



Moderating Relationship of Organizational Culture Between Quality of Work Life and Employee Engagement

Kingsley Chiedu Chiemeké, Hapriza Ashari and Syaharizatul Noorizwan Muktar
Faculty of Management and Social Sciences, University Teknologi Malaysia, Skudai, Johor Bahru, Malaysia

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Abstract: The study of organizational culture, quality of work-life and employee engagement are important in constructing management tools used as the most powerful and stable management dependable operating construct in organizations. The objective of this study is to develop a construct model of management, turning organizational culture, quality of work-life and employee engagement as a single system. These three variables have attracted theories that spring up human development and innovation. A different theory with a different concept, social exchange theory connected to a variety of processes of organizational success on employee engagement. An organizational culture fosters the quality of work-life and employee engagement within an organization. While the quality of “work-life” nurture employee engagement. However, it becomes highly difficult for management to exist without these three constructs as a model. The culture of an organisation plays a vital role for managers facing challenges to be guarded and acquire knowledge regards to vision, goal, mission and objective attached to the organization for the solution. In today, management systems it quite difficult for organization succeed without combine right variable as a single construct. This is to moderate balance between employee and employer. Organizations culture, quality of work-life and employee engagement have been tailored contributing to the greater influence of dynamic changes in a gradually, global marketplace. An appropriate construct of organizational culture will contribute to supporting employee engagement and the quality of work-life relationship. The result of this construct will be contributing, rewarding to management in solving and balancing employee and employer issues.

Corresponding Author:
Kingsley Chiedu Chiemeké
Faculty of Management and Social Sciences, University Teknologi Malaysia, Skudai, Johor Bahru, Malaysia

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INTRODUCTION

The study of organizational culture, quality of work-life and employee engagement are important that is

the stable and dependable variable model of management. Conversely, based on this study review, there is no disagreement with the importance of the three variables Organizational Culture (OC), Quality of Work-Life

(QWL) and Employee Engagement (EE) as the most supporting variable that determines organizational welfare and employee welfare. Organizational employee's success is tied to and organised culture, according to scholars (Kanten and Sadullah, 2012; Parent and Lovelace, 2018; Valizadeh and Ghahremani, 2012) there study found the importance of the construct squishable separate. Due to the importance of these construct intertwines, it better function as one single constructive model workplace systems. Although, these three streams of variables are broad and challenging to examine. Therefore, this current paper attempts to examine the moderating link between these three streams of variables in general and to build a pool of management model on it. Past review of these variables have to try bridge the gap by presenting these three folds as follows: the link between organizational culture and quality of work-life (Valizadeh and Ghahremani, 2012), the link between organizational culture and employee engagement (Parent and Lovelace, 2018), the link between the quality of work-life and employee engagement (Kanten and Sadullah, 2012).

Many organizational sickness and problem that exist have been linked to these separate construct that affects employee work conditions such as employee burnout, absenteeism, employee turnover intention and many more. These likely have a significant effect on organizational performance and growth, on the other hand, when working conditions are either extremely poor, an employee complains and feel reluctant to work and achieve organizational success, this have been found frequently related to manifestations of underlying problems. Kanten and Sadullah (2012) have found working conditions to be an important determinant of quality of work-life and employee engagement. According to Kanten and Sadullah (2012), working conditions either extremely good or extremely poor would likely have a significant effect on the quality of work-life and employee engagement. Wahlberg *et al.* (2017) have the same view that working conditions have an effect on the quality of work-life and employee engagement. According to Wahlberg *et al.* (2017) if working conditions are good, for example, clean and attractive environment, employees will find it easier to carry out their job roles. On the contrary, if the working conditions are poor for example hot and noisy environment, the employees will find it difficult to carry out their job roles which consequently lead to their dissatisfaction.

However, studies have established that organizational culture enhances employee engagement Parent and Lovelace (2018) and Valizadeh and Ghahremani (2012) studied the relationship between organizational culture and quality of work-life. Meanwhile, Kanten and Sadullah (2012), examines the relationship between quality of work-life and employee engagement. However, this gap remains no empirical research that has a focus on these three variables in one single construct. The study will

enhance the secrete of balancing employee and employer relationship to support in solving the organizational problem and build employee engagement. Employee engagement is important in the organization to create organizational benefits, drive innovation and move the organization forward. However, based on the discoveries of many research works on employee engagement. Vance (2006) stated that base on many employees, organization and industrial representatives survey it was found that specific employment practices that drive employee engagement. Lockwood (2007) reported that workplace culture sets the tone for employee engagement. Martins and Nienaber (2018) argued that it is attractive clear with an iota of doubt, that strategic engagement of employee drive execution as a fundamental factor for organisational performance and overall business achievement.

