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Master's thesis

Master's thesis

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Does culture matter?

**The influences of organizational culture on
engaged and satisfied workforce**

June 2021



Norwegian University of
Science and Technology

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**The influences of organizational culture on engaged and satisfied
workforce**

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International Business and Marketing

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Preface

Moved to Norway in 2019, I have experienced multi-cultural environment and realized the importance of cultures in negotiation, management, and practices. With prior work experiences in organizational design in Asia, I have also understood the importance of organizational culture in the organizational change and the immense impacts on business outcomes. Despite that, many business leaders have not valued people management and the building of organizational culture over financial and profit drivers.

Those insights have motivated myself in conducting research in terms of organizational culture and its influences on workforce. The motivation of the study comes from my interest in cultures and psychology that are applied into my Master study in Norwegian university of science and technology.

During my study, I would like to show my gratitude to my supervisors, Jon Ivar Håvold and Øivind Strand. They have been a great support and guidance during my Master study as well as during the master thesis project. Without the guidance from supervisors, I will not be able to finish and deliver my work.

In addition, I am also very grateful to have support from Survitec Norway, especially Managing Director in Survitec Scandinavia, Jan Eskil Hollen; Human Resources business partner Andrea Hansen Eksund and Sofie Boen. They have provided supports, insights and contacts that enrich my study. In addition, I also would like to thank the management team and all staff in Survitec Norway who have participated in the interviews and survey.

Lastly, I dedicate the work of this study to my family and friends who have constantly support and encourage myself of working harder, better and achieving my goals.

Abstract

Organizational culture matters because of the imprint of cultures on individuals, especially leaders and stakeholders that form business decisions, eventually impacting to many aspects in the organization. This study aims to build knowledge of “positive” organizational culture that facilitates an engaged and satisfied workforce. While the impact of organizational culture to employee engagement and employee satisfaction has been widely discussed in literatures, this study proposes an integrated model of how different typologies of organizational culture influence employee engagement and employee satisfaction.

In a case study research in Survitec Group in Norway, this study suggests a positive influence of organizational culture on employee engagement and employee satisfaction. The “positive” organizational culture includes a set of value orientations that emphasizes human development, teamwork, and innovation in the organization. Although little evidence is found in terms of the relationship between employee engagement and satisfaction, this study indicates a model of positive organizational culture that significantly influences engaged and satisfied workforce.

By building the understanding of positive organizational culture and its relationships with employee engagement and satisfaction, this study values the importance of organizational culture in the business practices and organizational management. It supports leaders, consultants, and researchers in better understanding of positive organizational culture with high impact on workforce and outcomes.

Sammendrag

Organisasjonskultur er viktig på grunn av kulturenes inntrykk på enkeltpersoner, spesielt ledere og interessenter som danner forretningsbeslutninger, og til slutt påvirker mange aspekter i organisasjonen. Denne studien tar sikte på å bygge kunnskap om "positiv" organisasjonskultur som muliggjør en engasjert og fornøyd arbeidsstyrke. Mens organisasjonskulturens innvirkning på ansattes engasjement og ansattes tilfredshet har blitt diskutert mye i litteratur, foreslår denne studien en integrert modell av hvordan forskjellige typologier av organisasjonskultur påvirker ansattes engasjement og ansattes tilfredshet. Ved å bruke Survitec Group i Norge som casestudy for forskningsarbeid, antyder denne studien en positiv innflytelse av organisasjonskultur på ansattes engasjement og ansattes tilfredshet.

Den "positive" organisasjonskulturen inkluderer et sett med verdiorienteringer som vektlegger menneskelig utvikling, teamarbeid og innovasjon i organisasjonen. Denne kulturelle typologien har positiv innvirkning på ansattes engasjement og ansattes tilfredshet. Selv om det ikke finnes lite bevis når det gjelder forholdet mellom ansattes engasjement og tilfredshet, indikerer denne studien en modell av positiv organisasjonskultur som betydelig påvirker engasjert og fornøyd arbeidsstyrke. Ved å bygge forståelsen av positiv organisasjonskultur og dens forhold til ansattes engasjement og tilfredshet, verdsetter denne studien viktigheten av organisasjonskultur i forretningspraksis og organisasjonsledelse. Den støtter ledere, konsulenter og forskere i bedre forståelse av positiv organisasjonskultur med høy innvirkning på arbeidsstyrken og resultatene.

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List of Abbreviations

CVF: Competing values framework

NI: No information

NSD: Norwegian center for research data

OCAI: Organizational culture assessment instrument

UWES: Utrecht Work Engagement scale

"The role of culture is that it's the form through which we as a society reflect on who we are, where we've been, where we hope to be."

– Wendell Pierce

"Corporate culture matters. How management chooses to treat its people impacts everything for better or for worse"

- Simon Sinek

"Create the kind of workplace and company culture that will attract great talents. If you hire brilliant people, they will make work feel more like play"

- Richard Branson

1. Introduction

1.1 Motivation of the study

Employees are the greatest asset of the organization and the driver of organizational performance (Kim Jean Lee and Yu, 2004). The success of an organization cannot be achieved without talent employees, great teamwork and the organizational culture that promotes shared values and behaviors. Research related to organizational culture, in fact, focuses on employees and the dynamics in ways of working within organizations.

Business leaders are considered to play important roles in defining and construct organizational culture (Sarwar et al., 2020, Pagda et al., 2021). Leaders often invest and shape the organizational culture through certain values, practices and behaviors that they believe in (Meyer, 2014). They also serve as role models for all employees to follow (McCord, 2014). To drive performance, the organizational culture needs to be understood among all employees and is aligned to organizational visions and strategies. In addition, the longer employee stay within an organization, the more likely they are embedded into the organizational culture, sharing the same values with an organization and having similar traits, behaviors with other members (Hofstede, 2001). Organizational culture is developed throughout the history of the organization, evolving through changes in leadership, internal and external environment.

In this study, I was motivated to build knowledge of organizational culture and the characteristics of a meaningful organizational culture that facilitates employee engagement and satisfaction. Many big organizations have succeeded in building a positive organizational culture, i.e., Google, Netflix, McKinsey and so on. This study analyzes the importance of organizational culture within business context and its influences on employee engagement and satisfaction.

1.2 Research background

Organizational culture is a very important aspect in management with a deep impact on organizational processes, employees and performance (Shahzad et al., 2012). Organizational culture is well-discussed in the context of international business (Hofstede, 1994), merges and acquisitions (Stahl and Voigt, 2008, Horwitz et al., 2002, Marks and Mirvis, 2011) and innovation and business transformation (Ipinazar et al., 2021). Organizational culture has also been proven with direct impact to employee engagement (Al Shehri et al., 2017, Latta, 2019, Tomlinson, 2010), employee satisfaction (Landers et

al., 2019, Lund, 2003), job motivation (Al Shehri et al., 2017, Evangeline and Gopal Ragavan, 2016). Organizational culture ensures that all members of organization are working towards the same goals and direction, contributing to organizational performance and long-term vision.

Many corporations such as Google, Netflix have built an organizational culture by promoting behaviors and values of their members based on innovation and ethics. By binding the employees through these underlying values, members of the organization are motivated to act on the best interests of organization and willing to contribute and work for organization in a long run. For example, Netflix's organizational talent strategies have hiring and rewarding strategies based on logic, common sense and informal instead of formal policies. The people policies are based on the principle of **"Act in Netflix's best interests"** with no formal rules in time-off, travel and expenses. By promoting a so-call "adults' behaviors", Netflix promotes a culture of trust and putting employees' welfare on the front line (McCord, 2014). As a result, Netflix is one the most innovative companies that have transformed the broadcasting business. In another example, United Nations have set up Ethics Office to uphold the organizational values of humanitarian works, ensuring the compliance of all its members to certain workplace's behaviors and values. The setup of Ethics office within United Nations is to **"promotes an ethical organizational culture based on UN's core values of integrity, professionalism and respect for diversity, and the values outlined in the Code of Ethics for UN Personnel which include independence, loyalty, impartiality, integrity, accountability and respect for human rights"** (Nations, 2021). Those are among many examples of organizational culture and the immerse influences within organization.

Although organizational culture has such an influence and impact to all aspects of organization, organizational culture is not always paid enough attention in management practices (Kavanagh and Ashkanasy, 2006, Ipinazar et al., 2021). Due to the manifestation and underlying assumptions characteristics, organizational culture is hardly be realized by members of the organization and have integrated into structure, processes, and daily business practices (Hofstede, 1991, Schein, 2009). Organizational culture matters because of the imprint of culture in individuals, especially leaders and stakeholders that form business decisions, eventually impacting to many aspects in the organization (Meyer, 2014). Organizational culture also matters because it strongly influences to employees and business outcome. Business leaders and founders, therefore, need to understand the value of organizational culture in shaping an effective workforce and high performance. By building a positive organizational culture that engages members of the organization, organization can accelerate innovation (Jaskyte, 2004), performance, workforce effectiveness (Linh Huynh et al., 2020) and long-term sustainability. **The focus of this**

study is to build knowledge of positive organizational culture that facilitates an engaged and satisfied workforce.

1.3 Statement of problem and Research questions

The research of organizational culture mainly is based on ethnography perspective of culture. In one of the most well-known models of organizational culture, Schein (1999) proposes three levels of organizational culture as artifacts, espoused values and basic underlying assumptions. In addition, many research projects have investigated the different typologies of organizational culture or cultural profile of organization (Hofstede, 2001, Schein, 2009, Groysberg et al., 2018). Cameron and Quinn (1999) proposes a competing framework of organizational culture with different values orientation in two major dimensions of stability versus change and internal versus external environment. Based on the competing values framework, Groysberg et al. (2018) suggests organizational culture as the tacit social order of an organization with a strong link to leadership, strategies and outlined main characteristics that separate different cultural typologies.

Consequently, *different typologies of organizational culture have influences to organizational and employee behaviors.* In analyzing four type of cultural dimensions of competing values framework (Cameron and Quinn, 2006), developmental culture is found to be a strong predictor to product quality, product innovation and process innovation (Prajogo and McDermott, 2011). Recent empirical studies have also demonstrated a significant influence of organizational culture on employee engagement (Al Shehri et al., 2017, Harter et al., 2002, Li et al., 2021). In addition, the positive impact of organizational culture towards employee satisfaction is also highlighted (Landers et al., 2019, Harter et al., 2002). It is noted that different cultural typologies have different impacts on employee engagement and job satisfaction (Tomlinson, 2010, Lund, 2003).

Both employee engagement and job satisfaction factors are important in the research of positive organizational behavior (Luthans, 2002). In building an engaged and satisfied workforce, employee engagement and satisfaction are two representative factors that indicate the level of commitment and employees' view towards organization (Harter et al., 2002). Both factors have been hot topics in business practices, and they are shown to increase business outcomes and performance (Jiony et al., 2015, Ng et al., 2009).

Employee engagement can be defined as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances." Kahn (1990, p. 694).

Schaufeli and Bakker (2004) defines employee engagement “as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption”. In psychology perspective, employee satisfaction is strongly linked to emotions and is “considered as pleasurable emotional state resulting from the appraisal of achieving or facilitating the achievement of job values” (p. 316, Locke (1969)).

Employee satisfaction is also another indicator that represents the view of employee towards their job and level of commitment to an organization. In psychology perspective, employee satisfaction is strongly linked to emotions and is “considered as pleasurable emotional state resulting from the appraisal of achieving or facilitating the achievement of job values” (p. 316, Locke (1969)). The positive impact of organizational culture towards employee satisfaction is highlighted (Landers et al., 2019, Harter et al., 2002). Landers et al. (2019) examined the crowdsourced data for measurement of overall employee satisfaction and validity of Glassdoor rating as measure of employee satisfaction aggregated to organizational level.

While the impact of organizational culture to employee engagement and employee satisfaction have been widely discussed separately, this study proposes an integrated model of how different typologies of organizational culture influence employee engagement and employee satisfaction. In a case study research of **Survitec Group in Norway**, this study suggests a research model of organizational culture, employee engagement and employee satisfaction. Through the investigation of three mentioned factors, author tends to outline the role and importance of organizational culture to workforce through employee engagement and satisfaction factors. It lay down the foundations for leaders and business consultants in further studies of building organizational culture and cultural change towards positive workforce and high performance. The research problem is summarized as below:

How can leaders influence the organizational culture to facilitate an engaged and satisfied workforce?

To answer the above research problem, this study **discusses three research questions:**

- 1. How organizational culture influences employee engagement?***
- 2. How organizational culture influences employee satisfaction?***
- 3. How employee engagement influences employee satisfaction?***

1.4 Purpose of the study

The purpose of this study discusses the relationships of organizational culture versus workforce factors. Although organizational culture has shown to increase performance, many leaders usually overlook and underestimate its impact (Dewar and

Doucette, 2018). In a recent survey of organizational culture by McKinsey in over 1,000 organizations using Organizational Health Index, organizations within the top 25 percentile have a higher of return to shareholders by 60 percent than those within median range. Those companies also have 200 percent higher than those are within bottom quartile (Dewar and Doucette, 2018). The organizational health index analyzes many internal factors that represent a positive culture (Dewar and Doucette, 2018). By building a positive organizational culture that facilitates certain values and is in line with strategies, leaders can navigate the directions of organizations and strengthen work environment, which will lead to higher performance (Kim Jean Lee and Yu, 2004).

As employees are the greatest asset of organization, positive organizational culture will increase the commitment and contribution of employees towards organization. Investing on organizational culture is a long-term investment on the companies that needs to be done from top-down management. For example, in 1993, Lee Kun Hee, leader of Samsung group announced his first trademark of business philosophy, namely "*New Management Initiative*" to transform Samsung's organizational culture (Chung, 2020). His famous line "***Change everything, except your wife and children***" has become a principle to all members of Samsung Group that completely transform SamSung into a global conglomerate. Thanks to Lee Kun Hee, Samsung's value accelerated by approximately 57 times within 27 years from 8 trillion won (\$6.9 billion) in 1993 to beyond 400 trillion won in 2020 (Chung, 2020). By changing the organizational culture of Samsung and the business philosophy, Lee Kun Hee has transformed the company from a domestic organization to a global conglomerate.

