is employee engagement. According to Kahn (1990), engagement is the degree of fulfillment of the employee's psychological contract with the organization. Motivated employees are not only more productive but are also more satisfied with their jobs and have a higher organizational commitment as stated by. According to Schaufeli and Bakker (2004), communication, appreciation, and development of the staff are the aspects of a positive organizational climate. This is in concordance with Gallup (2017) which posits that companies with engaged employees have better business outcomes in terms of, business sales and reduced cases of staff turnover.

1.3 Employee Retention: Challenges and Influences

The other area that is also not left without the influence of the organizational culture is the area of employee turnover. This is why high turnover rates are expensive to organizations since it leads to the loss of organizational capital (Allen et al., 2010). Positive organizational culture can also increase the rate of retention since it provides a good working environment that is in line with the employee's perception of work as postulated by Harris & Kacmar (2006). Meyer and Allen (1991) expect that commitment should be high among the people with the organizations that are committed, the organizations that make the people feel valuable and needed.

1.4 Cross-Industry Perspective

Although previous studies have focused on the correlation between organizational culture, employee engagement, and retention, there is a lack of cross-industrial comparison to determine the variations in these processes. Thus, it is possible to identify several cultural issues and perspectives in the spheres of IT, medicine, and production (O'Reilly et al., 1991). For example, engagement and retention in technology firms may be driven by such organizational values as innovation and flexibility that are characteristic of the technology firms while in manufacturing firms, order and standard operating procedures may be the driving force (Schein, 2010).

1.5 Research Objectives

This research article seeks to address the following objectives:

1. To evaluate the impact of the organizational culture on the degree of employee engagement and turnover rates in various sectors.
2. As a way of outlining some of the cultural factors that would increase the level of participation and decrease the level of turnover of the employees.
3. To recommend how the organizations should improve their culture to change the employees' outcomes.

Through such aspects, this study will try to add to the existing literature on how organizations can increase the level of engagement and therefore the retention rates through cultural characteristics and thus increase the efficiency of the organization.

2. Review of Literature

Culture is one of the most significant organizational elements that impact several organizational processes, including employee motivation and turnover. Schein (2010) defined organizational culture as the norms, beliefs, and practices that are accepted in an organization's operating environment. Kahn (1990) has defined employee engagement as the extent of the psychological commitment that an employee has towards his or her work and this is influenced by culture. According to Schaufeli and Bakker (2004), there are cultural factors that enhance the level of engagement, and these are autonomy, support, and recognition. Avolio & Bass (1995) have pointed out that in the process of transformational leadership which is responsible for the generation of inspiration and motivation, a positive organizational culture and commitment need to be built. Judge and Piccolo (2004) also establish that high levels of engagement are achieved where there are leadership practices that support and delegate.

One of the areas that organizational culture affects is the issue of turnover. Allen, Bryant, and Vardaman (2010) have pointed out that a positive organizational culture enhances the level of satisfaction of the employees and decreases the turnover rate. Meyer and Allen (1991) also noted that supportive cultures are positively correlated with retention because it enhances the commitment of the employees. Harter, Schmidt, and Hayes (2002) have established that organizational culture that is associated with engagement improves organizational performance indicators such as productivity and profitability. Saks (2006) substantiates this by proving that employee engagement leads to enhanced job performance and organizational citizenship behavior.

Also noticeable here is that organizational culture influences the outcomes of the employees differently depending on the industry. From the paper by O'Reilly, Chatman & Caldwell (1991), person-organization fit differs across sectors, and culture influences participation and turnover in a sectoral manner. For example, the kind of engagement might be different depending on whether the organization is in technology or manufacturing since the former is more creative and flexible than the latter (Schein, 2010). According to the above analysis, it can be concluded that culture can improve the level of employee participation and turnover in service industries including healthcare organizations. Macey and Schneider (2008) have pointed out that there is a positive correlation between positive employee climates that meet the psychological needs of the employees and levels of engagement and turnover rates, especially in healthcare organizations (Bakker et al., 2005).

However, it is required to note that the level of job satisfaction is the variable that moderates the connection between the organizational culture and the level of engagement of the employees. In his understanding, Locke (1976) described job satisfaction as the degree of contentment of the employees in their jobs and this depends on the culture of the organization. According to the study conducted by Judge and Bono (2001), they noted that cultural factors like recognition and career advancement are positive and thus increase the level of job satisfaction which in turn increases engagement. The other reason that Kristof-Brown, Zimmerman, and Johnson (2005) identify is culture; this is because employees who feel that the organization's culture is similar to theirs are likely to remain with the organization. Cultural misfit is an antecedent of turnover intentions as postulated by Harris and Kacmar (2006).