MATERIALS AND METHODS

Organizational culture: According to Scott *et al.* (2003) stated that organizational culture has no specific definition because of different scholars with a different definition. An organization culture brings together people of diverse backgrounds to work towards a common defined goal. People come into the organization with different values, beliefs and way of doing things. Hofstede (2001) and Quinn and Spreitzer (1991) supports that every person carries within him/herself a way by which they feel, act and think that is learnt during the person's life. These people come into an organization that has its own set of values, beliefs and way of doing things to achieve the common goal.

According to researchers Davies *et al.* (2000), Ott (1989), Quinn and Spreitzer (1991) and Schein (2010) define organizational culture using operational experience such as wide range of socialphenomena including an organization's customary dress, language, behaviour, beliefs, values, assumptions, symbols of status, authority, myths, ceremonies, rituals, modes of deference and subversion. Oparanma (2010) and Schein (1990) define organisational culture as a specific collection of values and norms that are shared by people and groups in an organisation that controls the way organisation interact with people and with stakeholders inside and outside the organisation. Quinn and Spreitzer (1991) define organisational culture as a collection of business process, practice, interaction share value that makeup work environment. Therefore, values, beliefs and ideas are important goals for the restructuring of social reality.

Employee engagement: According to Markos and Sridevi (2010) stated that no single and generally, accepted definition for the term employee engagement. According to the study, engagement is affected by many factors which involve both emotional and rational factors

relating to work and the overall work experience. The first notable conceptualisation of engagement at the workplace is from literature by Kahn (1990) construct engagement as the attachment of employee's selflessness to their research roles. According to Kahn (1990), people make use of themselves in a physical, cognitive and emotional manner while performing their work roles. Kahn's position was that engagement helps to fulfil the human spirit at the workplace. To Kahn (1990), there is a dynamic but negotiable relationship between employee-self and employee-role. It is this relationship which makes an employee drive his energy into his role behaviour's, thereby displaying self within the role function. Supporting Kahn's cognitive position (CLC., 2004) suggested that the construct of employee engagement is focused on the employee's cognitive affection to work in an organization as well as the employee's behavioural aspect that he or she exhibits on job satisfaction and commitment and their influence on how enthusiastic are the employees to work.

Quality of work-life: Quality of Work-Life (QWL) sometimes considered as a sub-concept of the broad concept of an employee feeling towards their research. While Martel and Dupuis (2006) define the quality of life from the employee perspective feeling includes factors such as income, health, social relationships, happiness and employee fulfilment from the employer perspective. Similar study by Razak *et al.* (2016) refer the quality of work-life as a develops awareness of employer on how to solve the issues of job burnouts, stress or motivation of employees to retain and increase the human capital productivity and organization performance. Quality of work-life definition depends the method applies to all the organisational inputs that aim at the employee's acts towards organisational. Walton (1973) define the quality of work-life as how employee fulfilled about their desire test.

Beauregard and Henry (2009) define quality of work-life as managerial support towards employee work-life that moderate the link between work-life balance practice provision and both employee use of practices and perceptions of organisational support. This implies that if management is unsupportive of employee's efforts to balance work and personal responsibilities, organisations may find that perceptions of organizational support not enhanced and outcomes such as behaviour and organisational performance are thus unrealised. The employee develops a perception such as fear of harming their career prospects; this might discourage employees from using organizational culture practices offer which in turn may nullify some of the intended beneficial effects of employee quality of work-life.

In organization employee personal characteristic will function as substantial evidence and as an illustration from the combinations of various earn model or construct moderating employee development and benefit. Lack of

workplace moderation will be related to aggregate lack of engagement and quality of work-life (Kanten and Sadullah, 2012). However, employee development like training, induction, team building and so on will be elaborated and increase when organizational culture moderate employee weakness and strength, this will increase employee status and leads to differential individual behaviour on strong esteem. However, lack of any of these variables tends to affect the differential individual behavioural outcome because this shared model produces an emergent collective structure that results in positive or negative organizational attitudes, norms and behaviours of the employee. An expose and the knowledgeable employee will have a constructive behavioural based collective attitudes, norms and behaviour which will impact organizational performance and growth (Adisa and Gbadamosi, 2019).