To build knowledge of organizational culture and its impact on satisfied and engaged workforce, this study aims to discuss organizational culture in relations to employee engagement and employee satisfaction. The study illustrates the different typologies of organizational culture and the influences of them to employee engagement and satisfaction. By an in-depth analysis of three mentioned factors, this study aims to

- i. Outline the profile of organizational culture and main value orientations of "positive" organizational culture.***
- ii. Build an understanding on the impact of organizational culture on employee engagement and satisfaction.***

1.5 Contribution of the study

Firstly, this study contributes to research in organizational behaviors through analysis of organizational culture, employee engagement and employee satisfaction. The study focuses on human resources within organization or positive organizational behaviors. It also investigates on the profile, characteristics and typologies of organizational culture

and the values of “positive” organizational culture. Through the understanding the relationship of organizational culture, employee engagement and satisfaction, the study contributes to the richer analysis of organizational and employee behaviors.

Secondly, the study contributes to business practices by outline the proposed research model of organizational culture typologies, employee engagement and employee satisfaction. Based on the finding of values of “positive” organizational culture, leaders can navigate organization by changing the values orientations of organization, eventually transform organization to an engaged and satisfied workforce.

Lastly, the study aims to contribute to study related to organizational culture and positive organizational behaviors. It outlines the importance of organizational culture, analysis of many aspects of workforce, which mainly focuses on employee engagement and satisfaction. By building the relationship among those three factors, this study values the importance of organizational culture in the business practices and organizational management.

1.6 Structure of this study

This study is structured into **8 chapters** as below:

Chapter 1: Introduction

In this chapter, author explains the background, motivations and purpose of the study that focuses on organizational culture and analysis of organizational culture versus employee engagement and employee satisfaction. The background in the literatures and research problems are discussed to outline key research questions. The chapter ends with key contribution and structure of this study.

Chapter 2: Case study – Survitec Norway

In this chapter, author introduces Survitec Norway as a case study of research in organizational culture and workforce. A brief introduction of Survitec’s history, visions, missions, values, and organizational structure are outlined. This chapter introduces the business case and scope of research.

Chapter 3: Literature review and development of hypothesizes

The chapter focuses on the review of research and literatures in organizational culture and typologies of culture. In addition, research related to employee engagement and satisfactions are also analyzed. The focus of this chapter is to build the knowledge around three main factors as organizational culture, employee engagement and employee satisfaction, which are main variables of research model. The chapter concludes by a research model and hypothesizes.

Chapter 4: Development of questionnaire and interview guide

The focus of this chapter is to outline the step-by-step research design and methodology of this study. The chapter includes the process of literature review, building variables and constructs, choosing sample size, data collection, processes related to data analysis, reliability of study and ethics.

Chapter 5: Results

In this chapter, author uses the data collected from case study of Survitec Norway to present an understanding of organizational culture based on literature review framework. The main focus of this chapter is to test three hypothesizes and summary the support and evidences from literatures.

Chapter 6: Conclusions

Author summarizes the key findings and conclusions from all the above chapters in lights with the literatures. This chapter emphasizes the conclusions compared to the research questions and problems mentioned in the first chapter – Introduction.

Chapter 7: Discussions

In this chapter, author discusses the values of the study and summarizes several aspects of this study in lights with the literatures. The focus of the discussion chapter is to discuss on the topic and the findings of this study.

Chapter 8: Limitations and Further studies

This chapter reflects the work done within this study, limitations of this study and future directions of research.

2 Case study – Survitec Norway

2.1 Introduction to Survitec

Survitec is a global organization working in 70 countries with headquarter in England (Survitec, 2021). It designs, manufactures and supply life-saving solutions serving marine, energy, aerospace, and defense markets. Survitec’s product portfolio includes lifejackets to marine evacuation systems; medical equipment; personal protective equipment and other safety system. Survitec has a network of more than 500 service stations globally (Figure 1).

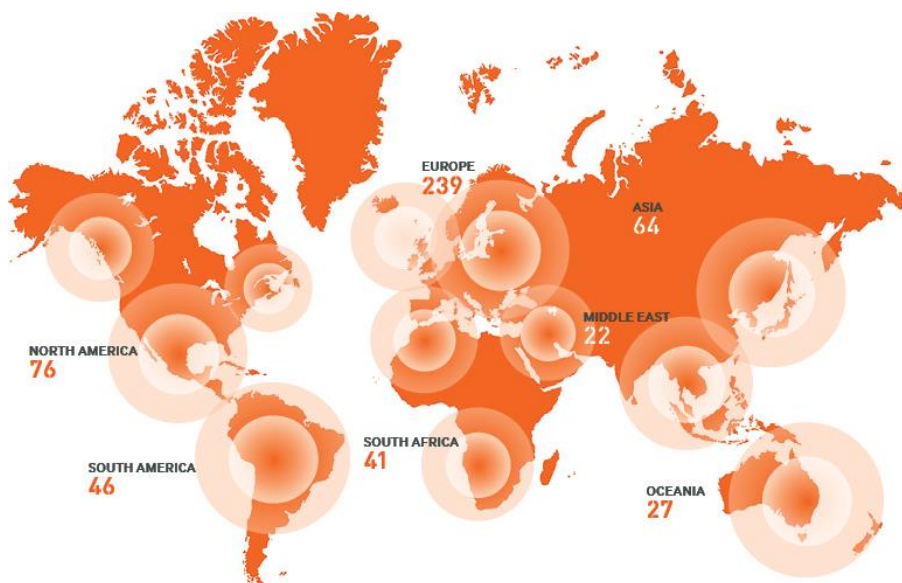


Figure 1: Global network of Survitec (Hollen, 2021)

Established over 160 years ago, Survitec has more than 3000 employees globally with 8 manufacturing facilities. According to Survitec’s website, Survitec protects over 1 million lives every day (Survitec, 2021). Found in 1920, Survitec group has celebrated a century of “**being buoyant in survival**”. From 2017, Survitec has continuously evolved through numbers of mergers and acquisitions (Table 1) to expand markets and product portfolio. A brief history of Survitec is included as below:

Table 1: Survitec group throughout the years (Survitec, 2021)

Year	Detail of company history
1920	RFD, the original Survitec company was found by Reginald Foster Dagnall
2000	Survitec was formed

2001	Survitec acquired DSB (Deutsche Schlauchboot)
2002	Survitec acquired WH Brennan in Singapore and Eurovinil
2003	RFD and Beaufort merge to become RFD Beaufort
2007	Survitec acquired Survival-One Ltd
2008	Survitec acquired Bfa
2010	Survitec acquired Seaweather holdings Ltd
2011	Survitec acquired Crewsaver, SurvitecZodiac and DBC
2013	Survitec acquired Brude Safety AS, adding three Norwegian facilities
2015	Survitec acquired Survival Craft for their lifeboat and davit capability
2016	Survitec merges with Wihelmsen Services AS Safety Business

It can be seen that Survitec has gone through many changes of merges and acquisitions, especially from 2007. Survitec Norway was formerly Norwegian Brude Safety AS and was acquired by Survitec in 2013. Survitec Norway is under the management of Survitec Head quarter based in United Kingdom.

2.2 Survitec vision, missions, and values

Survitec vision is **"To be the world's most trusted company for critical safety and survival solutions"**. The organizational values include **Safety, Customers, People, Excellence, Innovation, and Integrity**. (Survitec, 2021)

Operated in safety industry, Survitec values safety and build its products through safety and survival solutions. It aims to a completely safety solutions with marine evacuation systems, life rafts, lifeboats and rescue boats, personal life saving appliances, personal protection, first aid & medical, emergency communication, fire extinction, fire protection and detection, pilot flight equipment, submarine equipment and so on. Clearly, Survitec has built its brand through all solutions of safety and live savings and valued **safety as the most important organizational value** (Figure 2)



Figure 2: Survitec's vision, missions and values (Survitec, 2021)

2.3 Introduction to Survitec Norway

Survitec Norway is a part of Scandinavian business. It was formerly a Norwegian company named Norwegian Brude Safety AS and was acquired by Survitec Group in 2013. A majority of sales within Norwegian market is related to evacuation vessels products such as life rafts, marine evacuation systems (MES), rescued boats and lifeboats (Hollen, 2021). Survitec has three (3) service stations in Stokmarknes, Ålesund and Bergen as well as two third-party operated stations in Tromsø and Grenland (Hollen, 2021). By 2020, the sale of Survitec Norway is approximately 118 million NOK (Figure 3).

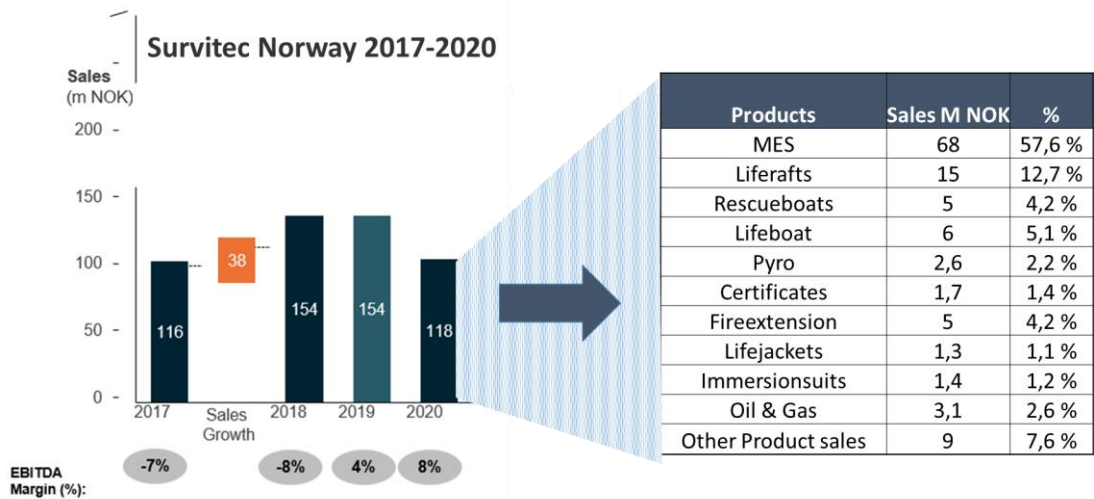


Figure 3: Overview of Survitec Norway sales and products (Hollen, 2021)

In terms of organizational structure, Survitec Norway operates in marine safety products with three main functions as operations, administration, and site support. Survitec Norway has a total of 51 employees. The organizational structure of Survitec Norway is very flat and flexible structure (Figure 4).

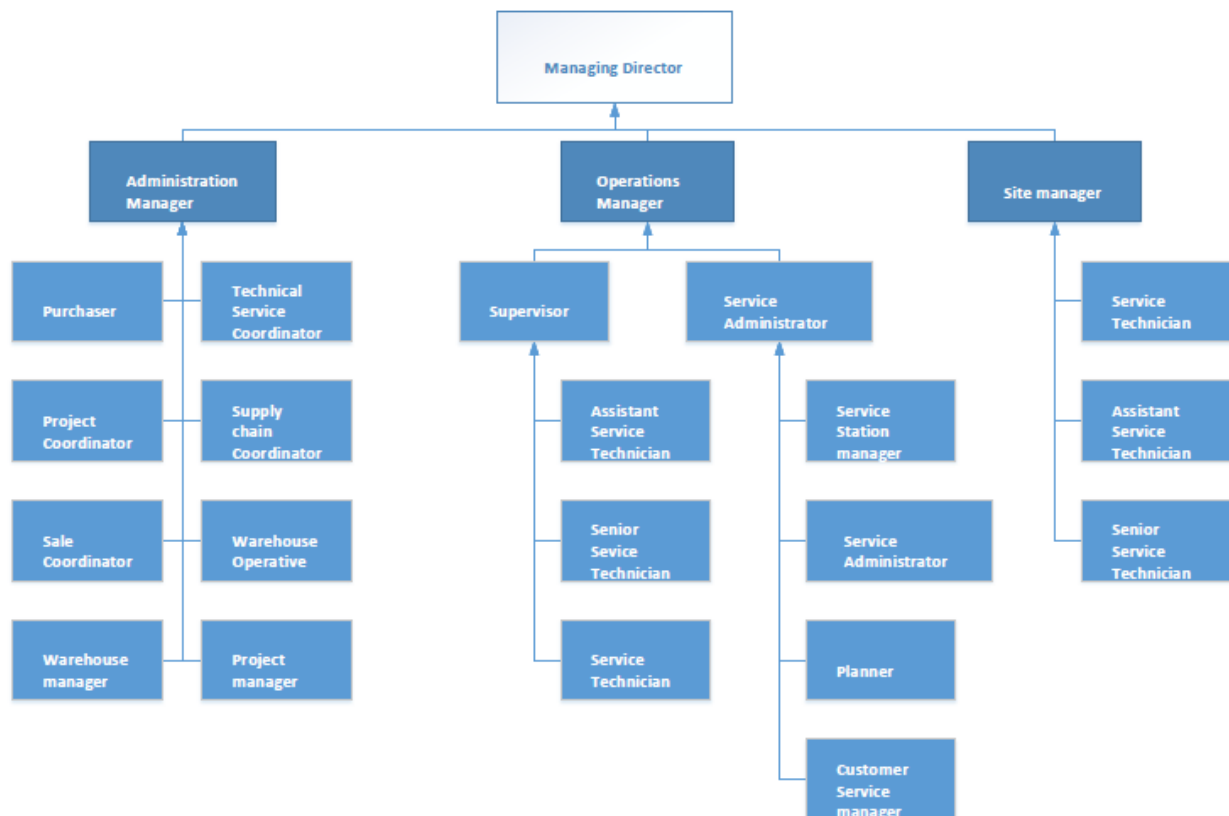


Figure 4: Organizational structure of Survitec Norway

3 Literature review and development of hypothesizes

3.1 Cultures and organizational culture

Culture has been a widely discussed topic in research with different definitions. Culture is strongly linked to societies, groups, histories and collectively system of values (Hofstede, 1980). In building the understanding of culture, Hofstede (1980) outlined culture as the manifestation force, which includes both visible and invisibles elements as values, rituals, heroes, symbols and practices (Hofstede, 1980, Hofstede, 1991). Hofstede (1980) defined culture as:

"Culture as the collective programme of the mind that distinguishes the members of one group or category of people from another." (p.9)

The common knowledge of culture is based on shared similarities of values, beliefs, or behaviors among group of people, communities, or societies. Culture is stability and proven as a set of widely accepted norms for a long period of time (Schein, 1999) until the appearance of another cultural manifestation. The characteristics of culture could be interpreted into different layers such as (Hofstede, 2001):

- (i) A system of values which are acceptable and shared among all members as standard behaviors;
- (ii) Symbols such as words, gestures, pictures or objectives that carry complex meanings and represent the culture;
- (iii) Heroes that are people (both dead or alive) who serves as role models for behaviors;
- (iv) Rituals which reflect collective and essential activities to bound people within the norms of culture;
- (v) Practices that combine all the above elements.