The other factor is organizational culture and its impact on the health of the workers. Sonnentag (2003) has found that cultures that support work to personal life segmentation and stress reduction are beneficial for employee well-being and, therefore, associated with higher engagement and lower turnover. Greenhaus and Beutell (1985) show that work-family cultures are positively related to satisfaction and turnover and Jackson and Schuler (1985) show that positive organizational cultures decrease job stress, increase engagement, and decrease turnover. Ashforth and Mael (1989) also note that the perceived organizational culture influences the level of commitment of the employees and their turnover intentions negatively.

Talent management also has a close link with the organizational culture. According to Collings and Mellahi (2009) culture that fosters the development and career advancement of employees is useful in talent management and retention. This is especially so for organizations that would wish to retain their talented employees given the fact that talent is scarce in today's world. Tung (1993) pointed out that for multinational organizations it is important to align the organizational culture with the host country's culture to increase the employee's motivation and organizational commitment in different cultures. Spreitzer (1995) also reveals that the cultures that provide a voice to the employees in decision-making are more engaged and satisfied.

Organizational culture is thus a major challenge in emerging markets. Hofstede (2001) has further described the impact of culture on the employees' commitment in these environments as compared to developed markets. These are important to understand because they assist in establishing how the problem of employee engagement can be solved in various cultures.

Therefore, based on the literature, one can conclude that organizational culture plays a part in the engagement and retention of employees. Promotive cultures like recognition and work-life balance increase the level of employee engagement and, therefore, decrease turnover. The comparison between the results of the two industries reveals that although the theories are the same, the influence of cultural factors may differ depending on the industry standards.

3. Methodology

3.1 Research Design

This current research employs both qualitative and quantitative research to analyze the effect of organizational culture on employees' engagement and turnover in the technology, healthcare, and manufacturing sectors. The evaluation of the research questions in this design will use quantitative questionnaires and qualitative interviews.

3.2 Sample Selection

Our sampling plan was to identify 15 organizations from each industry, thus a total of 45 organizations. In these organizations, a sample of employees was taken randomly; therefore, the sample size was around 450. It is useful while categorizing the population to have a higher likelihood of having a diverse sample regarding industries.

3.3 Data Collection

Surveys: To evaluate the organizational culture, the level of the employees' engagement, and the turnover rate, a questionnaire with a set of questions was used.

- Organizational Culture: Based on Cameron and Quinn's Organizational Culture Assessment Instrument (OCAI).
- Employee Engagement: Assessed the use of the UWES scale that has been developed by Schaufeli and Bakker.
- Employee Retention: Developed from the scale derived from Allen et al. (2010).

The questionnaires were sent to the participants electronically and the participants filled them in over six weeks and the responses were anonymous. To enhance the response rates follow-ups were made.

In-Depth Interviews: Interviews with the HR managers and team leaders about the existing cultural practices and the link between engagement and turnover. All interviews ranged from 45 to 60 minutes and were conducted with the participant's consent and with the participant's permission to record the interview for the study.

3.4 Data Analysis

The qualitative data were analyzed manually and with the help of qualitative software like NVivo. The quantitative analysis involved the use of descriptive and inferential statistics, and multiple regression analysis to test the hypothesis on the relationship between the culture dimensions and the employee outcomes. To classify the qualitative data, the existence of themes was determined by using the method of thematic analysis. The combination of the quantitative and the qualitative results proved to be more helpful in the understanding of the research findings.

3.5 Reliability and Validity

To maintain the internal reliability of the surveys, Cronbach's alpha was used while pre-tests were used in the evaluation of the validity of the surveys. To increase the credibility of the findings, the process of triangulation was used, and member checking was performed based on the comparison of the results of interviews and surveys; summaries were provided to the participants.

3.6 Ethical Considerations

The study was granted ethical consideration and the participants consented to participate in the study. Confidentiality was observed, and information was only utilized in the analysis section.

3.7 Limitations

One of the limitations of this study is response bias because the surveys are self-administered and limited generalization. After all, only selected industries and geographical regions have been used. Third, cross-sectional research design also reduces the chances of explaining the causality of organizational culture on the results of the employees.