Types of organizational culture: The study of organizational culture type will be imperative in this paper owing to understand the types of organizational cultural dimension usefulness building single construct that will enhance management decision to organisational culture, quality of work-life and employee engagement as a continuous operational model of balance. This will be used to establish insight or in-depth understanding of the workplace situation. According to Cameron and Quinn stated that factors are fundamental ideas, suppositions, interpretations and approach practice that review the strong value of two relationships. Quinn and Spreitzer (1991) theory found combining positive variable as a set of competing values result in productive.

Clan culture concentrated on the internal environment. Inferred as the supportive sub-culture, the culture grows in the centre among the scope of organisation focus, flexibility and dynamism (Sok *et al.*, 2014). This type of culture has an improve connection with group and involvement (Quinn and Spreitzer, 1991). Aktas *et al.* (2011) stated it is the type of culture that postulate relationship formed upon membership understanding exists and where the focus of the organisation to keep steadiness, allegiance, cohesiveness and involvement. Thus, this type of culture maintains aspects have seen the key to success.

Adhocracy culture exists when an organisation centre in improvement conscious and it is components by the invention and risk-taking (Quinn and Spreitzer, 1991). It gives a culture within an organisation that invents is flexible to new ideas is a new develop ideal and is creative as a result of being an external oriented and dynamic structure (Acar and Acar, 2014). According to Aktas *et al.* (2011), adhocracy provides far more chances for individual development in each own personal way so long as it is in line with the organisational objectives. The focus of this culture is to allow the organisation to achieve as many opportunities to innovate from the outside environment. Internet use in doing business is an example of this culture.

The market culture emphasises progressivism, control and it as an external focus/orientation. It takes a general nature and whose emphasis is efficiency and accomplishment (Quinn and Spreitzer, 1991). The main focus of this culture is to provides small extent goal achievement. Competition is quite usual among individuals and therefore causes less flexibility in personal relationships. Employees seek success. Criteria for success based upon target accomplishment.

The hierarchy also is known as control culture exists in the centre of the internal organisation focus and progressiveness/control factors (Acar and Acar, 2014). This culture gives norms as well as values that are an association with bureaucracy (Quinn and Spreitzer, 1991). It has an internal focus and its posit a control with structured and formalised workplaces with set leading and rules for what people need to do Cameron and Quinn. Quips that in these cultures, rulebooks and guard lines are to keep the organisation together and stability as well as predictability seen as maintaining efficiency.

Relationship between organizational culture and variables: Figure 1 explains the organizational culture and quality of work-life component it moderate that enhance organizational performance. Cameron and Quinn utilised the theory of Quinn and Spreitzer membership reaction in observing organisational culture because

of the right well of relationship that exists incorporating the personal anticipated reciprocal relationship quality of work-life components. Igo and Skitmore (2006) investigate corporate culture to understand their employee image by focusing on the ethics of relationship using Quinn and Spreitzer theory of membership cooperate relationship that enhances employee job security. De Sivatte *et al.* (2015) the study uses Quinn and Spreitzer theory stated that membership relationship helps organisations recognised the importance of developing a culture that supports employees which attempts to balance their research and family responsibilities. The study of Njuguna and Munjuri (2016) discuss the relationship between organisational culture and employee engagement by utilising the theory of Quinn and Spreitzer membership relationship. Reis *et al.* (2016) the study examines the perceived organisational culture (hierarchical, clan, market and adhocracy) influence employee's authenticity and whether behaving more authentically at work influences the extent to which employees are engaged with their jobs. The study found that environments which employee work perceived to be more inclusive and participative and that enhance employee incentive autonomy. On the other hand, cultures perceived to emphasise stability, order and control are found to be negatively related to authenticity. Besides, employees who behave more authentically at