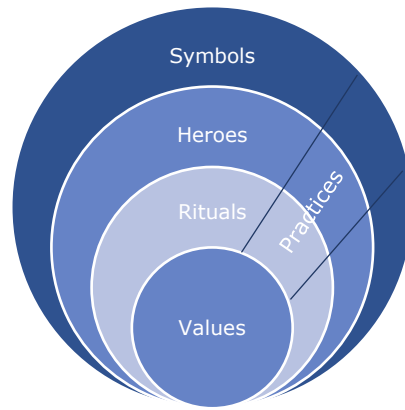


Figure 5: The Manifestations of culture at different level of depth (Hofstede, 2001)

Culture has been an integrated part of human lives without realization. It deeply influences society and individuals. In general, literatures has defined culture from different perspectives, such as patterns ways of thinking, feeling and reacting (Hofstede, 1984); stereotypes or pattern of shared basic assumption (Schein, 2009). Culture has also been researched thoroughly by different dimensions and understanding ([Appendix 1](#)).

Culture within organization includes three levels as artifacts, espoused values and basic underlying assumptions (Schein, 1999) (Figure 6). Artifacts are the visible observations about an organization that can be seen and have immediate emotional impacts, especially as an outsider. For example, workplace decoration, dress code, climate, organizational structure, work processes. Artifacts, therefore, can be highlighted easily among different organizations. Exposed values refer to organizational strategies, goals, missions, and the core values that are shared mutually among members of an organization. The third layer, underlying assumptions are deeper levels of organization. These are behaviors, beliefs, assumptions of the founders and key leaders that are initiated at the founding of an organization. It is proven as a successful approach of thinking and way of working within an organization; therefore, it engages and attracts people to buy in and follow. The basic underlying assumptions are the essence of organizational culture (Schein, 2009).

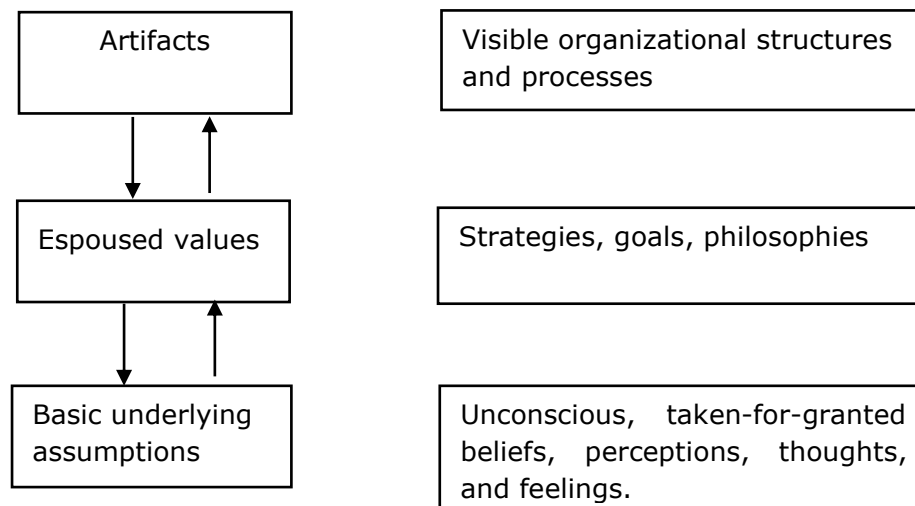


Figure 6: Level of culture (Schein, 1999)

With the definition of organizational culture as “all the shared, taken for granted assumption that a group has learned throughout history” (p.29), Schein (2009) outlined key elements of organizational culture as:

Table 2: What is organizational culture about (p.30, Schein, 2009)

External Survival issues	<ul style="list-style-type: none"> • Mission, Strategy, Goals • Means: Structure, systems, processes • Measurement: Error-detection and correction systems
Internal integration issues	<ul style="list-style-type: none"> • Common language and concepts • Group boundaries and identity • The nature of authority and relationships • Allocation of rewards and status
Deeper underlying assumptions	<ul style="list-style-type: none"> • Human relationships to nature • The nature of reality and truth • The nature of human nature • The nature of human relationships • The nature of time and space

3.2 Typologies of Organizational culture

The typologies of organizational culture are often based on organizational values orientations and underlying assumptions. Based on the conceptual of cultural dimensions, the competing values framework (CVF) outlines the values orientations of organizations and tis differentiation (Cameron and Quinn, 1999, Cameron and Quinn, 2006). The framework focuses on the competing tensions and conflicting within human system, with two major aspects of stability versus change and internal versus external environment (Denison et al., 2012). The model is to develop universal values orientations that have impact on leadership styles, structure, decision makings and other aspects of the organization (Figure 7).

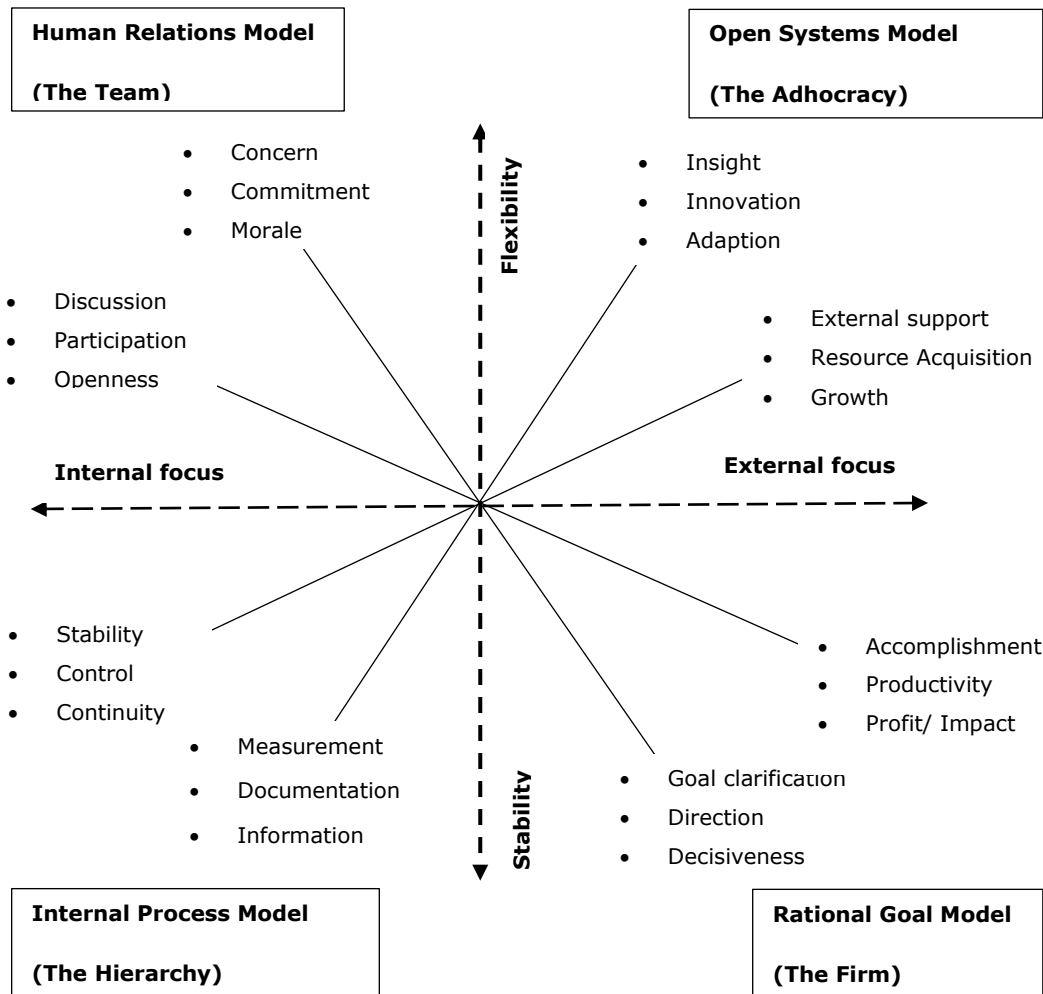


Figure 7: The competing values framework (Cameron and Quinn, 1999)

In the framework, the first axis reflects the competing values from stability (order) to flexibility (spontaneously). This is the construct that represent the organizational design, whether it is an organism or mechanism system (Denison and Spreitzer, 1991). The organizations with focus on stability have a hierarchy structure, strong mechanism system and governance with rules and orders. On the other hand, the organizations that focus on flexibility have a flat structure that prioritizes coordination and adaption to change.

The second axis reflects the values orientation of how organization interacts with environment from internal to external. Within internal focus, organizations tend to measure the effectiveness through internal resources and strengthen the internal capacities. On the other hand, in external focus, organizations seek for achievement of new markets, new resources and productivity.

Adoption from the competing values framework in 1999, Cameron and Quinn (2006) developed the organizational culture assessment instrument (OCAI) as an approach to identify organizational core values, assumptions and common approach (Heritage et al.,

2014). It outlines four typologies of organizational cultures as Clan, Adhocracy, Hierarchy and Market (Figure 8)

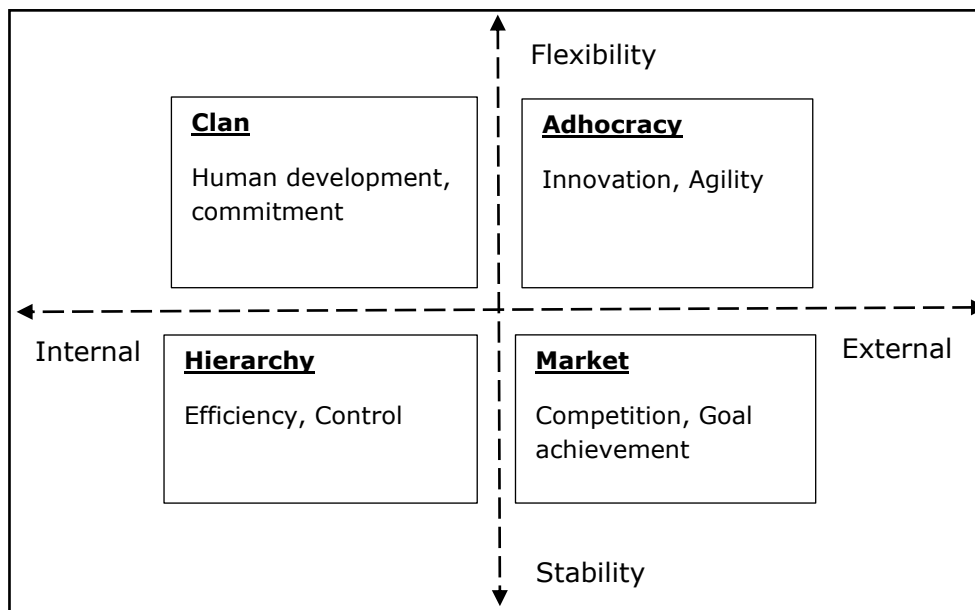


Figure 8: : Organizational culture assessment instrument (OCAI) (Cameron and Quinn, 2006)

In the OCAI, the four types of organizational cultures are a shorter version and summarized of the competing framework that could applied universally to understand the organizational culture dimensions and differences among organizations. Detail of each type of culture is summarized within Table 3.

Table 3: Competing organizational culture assessment (Cameron and Quinn, 2006)

Type of culture	Dimensions		Value orientation	Leadership	Value drivers	Effectiveness
Clan	Flexibility	Internal	Collaborate	Facilitator, Mentor, Team builder	Commitment, Communication, Development	Human development, high commitment
Adhocracy	Flexibility	External	Create	Innovator, Entrepreneur, Visionary	Innovative outputs, transformation, Agility	Innovativeness, vision and constant change
Hierarchy	Stability	Internal	Control	Coordinator, Monitor, Organizer	Efficiency, Timeliness, Consistency & Uniformity	Control and efficiency with capable processes

Market	Stability	External	Compete	Hard-driver, Competitor, Producer	Market share, goal achievement, profitability	Aggressively competing, customer focus
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In another research based on competing values framework published in Harvard Business Review, Groysberg et al. (2018) has defined organizational culture as “the tacit social order of an organization” with a strong link to leadership, strategies and outlined main characteristics that separate different cultural typologies. The research was carried in 230 companies with more than 1,300 executives. Eight (8) distinct styles of culture are concluded based on two determinations as people interactions and response to change (Figure 9). Within the cultural types, four (4) main attributes of organizational culture are:

- (i) Share: share behaviors, values and underlying assumptions;
- (ii) Pervasive: the underlying values that manifest collectively in all levels, physical environments, group rituals and so on;
- (iii) Enduring refers to the characteristics that can direct the thoughts and actions of members over long-term and are likely to draw into people with similar traits;
- (iv) Implicit: members of organization respond to culture instinctively, sometimes without awareness.