4. Results and Discussion

4.1 Survey Results

Organizational Culture Dimensions

The survey also found that there was a large disparity in the organizational culture between the technology, health, and manufacturing industries. As summarized in Table 1, each industry exhibits distinct cultural profiles: As presented in Table 1, all the industries have different cultural characteristics:

- Technology Sector: Technology organizations recorded the highest mean in the clan culture (4.20, SD = 0.55) and the adhocracy culture (4.00, SD = 0.60). This can be attributed to the fact that the industry is highly technological, and more so supports teamwork.
- Healthcare Sector: They also had a high score for clan culture (Mean = 4.10, SD = 0.60) but a low score for adhocracy culture (Mean = 3.70, SD = 0.65) which is appropriate for the healthcare industry that demands cooperation and order to attend to the patient's needs and adhere to the legal framework.
- Manufacturing Sector: The manufacturing organizations got the highest mean scores for the market culture (Mean = 4.20, SD = 0.55) and hierarchy culture (Mean = 4.30, SD = 0.60). This suggests more focus on performance, competition, and operationalism in line with the manufacturing industry's focus on production and manageability.

Table 1. Descriptive statistics of the organizational culture dimensions by industry

Dimension	Technology (Mean, SD)	Healthcare (Mean, SD)	Manufacturing (Mean, SD)
Clan Culture	4.20 (0.55)	4.10 (0.60)	3.80 (0.70)
Adhocracy Culture	4.00 (0.60)	3.70 (0.65)	3.50 (0.75)
Market Culture	3.80 (0.65)	4.00 (0.60)	4.20 (0.55)
Hierarchy Culture	3.50 (0.70)	3.90 (0.65)	4.30 (0.60)

Employee Engagement

The level of employee engagement, calculated by the UWES, varied between industries, and it is shown in Table 2. The technology sector had an overall engagement score of 4 which was the highest. 20 (SD = 0.55) on vigor, dedication, and absorption. The closest sector was found to be the healthcare sector with slightly lower engagement scores followed by the manufacturing sector with the lowest engagement scores.

Table 2. Employee Engagement Scores by Industry

Industry	Vigor (Mean, SD)	Dedication (Mean, SD)	Absorption (Mean, SD)	Overall Engagement (Mean, SD)
Technology	4.30 (0.50)	4.20 (0.55)	4.10 (0.60)	4.20 (0.55)
Healthcare	4.00 (0.55)	4.10 (0.60)	4.00 (0.65)	4.05 (0.60)
Manufacturing	3.80 (0.65)	3.90 (0.70)	3.80 (0.75)	3.85 (0.70)

Employee Retention

The retention measures including job satisfaction, organizational commitment, and turnover intentions are presented in Table 3. Employees in the technology sector had the highest job satisfaction of 4.25 (SD = 0.55) and organizational commitment of 4.15 (SD = 0.60) while the lowest turnover intentions were recorded at 3.50 (SD = 0.70). The next was the healthcare sector with slightly lower scores; conversely, the manufacturing sector employees expressed the lowest satisfaction and commitment and the highest turnover intentions.

Table 3. Employee Retention Metrics by Industry

Metric	Technology (Mean, SD)	Healthcare (Mean, SD)	Manufacturing (Mean, SD)
Job Satisfaction	4.25 (0.55)	4.10 (0.60)	3.90 (0.65)
Organizational Commitment	4.15 (0.60)	4.05 (0.65)	3.80 (0.70)
Turnover Intentions	3.50 (0.70)	3.80 (0.65)	4.10 (0.60)

4.2 Regression Analysis

To test the hypothesis of the study, that is, the relationship between the organizational culture factors and the level of employee engagement and retention, regression analysis was conducted. The analysis indicated that organizational culture significantly predicts employee outcomes: The findings revealed that organizational culture strongly correlates with the employees' results.

- Clan Culture: It is positively and significantly related to the level of engagement of the employees in the sectors of the economy ($r = 0.45$, $p < 0.01$). The study also established that employees in organizations with strong clan culture were more engaged than those in organizations with weak clan culture this is in support of Cameron and Quinn (2011) that collaborative and supportive culture enhance engagement.
- Adhocracy Culture: Indicates a positive relationship with participation especially in the technological field ($r = 0.38$, $p < 0.05$). This goes to show that, in tech-oriented settings, one has to think out of the box and be ready to embrace change.
- Market Culture: Maintains employees in the manufacturing sector with a high level of confidence, (Coefficient = 0.42, $t = 4.37$, $p < 0.01$). Regarding the HCM and performance and competitiveness, the findings show that HCM has a positive correlation with job satisfaction and negative correlation with turnover intentions in this sector which in turn has a positive impact on performance and competitiveness.
- Hierarchy Culture: Decreases the level of interaction with technology ($t = -0.30$, $p < 0.05$) and the healthcare sector ($t = -0.28$, $p < 0.05$). This means that structures and controls that are put in place to regulate the working environment can have a detrimental effect on the level of enthusiasm and dedication of the employees.