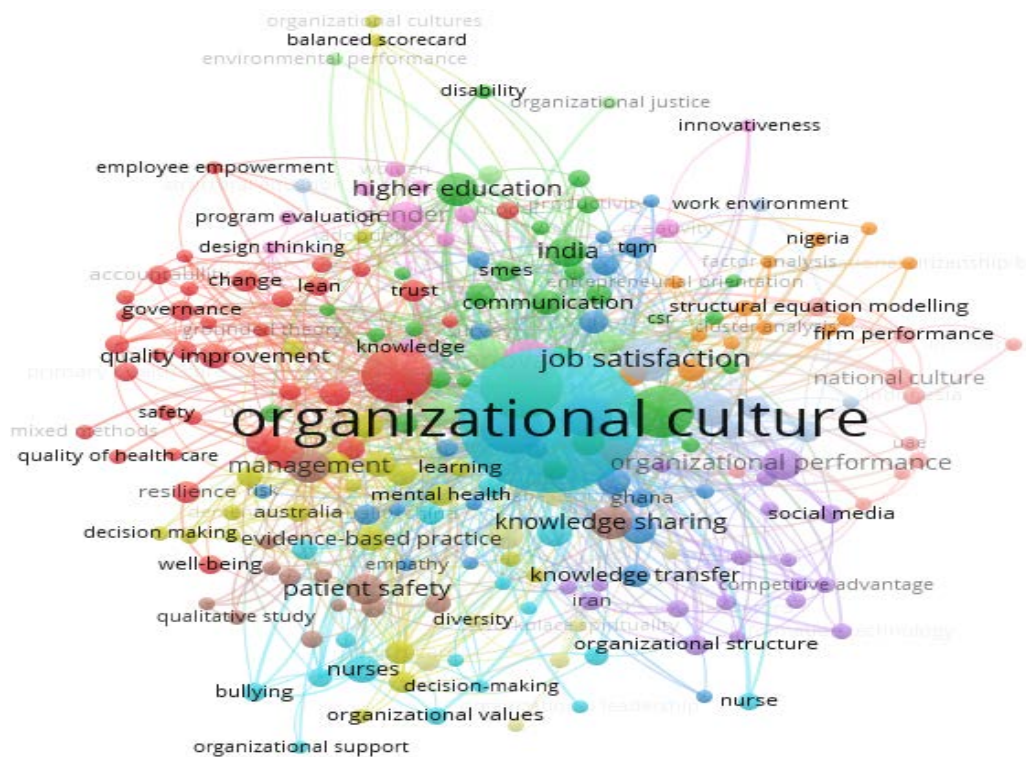


Fig. 1: The organizational culture and quality of work-life component

work more engaged with their jobs. Authenticity at work also mediates the relationship between hierarchical and market cultures and work engagement.

Parent and Lovelace (2018) the study examines the connections between employee engagement, positive organizational psychology and an individual's ability to adapt to ongoing organizational change and the study found that there is the relationship between organizational culture and employee engagement on culture-positive effect on the individual's ability to adapt to changes; job engagement will have the opposite effect, uncovering potential obstacles to change management in organizations. Pepra-Mensah and Kyeremeh (2018) the study determine whether culture affects three dimensions (cognitive, affective and physical) of engagement in the public sector in order to encourage high levels of engagement within the sector and found that there is relationship between organizational culture showed a statistically positive effect of organisational culture on all three dimensions of engagement: cognitive engagement, affective engagement and behavioural engagement. Jaghargh *et al.* (2012) the study main aim is to evaluate an organizational culture based on seven primary characteristics to identify. Using Stephan Robbins's case study theory studied in Mashhad Electric Energy Distribution Company (MEEDC), a distribution system operator and the study found that developing a better understanding of the organizational culture in which a quality improvement process implemented could provide insight into what strategies an organization might undertake to improve readiness for implementation of involvements variables.

Vinckx *et al.* (2018) study examined the report using qualitative research grounded in oncology nurse's experiences with time pressure, its perceived impact on nursing care and the ways in which they deal with it and the study found that there is a relationship between organizational culture and employee engagement on how nurses dealt with time pressure in varied ways with a broad range of proactive and 'ad hoc' organizational culture strategies interviewees, time pressure was a significant barrier in providing good employee engagement.