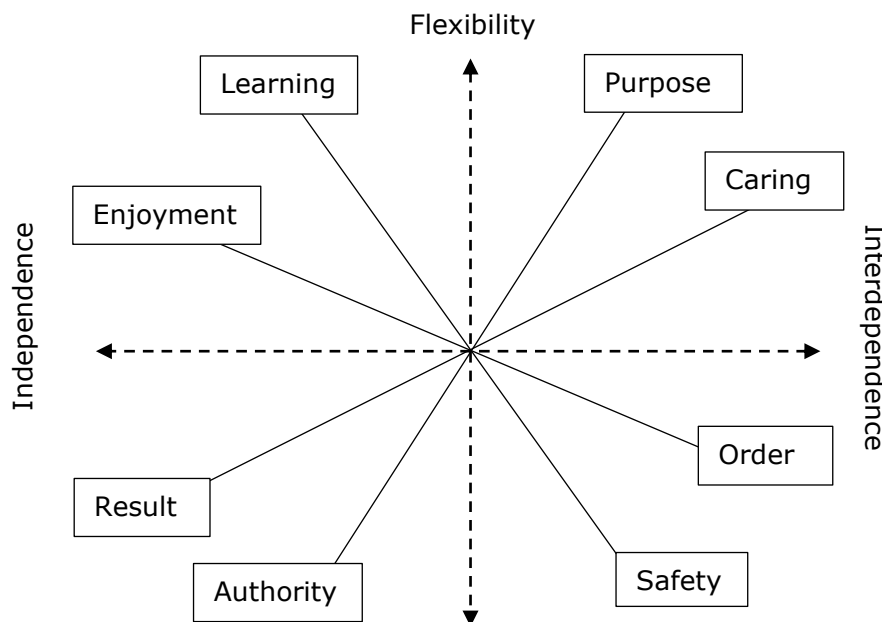


Figure 9: Eight types of organizational culture (Groysberg et al., 2018)

Similarity to the four typologies of organizational culture (Cameron and Quinn, 2006), eight types of organizational culture are also based on the same dimensions of

competing values framework. By dividing the competing values framework (CVF) into more values orientations (Figure 7) with the same dimensions, Groysberg et al. (2018) is an adapted work from Cameron and Quinn (2006). However, based on the dimensions and value orientations, both research have much similarity that explains the same values orientations as described in Table 4.

The first axis represents for nature of interaction and communications. It reflects how members of organization work towards goal achievement that they work independently and more competitive or have a close collaboration with each other.

The second axis is response to change, which reflects how organizations respond to change through flexibility, adaptive and innovative approach or through a control, rules and regulations system.

Table 4: Eight type of organizational culture (Groysberg et al., 2018)

Link to CVF	Cultural types	Values orientation	Key Advantages	Example
Clan	Caring	Warm, sincere, relational	Improve teamwork, engagement, and trust	Disney
	Purpose	Purpose driven. Idealistic, tolerant	Social responsibility, sustainability	Wholefoods
Adhocracy	Learning	Open, Inventive, Exploring	Innovation, Agility	Tesla
	Enjoyment	Playful, Instinctive, Fun loving	Employee morale, creativity	Zappos
Market	Results	Achievement driven, Goal focused	Execution, external focus, goal achievement	GSK
	Authority	Bold, Decisive, Dominant	Speed of decision making and responsiveness to crises	Huawei
Hierarchy	Safety	Realistic, Careful, Prepared	Risk management, stability, and business continuity	Lloyd's of London
	Order	Rule abiding, Respectful, Cooperative	Operational efficiency, reduced conflicts	SEC

The CVF is probably the most well-known research of cultural framework and typologies. By building a values orientation framework based on organizational culture' dimensions and characteristics, it distinguishes different values orientations in different organizations. In this research, author use 8 cultural typologies as an adaption of CVF.

3.3 Employee engagement

Employee engagement is a hot topic in recent years, especially among consulting firms and business change management (Saks, 2006). Employee engagement is one of positive organizational behavior constructs, which are a field of study and applications on positive oriented human resources strengths and psychological capacities for performance improvement in the workplace (Luthans, 2002), p.59). Employee engagement is a positive, fulfilling work related state of mind that reflects high level of energy and work enthusiasm (Bakker and Demerouti, 2008).

The level of employee engagement represents the engagement of workforce in contribution to overall business, creating value proposition and impact to performance. Employee engagement is closely linked to performance and lack of engagement could lead to burnout (Tomlinson, 2010). Maslach et al. (1996) in the Maslach Burnout Inventory – Human Services Survey is the one of the most cite burnout measure. It outlines three dimensions as emotional exhaustion, depersonalization and reduced personal accomplishment (Doherty et al., 2021). Schaufeli and Bakker (2004) defines employee engagement “as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (p.32). Employee engagement, in another definition, is an affective cognitive state of employees that are persistent and constantly developed over time (Saks, 2006). In the Utrecht Work Engagement scale (UWES), three dimensions are outlined to quantify employee engagement as (Schaufeli and Bakker, 2004):

- (i) Dedication is characterized as a sense of significant, enthusiasm, inspiration, pride and challenge;
- (ii) Vigor is the high level of energy and mental resilience while working;
- (iii) Absorption is the fully concentration and fulfilling at work.

3.4 Employee satisfaction

Employee satisfaction is an important predictor of business performance (Wright and Cropanzano, 2000, Judge et al., 2001). Employee satisfaction refers to an attitudes or affective states that are perceived towards the experience of job with certain degree of favor or disfavor (Wright and Cropanzano, 2000). Employee satisfaction has been strongly linked to organizational commitment (Porter et al., 1974) and is an opposite factor to burnout at work (Shanafelt et al., 2015, Doherty et al., 2021). Employee satisfaction is also important in the well-being of employees and positively impact to work productivity (Clark, 1997). As employee satisfaction is an attitudes and emotional factor, employee satisfaction can be viewed from different dimensions the differences between the role and role’s holder expectations, the degree of individual values is fulfilled (Spector, 1985). The employee satisfaction survey was design to measure the individual feeling about jobs that

include pay, promotion, supervision, benefits, contingent rewards, operating procedures, co-workers, nature of work, communication (Spector, 1985).

Porter et al. (1974) measures organizational commitment and employee satisfaction in relations to turnover rate to investigate whether there is discrimination between stayers and leavers among those factors. Wright and Cropanzano (2000) outlines the dimensions employee satisfaction include degree of satisfaction with the job, with co-workers, supervision, compensation and promotional opportunities.

Nylenna et al. (2005) explores the level of employee satisfaction among general practitioners using employee satisfaction scale as amount of responsibility given, variation in work, colleagues and fellow workers, physical working conditions, opportunities to use ability, freedom to choose own method of working, recognition for good work, rate of pay and working hours.

Although employee satisfaction is an important measure, the dimensions and construct of employee satisfaction are viewed from different perspective such as job satisfaction, organizational satisfaction, work satisfaction (Shanafelt et al., 2015, Judge et al., 2001, Chan et al., 2017). In general, employee satisfaction refers to the level of satisfaction of employees towards organizational or job related attributes. Landers et al. (2019) using the United States data of employee satisfaction to validate the Glassdoor construct towards organizational satisfaction within Organizational culture and values, Leadership, Diversity and Inclusion, Talent & Staffing management, Compensation and benefits, Career opportunities and growth, Work life balance.

3.5 Organizational culture and employee engagement

Organizational culture and employee engagement have a strong relationship (Latta, 2019, Brunetto et al., 2014, Reis et al., 2016). In a research in analysis the organizational culture and subcultures in school, the organizational culture have a positive impact to engagement and is moderated through experience (Latta, 2019).

Urbancová and Depoo (2021) analyzes factors impact to type of organizational culture and implementation of HR activities aiming employer branding in 420 organizations. It outlined different practices of organizational culture within HR processes and the identification of suitable organizational culture will lead to successful employer branding and work engagement. In reverse, brand identification and communication also have positive influence to organizational culture (Urbancová and Depoo, 2021).

Similarity, Reis et al. (2016) testes four type of organizational culture within competing framework by Cameron and Quinn (2006) and its influences to employees'

authenticity. It found a positive relationship between hierarchical and market culture and work engagement in 208 professionals in various industries in Brazil.

Jiony et al. (2015) investigates the relationship between employee engagement and organizational culture to fill the gap in employee engagement at work and workforce effectiveness. It proposed a framework that components of organizational structure and organizational communication will positively impact to employee engagement.

Brunetto et al. (2014) research on 90 technical and engineering employees within asset management companies showed perceived organizational support and leadership member exchange positive related to organizational culture and organizational culture positively and significantly related to employee engagement.

From literature, it can be concluded that "positive" organizational culture and employee engagement has positive relationship. The terms "positive" refers to certain positive organizational values that organization can emphasizes to build a positive organizational culture.

Hypothesis 1: "Positive" organizational culture has influence on employee engagement.

3.6 Organizational culture and Employee Satisfaction

Organizational culture and employee satisfaction also have a strong relationship (Stride et al., 2007, Lee et al., 2018). For example, Lee et al. (2018) discussed the influence of leadership, organizational culture, and employee satisfaction in the sport industry by surveying 320 employees in Korea and found positive impact of organizational culture to employee satisfaction.

Literatures have identified the relationship of employee satisfaction to different type of national culture. In detail, employee satisfaction is stronger in individualistic and low-power distance, uncertainty culture (Ng et al., 2009). Lund (2003) investigated the impact of organizational culture types on employee satisfaction in cross-section of firms in USA. It indicated that employee satisfaction levels across cultural typologies and positively related to clan, adhocracy and negatively to market and hierarchy cultures. Similarity, Chan et al. (2017) explored organizational culture and employee satisfaction through cultural index assessment in education section in Malaysia. Bureaucratic organizational cultural type has a positive and moderate relationship with employee satisfaction, on the other hand, innovation culture is predictor that enhances employee satisfaction. The hypothesis 2 summarizes the relationship between Organizational culture and Employee satisfaction.

Hypothesis 2: “Positive” organizational culture has influence on Employee satisfaction.

3.7 Employee engagement and Employee satisfaction

Employee engagement and employee satisfaction is also have a close linkage, especially related to commitment, trust and the need for belonging (Saks, 2006). Saks (2006) analyzed employee engagement based on social exchange theory in 102 employees across sectors. It analyzed employee engagement and factors that influences to employee engagement. It also indicated that employee engagement increases work various outcomes such as employee satisfaction, job commitment (Maslach et al., 1996). As employee engagement is defined as a representative of commitment and dedication, it is closely linked to the emotional state of satisfaction, i.e employee satisfaction. Håvold et al. (2020) also explored the relationship between work engagement, work satisfaction and trust in leaders in public hospitals in 137 employees. The research found that work satisfaction mediates the relationship between trust in leaders and work engagement, in addition, the need for belonging significantly influence work satisfaction (Håvold et al., 2020). As a strong linkage between Employee engagement and Employee satisfaction, hypothesis 3 is outlined as below:

Hypothesis 3: Employee engagement has positive effect on Employee satisfaction.

3.8 Research model

Based on the research question, the proposed research model (Figure 10) indicates the three hypotheses of relationships among three variables of organizational culture, employee engagement and employee satisfaction. Employee satisfaction is influenced by both organizational culture and employee engagement (H2 and H3). Organizational culture, on the other hand, positively impact on both employee engagement and employee satisfaction.

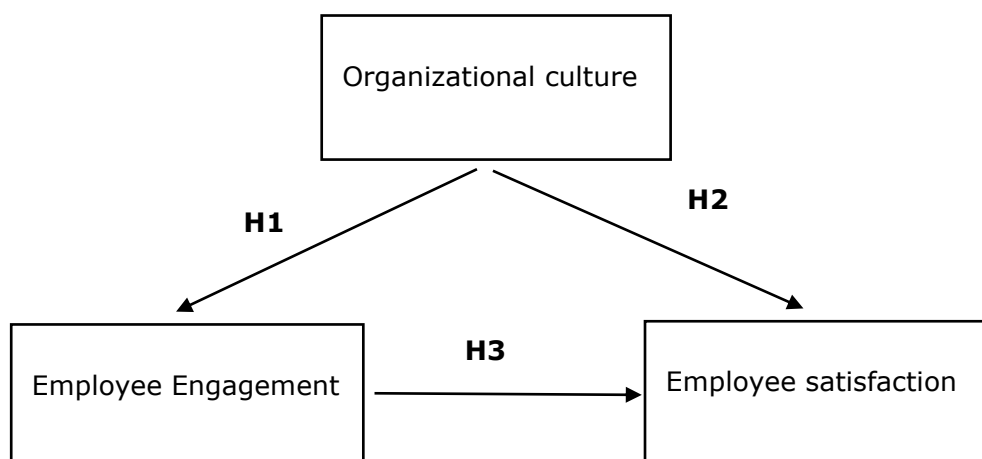


Figure 10: Research model

Table 5: List of hypotheses

<u>Hypothesis 1</u>	"Positive" Organizational culture has influence on employee engagement.
<u>Hypothesis 2</u>	"Positive" Organizational culture has influence on employee satisfaction.
<u>Hypothesis 3</u>	Employee engagement has positive impact on Employee satisfaction.

4 Development of questionnaire and interview guide

The research was implemented into 7 stages over the period of 6 months (Figure 11). The research design was based on process of master thesis research that supports master student in delivery of thesis (Bui, 2019). In detail, this process starts with chosen of organizational culture as the main theme of research and identify the research question (Chapter 1). Through the process of research problem and question, the key variables are identified as discussed within Chapter 3. In this chapter, it outlines from stage 4 to 7 in terms of the development of survey, questionnaire, collection of data and methodology in data analysis.

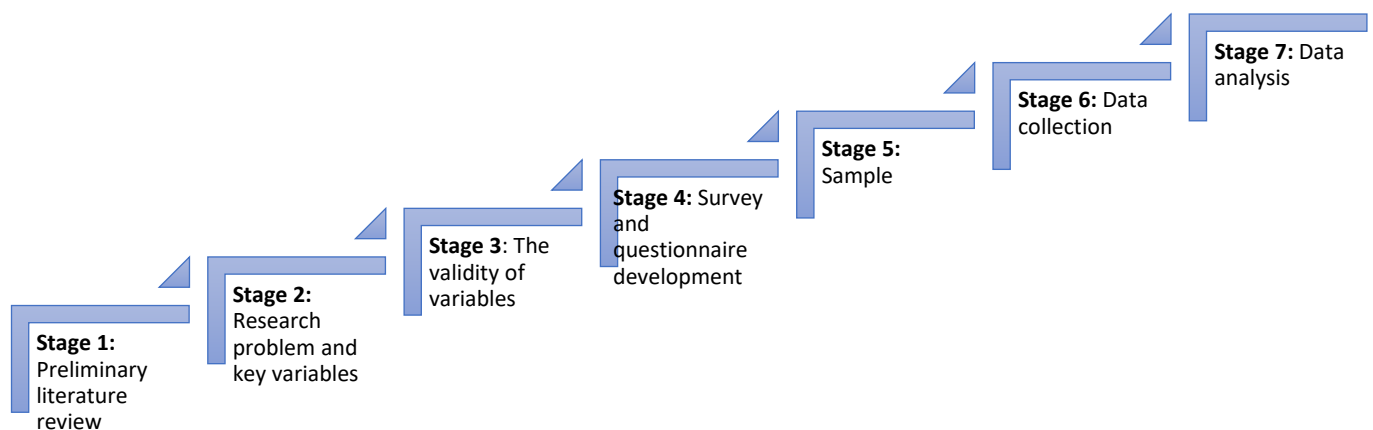


Figure 11: Research design

4.1 Preliminary review of literature

Author firstly conducted preliminary of literature reviews on organizational culture and listed the job-related behaviors and attitudes that could be influenced by organizational culture. As the purpose of the study focuses on how organizational culture can influence an engaged and satisfied workforce, employee engagement and employee satisfaction are chosen two factors within positive behaviors constructs in the workplace (Luthans, 2002). Both of them have strong relationships to organizational culture.