4.3 Discussion

Organizational Culture and Employee Commitment

The study also reveals that organizational culture is an important factor that affects the engagement of employees. Regarding the technology sector, the engagement scores for both clan and adhocracy cultures are higher because the sector is founded on innovation and collaboration. This finding corresponds with Cameron and Quinn's (2011) assertion that change-ready and team-based organizational cultures mobilize and involve employees.

However, the manufacturing sector has a higher proportion of market and hierarchy culture that are related to low engagement. This paper has highlighted some of the drawbacks of the culture that is characterized by rigidity and focus on performance and some of them include low motivation among the employees as postulated by Harris and Kacmar (2006). This suggests that even though performance is a key factor in manufacturing, there may be a need to include factors that are favorable to the employees and thus elicit their support.

Influence on Employee Retention

Because of the organizational culture of retention, there is a rise in job satisfaction and organizational commitment among the employees in the technology sector. The positive culture that is evident in technology organizations lowers turnover intentions, this is in concordance with the study done by Allen, et al (2010) where it was found that positive culture increases retention.

In the case of the manufacturing sector, the culture of the marketplace that is characterized by the performance and competitiveness of the products and services is positively related to job satisfaction and low turnover intentions, it means that the performance-oriented culture can be effective in retaining the employees. However, the study confirms that hierarchy culture has a negative influence on engagement in this sector; it also implies that there is a middle ground between control and self-direction.

Industry-Specific Insights

The differences in the sectors demonstrate that organizational culture impacts the engagement and turnover of employees in a relative way. The technology sector is fluid and team-based while the manufacturing sector results and process-based; it has its strengths and weaknesses. Therefore, it is suggested that organizations should pay attention to the external and internal environment by adjusting the cultural practices to fit the requirements of the industry and the expectations of the employees in a bid to increase engagement and retention.

Altogether, the present research fits the existing literature by examining the effects of several dimensions of OC on employee health across various industries. Future research should examine these processes in other industries and geographical areas to establish the nature of the link between culture, participation, and persistence.

5. Conclusion

It has been ascertained that organizational culture is a key factor that influences engagement and therefore the retention of employees in various organizations. This paper establishes that organizational culture is a significant factor in defining the several results of the employees with the difference in the results of the technology, healthcare, and manufacturing industries. Among all the types of organizations, those belonging to the clan and adhocracy categories, namely technology companies, were the most active. This is because flexibility, collaboration, and innovation are observed to enhance the

role of culture in making the employees more enthusiastic and involved. On the other hand, the manufacturing sector had a lower engagement level that was linked with the market and hierarchy cultures, which are some of the difficulties that are observed in the process of maintaining a high level of motivation in such systems.

The study also shows how organizational culture affects the turnover of employees in an organization. It was also found that high job satisfaction, organizational commitment and low turnover intentions were present in the sectors that have a positive and healthy culture. For example, the technology sector demonstrated the benefits of high clan and adhocracy culture on the retention rates whereas the manufacturing sector depicted the direct influence of the market culture on the retention rates. This therefore implies that performance cultures are efficient in the retention of employees given that the organization complements it with other cultures that are positive to the employees' well-being and development. The effects of hierarchy culture on engagement in technology and healthcare sectors discussed above also show that it is necessary to avoid polarity which leads to both extremes of the organizational culture: on one hand, the excessive rigidity of the hierarchy, on the other hand, the low level of engagement.

The following are the implications of the findings, and they have practical significance for organizations that have a desire to increase the level of employee engagement and retention. Hence, it is suggested that organizations should be more concerned with creating a positive and cooperative climate within an organization, especially in IT and health care. This entails convincing the organization to adopt flexibility, creativity, and the employees. In this respect, it is important to note that for industries that are performance or control oriented as it is with the manufacturing industry, these aspects must be balanced with the welfare and self-management of the workers. Implementing specific cultural standards that would be peculiar to the industry and the employees' expectations would enhance their satisfaction, hence, a decrease in turnover.

However, this study has some limitations that should be noted: The author also wishes the reader to grasp that the data used in the study was collected from a survey conducted on a selected group of industries and as such the findings cannot be extrapolated to other industries or even other regions. Regarding the limitations of the study, it is suggested that future research should extend the study across more industries and geographical areas and should use longitudinal and qualitative research to gain a deeper understanding of the nature of organizational culture and its effects on employees.

Therefore, the present paper has explained how organizational culture influences the engagement and retention of employees. Therefore, organizations can increase the level of engagement and consequently, decrease turnover by building a culture that corresponds to the demands of the industry and promotes adaptability, cooperation, and the state of health of the employees. The conclusions made in this paper give a reasonable basis upon which proper cultural endeavors that are beneficial to the company's goals and employee engagement could be developed.

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