Quality of work-life relationship and variables: The idea of this is to understand the indebted significant quality of work-life relationship to organizational performance. Quality of work-life has an element to influence employee feeling in an organization using communications flow between workplace culture and employee that enhance cooperation. There are many factors that determine the quality of the work-life process of the employee such as adequate and fair compensations, the social relevance of work-life and constitutionalism, employment opportunity for development and so on. The variables were

Kanten and Sadullah (2012) and Walton (1973). The works of literature study by Walton (1973), analyse the consistency of an instrument of quality of work-life evaluation. Warrick (2017) developing corporate culture that will require cooperation and emphasis on its importance. The finding reviews that culture development requires leaders who see quality of work-life as one of their essential tasks and who understand the importance of aligning organisation strategies and decision making with cultural ideals, the study also found that there is a relationship between organisational culture and components of quality of work-life on employee health and safety workplace of employees. Valizadeh and Ghahremani (2012) this study is to examine the relationship between organizational culture and quality of work-life of employees in Islamic Azad University of Tabriz (IAUT). The study found that there is a direct and significant relationship between organizational culture and quality of employees work-life. There is a direct and significant relation between every component of work-life quality and organizational culture (Fig. 2).

Awadh and Saad (2013) study, thus, examined the impact of organizational culture on employee performance. The study found that consistency as a factor of organizational culture was found to be a significant predictor of job effectiveness. Organizations mission also found to have a significant impact on job efficiency in Nigeria. The study finally, revealed that there is a direct and significant relationship between organizational culture and quality of work-life component on employee involvement and employee job productivity (opportunity to use and develop human capacities). Kwahar and Iyortsuun (2018) found culture in organization to has relationship with quality of work-life components on remuneration benefits, job security, career satisfaction, training and opportunities for personal autonomy, home-work balance, safe and healthy environment and the study found that organizational culture had a relationship with the dimensions of QWL on job satisfaction which indicates that enhancement in the dimensions of QWL can lead to an increased amount of job satisfaction in organizational culture.

Employee engagement relationship: Figure 3 demonstrates the associations between the organizational culture being flexible in achieving employee engagement (Parent and Lovelace, 2018). Every employee aims for innovation when it is being encouraged by the organizational culture, employees are managed base on the pattern of display organization culture. According to Park *et al.* (2019), when top management demonstrates their commitments by fulfilling employee's expectations by so doing they reinforce employee's good judgment of fairness and trust in their organization and thus such employees generate a positive psychological contract between them and their employers.

Flexibility-oriented culture is best fitted with task-oriented activities determine who pay attention to standard rule and problem-solving technics being involved. Employee engagement works best when organizational culture is committed to supporting employee engagement. The actions of innovation in an organization is that amount of relationship between employee visionary, inspirational and future-oriented (Campbell and Freeman, 1991). Therefore, when organizational culture is flexibly oriented this will enhances change components, especially when employee decision of innovation are supported to check the nature of organisational culture the important rule and regulation that is needful in the organizational setting.

However, the pattern of DDI and Towers Perrin HR services research occurred to employee engagement could be a strong driver for organizational success as it appears to have a significant influence on employee culture, their loyalty and productivity and with some significant linkage. Engagements at the workplace have linkage when there are no significant relationships between employee and organizational culture workplace agreement (Kahn, 1990) stated that to harness organizational member's it is imperative to induce employee to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performances. Therefore, Harter *et al.* (2002) stated that it is involvement and satisfaction as well as enthusiasm for work culture. Employee engagement is, therefore, the level of commitment and involvement an employee has towards his or her organization and its values.

Organizational culture support employee engagement when it is control-oriented, this can only take place when members of the organization guided by the value of order and stability and prefer to maintain the routinized business process and complete daily tasks according to traditional regulations and rules. This type of organisational value is suitable when strategic membership behaviours focus organizational control to achieve daily work target. Hofstede (1998b) reported that the basic problem in interpreting workplace task is bridging the gap between the organization and the employee minds. If an organization maintained a positive culture on the work target, this will stand as a method of control towards employee concurring to the job process that supports employee engagement.

Organisational culture fits best with the activities of employee engagement on providing strategic visions and communicates with high expectations to organisation members which mainly act in behaviours of idealised influence and inspirational motivation. Hofstede (1998a) study reported that motivation is an assumed mental program that is often associated with both attitudes and values. Meanwhile, organizational practices were

unrelated to values and only overlapped with attitudes where both dealt with ambiguity. Quinn and Spreitzer (1991) theory stated membership of organisations communicate and share value and norms to maintain good motivation. These happen, especially when culture is dynamic towards rejects and acceptance of employee decision. Scholars studies from Pearlson *et al.* (2016), Quinn and Spreitzer (1991), Shao (2019) and Warrick (2017) these scholar's argued that to maintain employee engagement' strategic cultural behaviours demands a significant inspiration and motivation role in achieving a strategic alignment when organizations culture engage employee on positive storytelling about their vision. However, storytelling recently has found as employee engagement (Gustomo *et al.*, 2019), the study noted that direct storytelling is proven to be one of the most effective methods of increasing employee engagement.