The preliminary of literature review were firstly done with Google Scholar to build the understanding of three factors as organizational culture, employee engagement and

employee satisfaction. By reading the most citation articles within the field, author filtered the most citation and well-discussion theories of culture dimensions and organizational culture.

After building an understanding of each variable, the articles are searched in Scopus through the following steps:

Step 1: 68 document results

The first search string focused articles that include organizational culture, employee engagement and employee satisfaction.

((TITLE-ABS-KEY (culture) AND TITLE-ABS-KEY ("organizational culture") OR TITLE-ABS-KEY ("work culture") AND TITLE-ABS-KEY ("employee engagement"))) AND ("employee satisfaction")

Step 2: 20 documents results

After the first string, author limited the articles to business and management field and limited the keywords to "organizational culture", "employee engagement" and "employee satisfaction"

(((TITLE-ABS-KEY (culture) AND TITLE-ABS-KEY ("organizational culture") OR TITLE-ABS-KEY ("work culture") AND TITLE-ABS-KEY ("employee engagement"))) AND ("employee satisfaction")) AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (SUBJAREA , "BUSI")) AND (LIMIT-TO (EXACTKEYWORD , "Organizational Culture") OR LIMIT-TO (EXACTKEYWORD , "Employee Engagement") OR LIMIT-TO (EXACTKEYWORD , "Employee satisfaction"))

Step 3: Screening and abstract text reading

Using text analysis and documents screening from both Google Scholar and Scopus, authors filters 20 articles as core literatures in building the conceptual framework and research model (Table 6). Those articles were then reviewed in detail through several criterias as main topic, theories, methodology, data collection, industry and findings.

Table 6: List of core literatures

No	Source	Name	Topics
1	Latta (2019)	A complexity analysis of organizational culture, leadership and engagement: integration, differentiation and fragmentation	Culture, Engagement
2	Saks (2006)	Antecedents and consequences of employee engagement	Engagement, Satisfaction

3	Lee et al. (2018)	A Study on the Relationship between Servant Leadership, Organizational Culture, and Employee satisfaction in Fitness Clubs	Culture, Satisfaction
4	Brunetto et al. (2014)	Building a Proactive, Engagement Culture in Asset Management Organizations	Culture, Engagement
5	Denison and Spreitzer (1991)	Organizational culture and Organizational Development: A competing values approach	Culture
6	Urbancová and Depoo (2021)	Factors affecting strategic types of organizational culture: Evidence from organizations and managers operating in the Czech Republic	Culture, engagement
8	Lund (2003)	Organizational culture and employee satisfaction	Culture, Employee satisfaction
11	Reis et al. (2016)	Perceived organizational culture and engagement: the mediating role of authenticity	Culture, Engagement
12	Seppälä et al. (2008)	The Construct Validity of the Utrecht Work Engagement Scale: Multi sample and Longitudinal Evidence	Engagement
14	Chan et al. (2017)	Predicting Factors of Employee satisfaction through Organizational Culture: A Case of Malaysian Private Learning Institution	Culture, Satisfaction
15	Jiony et al. (2015)	Understanding the Effect of Organizational Culture and Employee Engagement on Organizational Performance Using Organizational Communication as Mediator: A Conceptual Framework	Culture, Engagement
17	Warrick (2017)	What leaders need to know about organizational culture	Culture
18	Landers et al. (2019)	Crowdsourcing Employee satisfaction Data: Examining the Construct Validity of Glassdoor.com Ratings	Satisfaction
19	Groysberg et al. (2018)	Changing your organization's culture can improve its performance	Culture
20	Locke (1969)	What is employee satisfaction?	Satisfaction

4.2 The construct of variables

4.2.1 Employee engagement

Employee engagement is constructed through Utrecht Work Engagement scale (UWES) with 3 main dimensions of dedication, vigor, and absorption (Schaufeli and Bakker, 2004, Seppälä et al., 2008). The UWES scale is validated and have used in much research with strong validity (Jeve et al., 2015, Seppälä et al., 2008). The UWES have 2 versions of 13 items and 9 items to measure the same dimensions. Seppälä et al. (2008) proposes the use of 9 items (Table 7) as a better and reliable measurement of employee engagement. All dimensions have Cronbach alpha more than 0.7.

Table 7: Employee engagement items (Seppälä et al., 2008)

Dimensions	Items
Vigor $\alpha=0.85$	1. At my work, I feel that I am bursting with energy
	2. At my job, I feel strong and vigorous
	3. When I get up in the morning, I feel like going to work
Dedication $\alpha=0.86$	4. I am enthusiastic about my job
	5. My job inspires me
	6. I am proud of the work that I do
Absorption $\alpha=0.82$	7. I feel happy when I am working intensely
	8. I am immersed in my work
	9. I get carried away when I'm working

4.2.2 Employee satisfaction

Employee satisfaction is measured through job satisfaction items and organizational satisfaction. Job satisfaction is a five-item scale on the degree of satisfaction with the work, co-workers, supervision, total pay and promotional opportunities (Wright and Cropanzano, 2000, Lund, 2003). In this scale, the satisfaction is based on the view of employees towards the job and factors related to the job.

Table 8: Job satisfaction items (Lund, 2003)

Job satisfaction $\alpha=0.75$	10. I am satisfied with the work of my job
	11. I am satisfied with my co-workers
	12. I am satisfied with the supervision
	13. I am satisfied with my pay
	14. I am satisfied with the promotional opportunities

In addition to the above items, author analyzes the overall satisfaction of employees with organization through Glassdoor rating. Glassdoor is a crowdsourcing data (Glassdoor, 2021) that allow employees to publicly review companies. Landers et al. (2019) examines the construct validity of glassdoor.com ratings. Using multitrait-multimethod matrix (MTMM), the overall Glassdoor ratings of satisfaction correlates with aggregated United States Federal employee survey from 407,789 employees ($r=.516$). The validity of Glassdoor rating is useful in measurement of overall employee satisfaction to organization.

Table 9: organizational satisfaction using Glassdoor rating(Landers et al., 2019)

Organizational satisfaction ($\alpha=0.516$)	15. Organizational cultures and values
	16. Leadership
	17. Diversity and Inclusion
	18. Talent & Staffing management
	19. Compensation and benefits
	20. Career opportunities and growth
	21. Work life balance

By combining both scale of organizational satisfaction and job satisfaction, the construct of employee satisfaction provide a comprehensive analysis of the satisfaction towards organization in both job-related and human resources-related attributes.

4.2.3 Organizational culture

The organizational culture construct is the most important and difficult to measure, noting different dimensions. Using the competing values framework (Denison and Spreitzer, 1991), author adapts with cultural research related to typologies of organizational culture. Although Denison et al. (2012) identifies four main typologies of organizational culture, the competing values framework suggests eight different values that are similar to the research by (Groysberg et al., 2018) as explained within part 3.2. Groysberg et al. (2018) adapts from the competing values model into 8 types of organizational culture, as outlined in Table 10.

Table 10: Organizational culture items (Groysberg et al., 2018)

Type of culture	Items
Caring	22. Human development (A big family)
	23. Collaboration and mutual trust
Purpose	24. An idealistic community or cause
	25. Compassion and tolerance

Learning	26. Dynamic and entrepreneurial place
	27. Exploration and creativity
Enjoyment	28. A celebration
	29. Fun and excitement
Authority	30. A competitive arena
	31. Strength and boldness
Results	32. A merit-based system and high demands
	33. Achievement and winning
Order	34. A smoothly running machine
	35. Structure and stability
Safety	36. A meticulously planned operation
	37. Planning and Caution

As the validity of the above construct is not mentioned within the research (Groysberg et al., 2018), author added several items with Cronbach alpha more than 0.7 to additional measure organizational culture. Based on the four typologies of organizational culture, Stock et al. (2007) outlines several items as below:

**Table 11: Organizational culture typologies in competing values framework
(Stock et al., 2007)**

Clan $\alpha = .89$	38. Teamwork, consensus, and participation
	39. Human development—high trust, openness, and participation persist.
	40. Loyalty and mutual trust—commitment to this organizational runs high.
	41. The development of human resources, teamwork, employee commitment, and concern for people.
Adhocracy $\alpha = .88$	42. Entrepreneurship, innovating
	43. An entrepreneurial place—people are willing to stick their necks out and take risks
	44. Individual risk-taking, innovation, freedom, and uniqueness.
Market $\alpha = .88$	45. Competitive actions and achievements—hitting stretch targets and winning in the marketplace are dominant.
	46. Winning in the marketplace and outpacing the competition—competitive market leadership is the key.
	47. Hard-driving competitiveness, high demands, and achievement
	48. Emphasis on achievement and goal accomplishment— aggressiveness and winning are common themes.

Hierarchy $\alpha = .76$	49. Formal rules and policies—maintaining a smooth-running organization is important.
	50. Permanence and stability—efficiency, control and smooth operations are important.
	51. Efficiency—dependable delivery, smooth scheduling, and low-cost production are critical.

4.2.4 Questionnaire development

The development of questionnaire was done in consultation with supervisors. All the items within the survey that measure three factors of organizational culture, employee engagement and job satisfaction have reliability of Cronbach alpha more than 0.7. However, due to the lack of reliability of organizational culture items, author has added additional items within the questionnaire to ensure the validity. Due to this reason, the questionnaire is quite big with 51 items in total. A total of 6 parts is within questionnaire, from overall information to confidentiality. The questionnaire is within [Appendix 3](#) of this study.

4.2.5 Interview guide

The interview guide was developed as semi structured interview. The guide includes questions related to organizational culture of Survitec and employees' view on several aspects of organizational culture. During the interview, author asked the management team and managers of each department in terms of their views on Survitec Norway's organizational culture. Based on their responses, follow-up questions were asked to understand how organizational culture was understood and viewed by Survitec's management team. The first interview was done as focus group while the management provided a general view in terms of organizational culture and workforce. Further interviews were also done with the manager of each department to have an in-depth understanding of the way of working within Survitec. The interview guide is within [Appendix 5](#) of this study.

4.3 Sample

The survey is distributed within Survitec in Scandinavia, including four (4) divisions in Norway, Poland, Sweden, and APAC. However, due to the lack of management support within other countries and the communication among different divisions, Survitec Norway was the only entity of sample. Survitec Norway has a total of 51 employees. Total response is 32 employees (62.74%). The chosen sample size is due to the scope of this research. Although author would like to extend the research to other entities within Survitec, it has

been a challenging work to get approval from Survitec Headquarter. In addition, the cultural differences among countries could be a bias factor to this study. As Survitec has gone through many mergers and acquisitions, each entity has different way of workings that hinder subcultures within Survitec. To answering the research question, author has chosen sample within Survitec Norway only. This will allow the depth analysis of organizational culture in Norway and Survitec Norway only.

4.4 Data collection

The data is collected through in-depth interviews and survey distribution.

4.4.1 In-Depth Interview

A total of 6 interviews have been done with the Management team in Service Norway as below:

Table 12: In-depth interviews with Survitec Norway

Interviews	Dates	Duration
1. Interview with Managing Director	10 th March	45 minutes
2. Focus group interview	7 th April	1 hour
3. Interview with Manager of function – Human Resources	30 th April	45 minutes
4. Interview with Manager of function – Supply Chain	3 rd June	30 minutes
5. Interview with Manager of function – Operations 1	3 rd June	30 minutes
6. Interview with Manager of function – Operations 2	3 rd June	30 minutes

The interview guide, questionnaire is included within Appendix 4 of this study. Due to the questions related to organizational culture and workplace are sensitive matter, employees and Human Resources manager have requested to ensure the confidentiality of each interview and the survey respondents. All respondents were informed in advance about confidentiality and most of them refused for recording of the interview. Author only took notes during the interviews.

4.4.2 Survey Distribution

An online survey was developed using Microsoft form. The survey was firstly developed based on the variables construct and preliminary literatures review in consultation with supervisors. After that, survey was sent to Norwegian center for Research data on 26th March 2021 and approved by center on 8th April 2021 to proceed with data collection.

The survey was distributed on 26th April to all staff in Survitec Norway. From May 2021, the survey is also distributed to staff based on Sweden, Poland. However, due to the

lack of management support within these locations, little responses have been received in other countries. By 21st May, a total of 32 responses within Survey Norway have been received.

4.5 Data analysis

All the responses from survey were collected through Microsoft Form and insert into excel file. The data was cleaned to remove irrelevant and unfinished responses. Date was coded into different variables to import into data analysis software.

4.5.1 Qualitative analysis

From in-depth interviews and literatures, author analysis the relationship of organizational culture, employee engagement and satisfaction. The in-depth interviews provide detail of management view on organizational culture and employee engagement, satisfaction in Survitec. The open-ended questions within the survey have collected data of employees' views on organizational culture, engagement and satisfaction in Survitec. All the interview notes were analyzed using common themes as organizational culture, employee engagement and satisfaction to understand the relationship of those variables.

4.5.2 Quantitative analysis

Data analysis using IBM SPSS Statistics 27 was conducted to test the research models and support the evidence from literatures. In addition, author also analyzes data using excel to create visualization of data. Chapter 5 explains detail about the results from both quantitative and qualitative analysis.

4.6 Validity and reliability

The validity of the survey was done through a rigor literature review and analysis of items using Cronbach 's alpha. All three main factors as organizational culture, employee engagement and employee satisfaction were analyzed by dimensions with cronbach's alpha more than 0.7. All items chosen within the survey were developed through a thorough review of literatures. This will ensure the reliability of this study in organizational culture, employee engagement and satisfaction. All items are well represented to three mentioned factors with high reliability.

4.7 Ethics

The survey was submitted to Norwegian research center (NSD) for approval during end of March 2021. By 8th April 2021, the survey was approved by NSD to proceed with survey distribution ([Appendix 4](#)). In addition, the confidentiality of the research has been clearly outlined within the survey. To ensure the ethics of the survey and this study, author

ensured the approval of both survey and questionnaire within supervisors' team. The survey also ensure that it is not required for employees to disclose information related to job such as department, experience, age, job level and so on.

5 Results

In this chapter, author analyzes the organizational culture, employee engagement and satisfaction in Survitec Norway. Firstly, organizational culture in Survitec is analyzed based on the main values orientations. An organizational culture profile is built to illustrate the characteristics of organizational culture in Survitec ([part 5.2.1](#)). Secondly, the study outlines some insights about employee engagement and employee satisfaction in many aspects of Survitec such as leadership, work-life balance, nature of job, compensation and so on. Several analyses are done such as description analysis, factor and reliability analysis, test of normality to validate the factors construct and examine the variables of research model. Lastly, three regression analyses are done to test 3 hypothesizes outlined in the chapter 3 of this study.

5.1 Descriptive analysis

The demographic of respondents is within job functions, job level, gender and years of experience (Table 13 to 16). In general, most people who providing responses are men. A majority of respondents have less than 5 years of working experience. Most of them working in Service function.

Table 13 : Respondents by gender

Gender	Number	%
Man	15	46.9
Prefer not to say	4	12.5
Woman	11	34.4
No information (NI)	2	6.3
Total	32	100.0

Table 15: Respondents by function

Job function	Number	%
Operations	4	12.5
Project & Supply Chain	4	12.5
Sales	6	18.8
Service	12	37.5
No information (NI)	6	18.8
Total	32	

Table 14: Respondents by experience

Experience	Number	%
5 years or more	10	31.3
Less than 5 years	16	50.0
NI	6	18.8
Total	32	100.0

Table 16: Respondent by level

Job level	Number	%
Entry level	10	31.3
Mid-management	9	28.1
Others	7	21.9
Senior management	2	6.3
Top management / Board member	1	3.1
NI	3	9.4
Total	32	100.0

5.2 Insights into Survitec’s organizational culture, employee engagement and satisfaction

5.2.1 Organizational cultural profile

First of all, author looks at the responses of all employees related to organizational culture. As outlined in the literature review [chapter 3.2](#) and methodology [chapter 4.2.3](#), employees of Survitec Norway are asked to rate how likely they feel the values statements are similar to organizational culture in Survitec in a total of 16 items (Groysberg et al., 2018). Figure 12 illustrates the distribution of respondents on organizational culture.

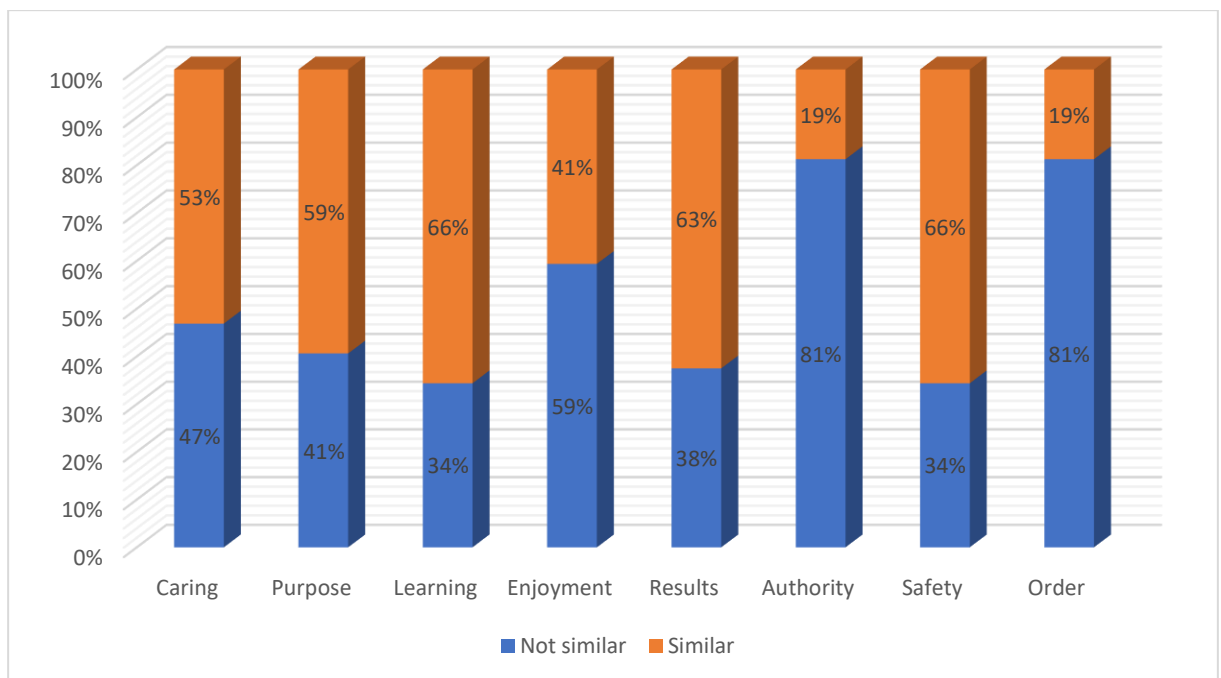


Figure 12: Employees' view on organizational culture values in Survitec

In terms of assessment on how well those statements describe your organization, **Safety and Learning** are the values orientations that have the highest rating at 66%. In general, safety and learning are the dominant organizational culture in Survitec Norway. Besides, **Results** are also the values that 63% of employee agree on the organizational culture of Survitec Norway. In addition, most of them shared the same view that **Order and Authority** are not very well the organizational culture within Survitec Norway. The characteristics, advantages and disadvantages of Safety, Learning and Results culture are as below:

Table 17: Advantages and Disadvantages of organizational culture in Survitec Norway

Typologies of culture	Advantages	Disadvantages
Safety culture	Improved risk management, stability, and business continuity	Overemphasis on standardization and formalization may lead to bureaucracy, inflexibility, and dehumanization of the work environment
Learning culture	Improved innovation, agility, and organizational learning	Overemphasis on exploration may lead to a lack of focus and inability to exploit existing advantages
Results culture	Improved execution, external focus, capability building, and goal achievement	Overemphasis on achieving results may lead to communication and collaboration breakdowns and higher levels of stress and anxiety

In general, Survitec Norway has a combination of organizational cultural profile as below:

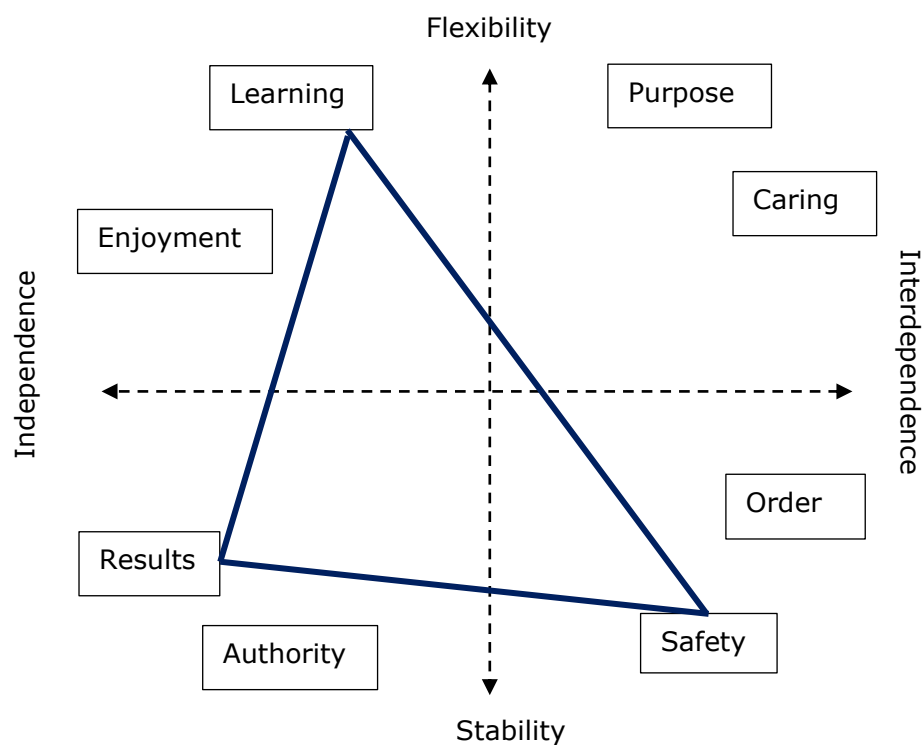


Figure 13: Survitec's organizational culture profile

Figure 13 indicates the main characteristics of Survitec Norway organizational culture. By prioritizing the three main values of Results, Learning and Safety, the organizational culture has reflected also within the responses from interviews and comments of employees. Here are some of the responses from in-depth interviews:

"Survitec has a results culture, and everything is very results orientation. We have pressure from the head offices with concrete tasks and KPIs to deliver. However, in Survitec Norway, we also have an open culture where people eager to take, solve problems and learn from their mistakes."

Survitec Norway was influenced by organizational culture of Survitec in general. Most of employees have answered the main values orientation of Survitec is **RESULTS**, which focuses on achievement, delivery of tasks. Employees in Survitec Norway also highlighted about the heavy work processes within Survitec Norway as below

"In Survitec, we have to spend lots of time on administration and little time on actual practical work. As all of us have only a certain amount of resources, the heavy process is quite frustrated for us. Many processes are done like as a checklist."

This insight indicates **SAFETY** culture values and how it impacts on many aspects of the organization, especially within the practices and work processes. As a Safety culture orientation and working in safety solutions business, Survitec Norway prioritizes the risk management, stability. It could seem to be over emphasizes of standardization and little concern on the "human touch" or dehumanization of work environment.

"Especially on the management level, lots of feedbacks and supervisions from Headquarter in the UK. It is very time consuming for reporting and it affects our performance on our work and lack of focus on the things that makes money"

"Because of high level of authority, it is very limited for us to do things and make decisions"

"Standardized products with little localization"

Although the benefits of having a **SAFETY** culture is a standardized and avoidance of risks, the downside of this culture values are lack of flexibility and innovation within the work. In addition, Norway is very open culture, which value human and teamwork over work processes. As a result, there seems to a clash or cultural differences in the Survitec Norway's organizational culture:

"In Norway, I always try to be opened to people and have a flat structure that people are welcomed of discussions and opinions. However, sometimes the open culture style has been interpreted differently and it might cause conflicts"

Another values orientation of Survitec Norway management is towards **LEARNING**. It emphasizes open discussions, innovation, and flexibility. In contrast, the main values orientation of Survitec is Safety and Results. With different values within an organization, it might cause conflicts and misunderstanding. The analysis of Survitec organizational

cultural profile also indicates the combination and different styles of organizational culture within an organization.

5.2.2 Employee engagement across organization

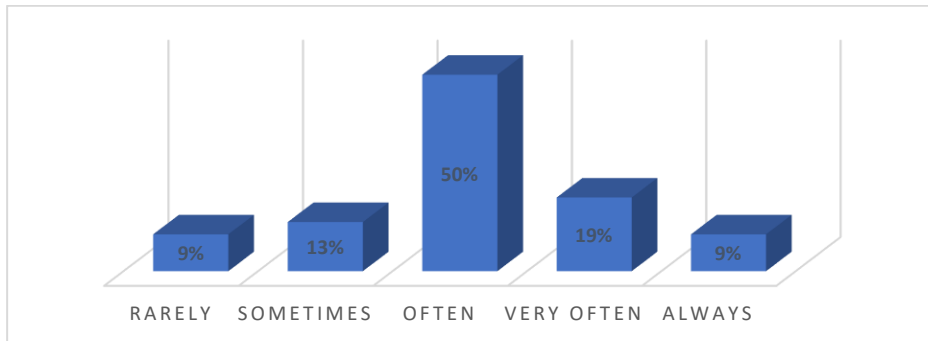


Figure 14: Employee engagement across Survitec Norway

The survey was designed to identify how like employees feel about the statements related to employee engagement within Survitec Norway. In general, only 22% of total employee showed a low level of employee engagement. The remaining 78% of total respondents often feel engaged to Survitec Norway. This indicates a positive indicator of 78% employee engagement score. In addition, Survitec Norway also has a low voluntary turnover rate of 9.8% in 2020 ([Appendix 7](#)). This reflects a relatively high level of employee engagement with Survitec Norway.

5.2.3 Employee satisfaction across organization

88% of employees showed satisfaction to Survitec Norway. In contrast, 12% of employees showed negative view in terms of job satisfaction. A majority of employees is “quite satisfied” with the work in Survitec Norway, reflecting in 50% of total respondents.

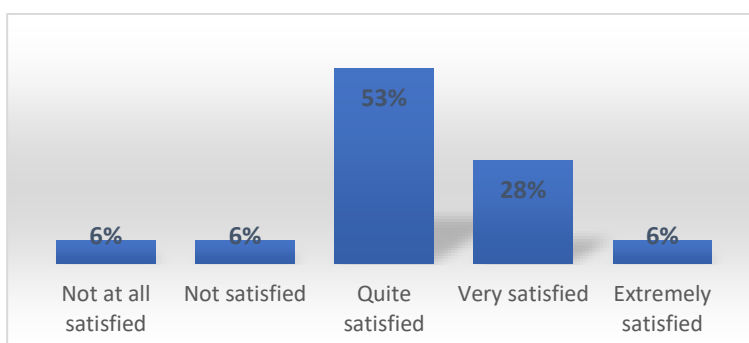


Figure 15: Job satisfaction in Survitec Norway

Employees were also asked to rate their satisfaction on a scale from 1 to 5 in the following aspects of organization, detail as below:

- 81% of them is satisfied with co-workers and nature of work.
- 50% of employee is satisfied with diversity and inclusion.
- 44% is satisfied with organizational culture and values.
- 35% is satisfied with leadership.
- 34% of employees is willing to recommend Survitec to others.
- 38% of employees is satisfied with work-life balance in Survitec.
- Only 28% is satisfied with career growth and staff management.
- Only 12% of total employees is satisfied with compensation.