RESULTS AND DISCUSSION

Based on the literature reviews results, it could be denoted that this constructed model of management was supported. Interestingly, it can be summarised that lack of impacts or studying this variable separately will underutilize the benefit of organizational culture, quality of work-life and employee engagement and will affect employees negatively organization. In addition, base on the literature reviews, there was correlation analysis, between organizational culture, quality of work-life and employee engagement. This provides a further understanding of the relationship among variables contributing to significant influence on employee retention. Therefore, these construct model have the dominant factor compared to workplace cooperation which was found to be not significant in the regression model.

It is pertinent to point it out that this single construct will make some contributions to theory guiding the enhancement of organisational development. Firstly, many studies have been conducted in the field of organisational culture, quality of work-life and employee engagement a but studies investigating the moderation relationship of organizational culture between the quality of work-life and employee engagement in an organization is not much. Therefore, the literature reviewed of this study provides some contribution to the literature enhancement on the empirical validation on the relationship between organizational culture, quality of work-life and employee engagement in the context of manufacturing firms or organization. Secondly, this study contributes to the existing literature in the field of organizational culture relationship with the quality of work-life and employee engagement in the context of employees in a manufacturing setting. Furthermore, this study contributes to the existing literature in this area of

research as it provides ways in which organizational culture, quality of work-life and employee engagement can be fostered and enhanced among employees in a manufacturing setting to reduce their turnover intentions and provide employee engagement. Thus, the contribution of this study could serve as a framework to guide other future researchers to further studies in this area of research.

The study focuses on only three factors that turn into one single construct that is necessary for enhancing the organizational relationship. Therefore, it is recommended that future studies could extend the study by adding other factors that could affect employee engagement. There could be other essential factors that have a relationship with employee engagement that not included in this study. For examples, variables such as training, leadership and job characteristics could be adding and investigated to provide a better understanding of the factors that makes the employees engage in their organization. This study is based on a cross-sectional review. Therefore, longitudinal and tentative studies are essential to offer further in-sights of the relationship among organizational culture, quality of work-life and employee engagement. Furthermore, future studies may opt for a compressive literature review employees in order to obtain a more statistical value from the literature review. Finally, this study employed arguably may not probe the model in-depth. Future research could opt for the data analysis, qualitative methodology to carry out a similar study or combine the quantitative and qualitative methodology in order to provide a holistic in-depth investigation on how the organization will moderate between the quality of work-life and employee engagement to influence employee engagement and organizational performance.

The study is not without some restrictions. Firstly, the study focus on organizational culture, quality of work-life and employee engagement as only one single model of management dependently by the organization to enhance sustainable results of the good relationship into innovation towards employee and employer. Therefore, this finding may not be directly applicable to other sectors such as education, hospital or the retailing sectors. It is recommended that future research could widen the scope to cover the entire manufacturing industry. This would lead to more generalizability the findings. Secondly, this study focuses on only three factors (i.e., organizational culture, quality of work-life and employee engagement) that influence employee engagement and organizational performance. There could be other essential factors that have a relationship with these variables.

CONCLUSION

However, base on the literature reviews this study concluded that this constructed model will be an

opportunity to enhance the study moderating effects of organizational culture on the relationship between QW and EE as a way of expanding management relationship and understanding. This study contributes exploratory attempt to test the variables of organizational culture, literature and found a balance between quality of work-life and employee engagement. As far as to establish such a single construct which has not been tested in this context before. Consequently, linking these three variables to one single construct will expand the theatrical knowledge of understanding OC, QWL and EE and will foster a better relationship with its organization can contribute to their overall organizational experience and performance. Despite the surge in economic activities and investment growth in global organization till date resulting from a series of economic reforms upon recession (Olaniyi *et al.*, 2017). This single construct model provides the opportunity to enhance several industrialisation initiatives in the organization. Although, this construct is new but will serve a greater impact in manufacturing company, especially, global organization that needs this study for their organizational performance growth. This study is new and has not been carried out in any country. The evidence is based on an online database such as Emerald, Scopus, Science Direct, Web of Science and Google scholar and so on.

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