In general, the nature of work and co-workers are the strengths and most satisfaction areas in working for Survitec Norway. In addition, the level of diversity and inclusion is also quite high in Survitec Norway. Career growth and compensation are two least satisfaction areas for employees in Survitec Norway.

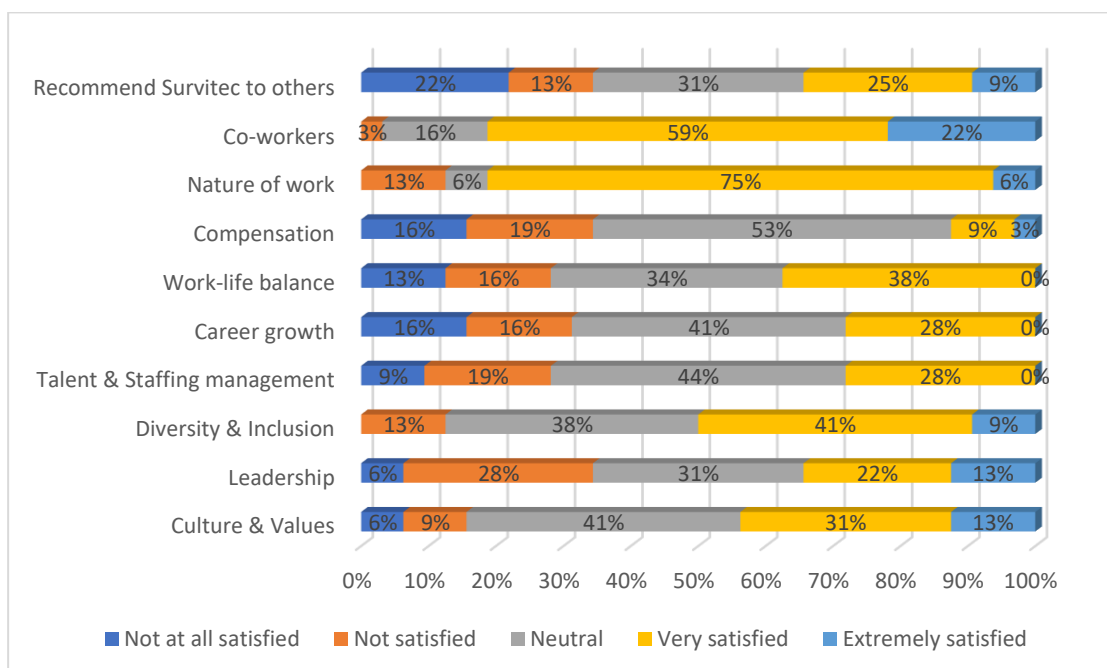


Figure 16: Organizational satisfaction in Survitec Norway

5.3 Factor and Reliability analysis

5.3.1 Factor and reliability analysis of organizational culture

Based on the initial analysis of respondents, author conducted factor analysis to group similar type of organizational culture. Factor analysis is a statistic method to define the “structure among the variables in the analysis” (Hair, 2010). Factor analysis explores the correlations matrix and load all of them into rotation to reduce the number of factors. By using factor analysis, authors can reduce the number of variables and find dimensions that represents the analysis of organizational culture. In this discussion, author looks at

the 16 items of values within organizational culture (Groysberg et al., 2018). Although those items are identified within 8 main dimensions of organizational culture, the initial research of competing values framework indicates four main dimensions. To draw the linkage of organizational cultural values and how those values can be grouped into different dimensions, factor analysis was conducted to test the validity and reliability of organizational culture’s dimensions.

Table 18 and 19 illustrates the results. The Kaiser- Mayer – Olkin (KMO) and Bartlett’s test is $.777 > 0.5$ with significant values $.000$. The factor analysis is reliable.

Table 18: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.777
Bartlett's Test of Sphericity	Approx. Chi-Square	399.865
	df	120
	Sig.	.000

Table 19 illustrates the factor rotation by components that groups 16 cultural items into four main components.

Table 19: Rotated Component Matrix

	Component			
	1	2	3	4
Caring 1	.836			
Purpose 1	.796			
Order 2	.780			
Enjoyment 1	.752			
Learning 1	.723			
Enjoyment 2	.714			
Caring 2	.682			
Purpose 2	.660			
Authority 1	.524			
Results 1		.888		
Learning 2		.673		
Authority 2		.574		
Safety 1			.878	
Order 1			.741	

Safety 2				.790
Results 2				.789
Extraction Method: Principal Component Analysis.				
Rotation Method: Varimax with Kaiser Normalization.				
Rotation converged in 8 iterations.				

Based on the results of rotation analysis, authors test the reliability of four main cultural components (or namely 4 types of culture) by computing the mean values of items within the same group. As a result, four main typologies of culture concludes mix items from Groysberg et al. (2018) with cronbach's alpha higher than 0.7 (Table 20).

Table 20: Reliability of organizational culture's typologies

	Type of culture	Items
Cultural type 1 $\alpha = .941$	Caring 1	52. Human development (A big family)
	Caring 2	53. Collaboration and mutual trust
	Purpose 1	54. An idealistic community or cause
	Purpose 2	55. Compassion and tolerance
	Enjoyment 2	56. A celebration
	Enjoyment 1	57. Fun and excitement
	Learning 1	58. Exploration and creativity
	Authority 1	59. Strength and boldness
	Order 2	60. A smoothly running machine
Culture type 2 $\alpha = .781$	Results 1	61. Achievement and winning
	Learning 2	62. Dynamic and entrepreneurial place
	Authority 2	63. A competitive arena
Culture type 3 $\alpha = .799$	Safety 1	64. Planning and Caution
	Order 1	65. Structure and stability
Culture type 4 $\alpha = .77$	Safety 2	66. A meticulously planned operation
	Results 2	67. A merit-based system and high demands

The results of factor loading and rotation in terms of four typologies of culture are similar to findings from literatures. Cameron and Quinn (2006) developed the organizational culture assessment instrument (OCAI) as an approach to identify organizational core values, assumptions and common approach (Heritage et al., 2014). In the OCAI, the four types of organizational cultures are a shorter version and summarized of the competing framework that could applied universally to understand the organizational culture dimensions and differences among organizations (Table 21).

Table 21: Competing organizational culture assessment (Cameron and Quinn, 2006)

Study's cultural type	Value orientation	Leadership	Value drivers	Effectiveness
Cultural type 1	Collaborate	Facilitator, Mentor, Team builder	Commitment, Communication, Development	Human development, high commitment
Cultural type 2	Create	Innovator, Entrepreneur, Visionary	Innovative outputs, transformation, Agility	Innovativeness, vision and constant change
Cultural type 3	Control	Coordinator, Monitor, Organizer	Efficiency, Timeliness, Consistency & Uniformity	Control and efficiency with capable processes
Cultural type 4	Compete	Hard-driver, Competitor, Producer	Market share, goal achievement, profitability	Aggressively competing, customer focus

5.3.2 Reliability of Employee engagement and employee satisfaction

Using reliability analysis from SPSS, author analyzes the cronbach's alpha indicators of the variables of employee satisfaction and employee engagement as within the below tables. Both of the factors have high value of reliability.

Table 22: Reliability of employee satisfaction construct

Variable	Items
Employee satisfaction $\alpha = .916$	1. I am satisfied with the work of my job
	2. I am satisfied with my co-workers
	3. I am satisfied with the supervision
	4. I am satisfied with my pay
	5. I am satisfied with the promotional opportunities
	6. Organizational cultures and values
	7. Leadership
	8. Diversity and Inclusion
	9. Talent & Staffing management
	10. Compensation and benefits

	11. Career opportunities and growth
	12. Work life balance
	13. Net promoter score

Table 23: Reliability of employee engagement construct

Variable	Items
Employee engagement $\alpha = .926$	1. At my work, I feel that I am bursting with energy
	2. At my job, I feel strong and vigorous
	3. When I get up in the morning, I feel like going to work
	4. I am enthusiastic about my job
	5. My job inspires me
	6. I am proud of the work that I do
	7. I feel happy when I am working intensely
	8. I am immersed in my work
	9. I get carried away when I'm working

5.4 Regression analysis of organizational culture, engagement and satisfaction

5.4.1 Hypothesis 1: Organizational culture and employee engagement

To test the hypothesis 1: "Positive" organizational culture has influence on employee engagement, author uses regression analysis to identify the relationship between two variables. In detail, author investigates how investment of organizational culture could lead to increase to employee engagement. Table 24 illustrates how four types of organizational culture impacts on employee engagement. In detail, the model reflects 62.2% of the variance ($R = .62$) with significant level.

Table 24: Regression analysis of organizational culture and employee engagement

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.789 ^a	.622	.566	.50638	.622	11.106	4	27	.000
a. Predictors: (Constant), Cultural type 4, Cultural type 3, Cultural type 2, Cultural type 1									
b. Dependent Variable: Engagement									

Table 25 analyzes how organizational culture influences employee engagement. All 4 types of culture have impact to employee engagement and organizational cultural 1 has a significant impact with significant level at .019 (<0.05). This result is in line with organizational culture research that different cultural types have different impact on employee engagement (Brunetto et al., 2014). Cultural type 1 focuses on employee commitment and collaboration. It emphasizes the values of employees within organization and have the significant impact to employee engagement.

Table 25: Coefficient of organizational culture and employee engagement

Coefficients^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
2	(Constant)	.604	.414		1.458	.156	-.246	1.453
	Cultural type 1	.484	.194	.487	2.491	.019	.085	.882
	Cultural type 2	.062	.189	.058	.327	.746	-.326	.449
	Cultural type 3	.191	.115	.238	1.660	.109	-.045	.426
	Cultural type 4	.143	.156	.143	.916	.368	-.177	.462
a. Dependent Variable: Engagement								

5.4.2 Hypothesis 2: Organizational culture end employee satisfaction

To build the relationship between organizational culture and employee engagement, author test the model using linear regression analysis. The model represents .681 of the variance with significant level <0.01 (Table 26).

Table 26: Linear regression of organizational culture and employee satisfaction

Model Summary^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
2	.825 ^a	.681	.633	.42102	.681	14.380	4	27	.000
a. Predictors: (Constant), Cultural type 4, Cultural type 3, Cultural type 2, Cultural type 1									

b. Dependent Variable: Satisfaction

Similarity to model 1, the cultural type 1 that emphasizes human development have a significant impact to employee satisfaction (Sig. = .005 <0.01). This is in line with literature review that organizational culture has positive impact to job satisfaction (Lee et al., 2018).

Table 27: Coefficient of organizational culture and employee satisfaction

Coefficients^a								
Model 2		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
2	(Constant)	.842	.344		2.446	.021	.136	1.548
	Cultural type 1	.499	.162	.556	3.092	.005	.168	.831
	Cultural type 2	.232	.157	.242	1.480	.151	-.090	.555
	Cultural type 3	.087	.096	.120	.910	.371	-.109	.283
	Cultural type 4	.002	.130	.002	.017	.987	-.264	.268

a. Dependent Variable: Satisfaction

5.4.3 Hypothesis 3: Employee engagement and Satisfaction

The impact between employee engagement and job satisfaction has also been well-discussed. In this study, author model 3 to analyze the impact of employee engagement on satisfaction. The model validity has R square = .488 with significant level. Despite the statistic of model acceptance, the model only represents 48.8% of the variance. As this study has a small population, the R square is not enough to draw conclusion between employee engagement and job satisfaction.

Table 28: Regression of employee engagement and satisfaction

Model Summary^b					
Model	R				Change Statistics

		R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df 1	df 2	Sig. F Change
3	.710 ^a	.505	.488	.49743	.505	30.548	1	30	.000
a. Predictors: (Constant), Engagement									
b. Dependent Variable: Satisfaction									

6 Conclusions

Firstly, organizational culture matters in organization because of the imprints into all aspects within organization. In detail, organizational culture is a set of underlying values orientations and assumptions that distinguish one organization to another. Depending on the business industry, history, national culture and many other factors, organizational culture could be identified based on the dominant values orientations (Groysberg et al., 2018, Denison et al., 2012). In this study, Survitec Norway has three values orientations that comprise to organizational culture profile of **SAFETY, LEARNING and RESULTS**.

Secondly, the research of organizational culture and its impact on the workforce is built based on insights of organizational behaviors. In this study, authors look deeper into employee satisfaction and employee engagement in Survitec Norway. In addition, several aspects of workforce have been analyzed based on level of satisfaction to organization. These insights are important to understand Survitec 's workforce and how organizational culture impacts on many aspects of workforce.

Third, the regression analysis has indicated the positive impact of organizational culture (Clan type) on employee engagement and satisfaction. In detail, it indicates that increase the positive culture of organization will lead to increase in employee engagement and employee satisfaction. As employee engagement and employee satisfaction are two representative factors of positive organizational behavior (Luthans, 2002), this result indicates that by improving organizational culture, leaders or managers can navigate and influence positive aspect of workforce, i.e. employee engagement and satisfaction.

In addition, different cultural types have different impacts on workforce positive behaviors. In this study, only "positive" culture is shown to have significant positive influence on employee engagement and satisfaction. In this organizational cultural type, human development and people is at the center of organization. It creates an environment of collaboration, trust, and fun workplace. In addition, the organizational culture also emphasizes creativity, innovation, and efficient values. The values orientations are as below

Table 29: Values orientations of "positive" organizational culture

Values orientations of "positive" culture
1. Human development
2. Collaboration and mutual trust

3. Teamwork
4. Compassion and tolerance
5. Celebration
6. Fun and excitement
7. Exploration and creativity
8. Strength and boldness
9. A smoothly running machine

In terms of the relationships among organizational culture, employee engagement and satisfaction, organizational culture has positive impacts on employee engagement and satisfaction. In detail, only the first typology of organizational culture, namely “positive” organizational culture has significant influences on employee engagement and job satisfaction. While research has indicated the differences of impact of organizational typologies on organization and job-related factors (Škerlavaj et al., 2007, Ng et al., 2009), these findings have been strengthened the literatures on organizational typologies. It suggests that only certain values of organizational culture that are positive could lead to the increase on employee engagement and job satisfaction. Besides, although the data and research model is not enough to make a conclusion of relationship between employee engagement and job satisfaction, the third hypothesis could be discussed in further study.

Summary of the results of hypothesizes are as below:

Table 30: Summary of results

Hypothesis 1	“Positive” organizational culture has influence on employee engagement	Accepted
Hypothesis 2	“Positive” organizational culture has influence on employee satisfaction.	Accepted
Hypothesis 3	Employee engagement has positive impact on Employee satisfaction.	Rejected

In addition, the revise research model is illustrated within Figure 17 as below

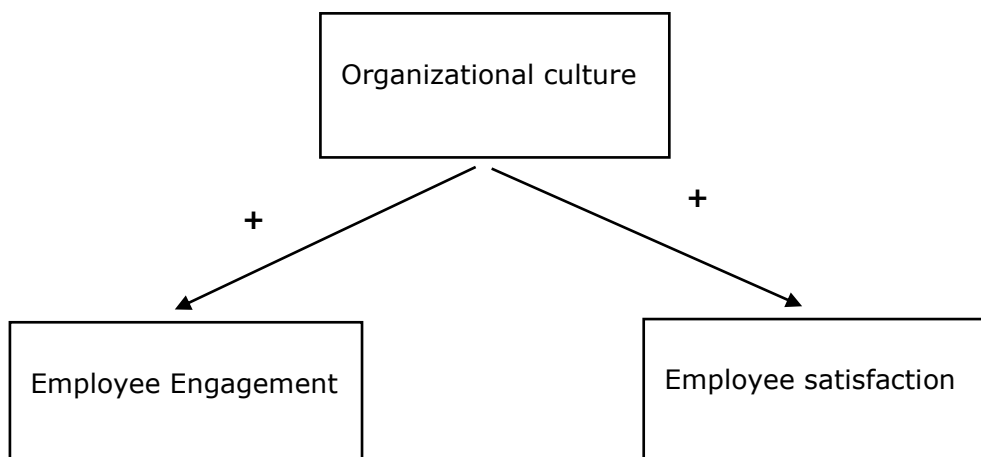


Figure 17: Revised research model

7 Discussions

Does organizational culture matter? This study has been built research model based on the value and importance of organizational culture. By outlining the characteristics of positive culture and its influences on employee engagement and satisfaction, this study focuses on the contribution and effects of organizational culture on people within organization. This below statement has summarized the importance of people are valued within an organization. People are the core of business and organizational culture is in fact, also research about people behaviors within organization.

The best thing about Survitec is its people and it is addictive for people to work with.

In addition, this study has outlined the characteristics of **"positive" organizational culture**. A positive culture has positive impact on employee engagement and satisfaction. This finding indicates the strong relationship of organizational culture and employees' engagement and satisfaction. By building a culture of positive values such as human development, innovation, teamwork, leaders can increase employee engagement and satisfaction.

However, this study has not look deeper into the subcultures within an organization. As organizational culture is complicated based on different values and basic assumptions, organizational culture is influenced by many factors. First of all, national culture has a major impact on organizational culture (Hofstede, 1994). Although the organizational culture profile in Survitec includes three main values as SAFETY, LEARNING and RESULTS, the study has not provided an explanation of the combination of cultural values. In detail, why Survitec Norway's organizational culture has a combination of cultural values orientation? Although this is not within the scope of research, several insights from interviews also hinder subcultures within organization.

"Survitec has subcultures based on different locations, functions, and different entities. The way of working of Survitec in headquarters is very different from Survitec Norway"

Cultural clash between headquarter and Survitec Norway has also been mentioned frequently during the interviews. It seems the control and standardization of Survitec in headquarter has been a challenge for staff, especially for some senior managers. The lack of freedom and decision-making authority are the main comments during the interviews with management. The cultural difference among countries is also an important topic in

organizational culture. However, in this study, author only focuses on the context of Norway only.

The relationship among organizational culture, employee engagement and satisfaction are the main contribution of this study. By building the positive influences of “positive organizational culture” on employee engagement and satisfaction, this study suggests the differences impact of organizational culture on organization, i.e organizational behaviors. The definition of “positive” organizational culture in this study is the set of positive values that organization prioritizes and facilities. Only building positive values within organization could leaders influences employee engagement and satisfaction at the workplace.

Although the relationship of employee engagement and satisfaction have not been well discussed in this study due to lack of data, most literatures have indicated a positive relationship between those two variables. This relationship could be investigated in further research.

In summary, organizational culture matters because of the influences of organizational culture on organization and workforce. As organizational culture has different typologies and dimensions, leaders need to be aware of building a “positive” organizational culture that includes positive values to navigate an engaged and satisfied workplace.

8 Limitations and future studies

In term of limitations, the first limitation could lie on the development of questionnaire. Although the questionnaire has been thoroughly developed, it was a big questionnaire that could lead to lower responses rate. In addition, some of the items are probably duplicated as author has integrated organizational culture items from Groysberg et al. (2018) and Stock et al. (2007). The revise and validation of organizational culture items based on competing values framework needs further attention in further studies.

The main limitation of this study is the low respondent's rate, and it has impacts on the analysis, especially quantitative analysis. Due to the low rate, author cannot provide in depth analysis of quantitative, using different techniques such as comparison of mean, T-test analysis on the different level of employee engagement and satisfaction and so on. Although literatures and some qualitative analyses have been done, this study is suggested to extend to other organizations for more respondents. The relationship of employee engagement and satisfaction is not clearly investigated due to the low responses' rate.

Thirdly, this study has not investigated the subcultures within organization. as organizational culture also has subcultures due to different in geographical locations, functions and nature of work, further studies could be the subcultures within organization based on job functions, job level, experience, and different entities. In addition, in international business. The study of organizational culture also focuses on the cultural clash between headquarters and subsidiaries, especially in the context of mergers and acquisitions. Cultural clash is also another important topic for further studies.

The study of relationship between employee engagement and employee satisfaction needs to be discussed in further study as literature have indicated a strong link between two factors. In addition, more definition and depth analysis of research into employee engagement and satisfaction could be beneficial in organizational behaviors studies.

In a further study, it is suggested to conduct organizational culture studies in a bigger scope such as cross-cultural study to understand the complexity and subcultures within organization and the influences of national culture on organizational culture.

9 Appendix

9.1 Appendix 1: An understanding of culture

In an anthropological view of culture, Kluckhohn and Strodtbeck (1961) has defined culture as

"Culture consists in patterned way of thinking, feeling, and reacting, acquired and transmitted mainly by symbols, constituting the distinctive achievements of human groups, including their embodiments in artifacts, the essential core of culture consists of tradition (i.e. historically derived and selected) ideas and especially their attached values" (p.86)

Culture is a system of values that are imprinted into society throughout history and manifested individuals' values and beliefs. Beside for the manifestation of culture, culture is strongly stability – it is widely accepted and recognized by certain group or community, proven to be true over long period of time, sometimes evolving throughout history. Culture, therefore, emphasizes concept sharing, "taken for granted" assumptions (Schein, 2009) that represents the dynamics and characteristics of certain group or community. In the modern societies when globalization is increasing, it is common for people within one group or society to adapt to another culture, namely as cultural blending, cultural integration and cultural change (Latta, 2019). In order to build a systematic and common knowledge of culture and cultural differences, there are six models of national cultures that are widely recognized and cited among literatures.

Kluckhohn and Strodtbeck (1961) defines culture with five (5) dimensions as Relationship with nature, Relationship with people, Human activities, Relationship with time and Human nature. The dimensions are based on values orientations under anthropology perspective as dominant values system, which was tested in American Southwest subcultures (Nardon and Steers, 2009). Those dimensions are:

- (i) *Relationship with nature* reflects the responsibility or control of human over nature, from the belief that human can control nature, people should live harmoniously with nature to people should submit to nature.
- (ii) *Relationship with people* is a cultural dimension related to social structure and power distribution. It is the social structure that prioritizes individuals; shared distribution between individuals and group and a rigid hierarchical groups of social structure.
- (iii) *Human activities* are value that people should concentrate on living for the moment or living for goals and achievement.

- (iv) *Relationship with time* refers to decision making based on past events or traditions, present circumstances or future prospects.
- (v) *Human nature* is the belief that people are inherently good, neutral or bad.

Influenced by the work of Kluckhohn, "Culture's consequences" by Hofstede is the most widely used in cultural differences in the organization and management. The study was based on more than 50 nations in IBM corporation with more than 116,000 questionnaires from 72 countries and 20 languages (Hofstede, 2001). The Hofstede's research in 1980 has concluded four (4) dimensions, later added five dimensions from China value survey in 2001, as below:

- (i) *Power distance* is related to the power distribution between leaders and subordinates or the basic solution of human inequality;
- (ii) *Uncertainty Avoidance* is the behaviors of tolerance or intolerance for ambiguity through rules and regulations
- (iii) *Individualism versus Collectivism* refers to the priority of individual interests or group interests within the society;
- (iv) *Masculinity versus Femininity* is the values of material possessions, money and the pursuit of personal goals compared to the values social relevance, quality of life and welfare of others;
- (v) *Long-term versus short-term orientation* is the dimension that values traditions, social obligations or future orientation.

Hall and Hall (1990) presented three cultural dimensions from anthropology perspective as context, space and time. The focus of the study is based on nature of communication and the work in space and time (Nardon and Steers, 2009).

- (i) *Context* is the nature of communication that is directly or indirectly conveyed within the situation;
- (ii) *Space* is dimension that how comfortable people can share physical space with others;
- (iii) *Time* refers to which extend people approach one task at a time or multiple tasks i.e precise concept of time, separation or integration of work and personal life.

Schwartz (1992) defined the individual and cultural level of analysis from psychology perspective. The universal human values are power, achievement, hedonism, benevolence, tradition, conformity, and security. At a cultural level, the study conclude three (3) dimensions in schoolteachers and colleges students within 54 countries as:

- (i) *Conservatism versus Autonomy* is how individuals are integrated into groups, finding meaning through participation or their own uniqueness;
- (ii) *Hierarchy versus Egalitarianism* related to the value of equality, organized hierarchically culture and compliance to individual roles within the society;

(iii) *Mastery versus Harmony* is the extent to which people seek to change the natural and social work to advance personal or group interests.

Trompenaars (1993) presented a model of culture from management and sociology perspective that focuses on values and personal relationship across culture. It includes seven (7) cultural dimensions as

- (i) *Universalism versus Particularism* refers equality especially the applications of rules and policies to everyone;
- (ii) *Individualism versus Collectivism* refers to cultural dimension that prioritizes individual achievement, independence versus group achievement;
- (iii) *Specific versus Diffuse* is related to the extent of people's various roles as clear separation or integration;
- (iv) *Neutral versus Affective* is the level of emotional expression and encouragement or refraining emotions, feelings;
- (v) *Achievement versus Ascription* Respect for earned and accomplishment or respect for inherited status;
- (vi) *Time perspective* emphasis on past events and glory or planning and future possibilities;
- (vii) *Relationship with environment* focuses on controlling the environment versus living in harmony with nature.

House (2004) in the GLOBE study is one of the most ambitious research recently in understanding cultural differences on leadership processes. A total nine (9) cultural dimensions were identified, seven (7) among them have been researched previously as below

- (i) *Power distance* is the degree to which people distribute power and equality within society;
- (ii) *Uncertainty avoidance* is the extent which people obey rules, norms to respond to unpredictable future events;
- (iii) *Human Orientation* is related to the degree of fairness, generosity, importance of interest of others or self-interests;
- (iv) *Institutional collectivism* is the extent to which society encourages collective distribution of resources and action and relations of individuals versus groups;
- (v) *In-group Collectivism* is how people value loyalty, cohesiveness;
- (vi) *Assertiveness* is related to behaviors to which people are assertive, value competition or value cooperation and sympathy for the weak;
- (vii) *Gender Egalitarianism* is the degree of gender differences and level of participation of women in the workforce;

(viii) *Future orientation* is how people engage in planning for future, saving and investing and delayed gratification;

(ix) *Performance orientation*: how high performance is encouraged and rewarded.

Although the culture is viewed from different dimensions (Table 27), there are common themes in the understanding of culture. Most of research in culture, whether from anthropology, psychology or management perspective have analyzed culture from common values, beliefs, behaviors, relationships with external environment and relationship within society. The five common themes emerged from cultural studies are:

Social structure or power distribution is a theme of cultural dimension that reflect how groups or societies organize and distribute power. The relationship between leader and subordinate and inequality are the central of this dimension. For example, in national cultural level, the inequality between classes and the centralization of power within elites reflects this dimension clearly. Scandinavia countries such as Norway, Sweden, Denmark has low power distance, reflecting in lower inequality and equally distribution of power compared to high power distance such as India, Saudi Araba where inequality is immersed between classes. In India, the social structure of castes based on religion beliefs have a substantial influence on society i.e. marriage, education, occupations. It prevents the movement of people within castes and ensure the power is held by a small group of elites (Dumont, 1998).

Governance and control refer to the level of rules, policies, laws and its compliance among people within groups. It also refers to human behaviors toward uncertainty, flexibility and how people respond to rules to avoid uncertainty. In a national level, this dimension reflects on the importance following rules and regulations versus creativity and independence.

Relationship within society is the dimension how individuals are viewed with a society. In a high collective society, the value of individual comes with its group and group interests are prioritized over personal interests. In contrast, other societies value individualism and individual is separated from its group as uniqueness. Family structure is the most common evidence for this dimension. For example, in many Asian culture such as China, Japan, Korea, it is common for children to live with their parents and parents have major influences on decisions such as marriage. On the other hand, in Western culture such as America, England, the individualism is valued, and children is expected to leave home as soon as they reach to certain age.

Relationship with environment is the extend of control over environment and the view of people with external factors. In certain cultures, people are aiming to change or control

natures while other cultures, people are a part of culture and learn to live harmonies with nature. The relationship with environment is deeply influenced by religions and beliefs.

The use of time and space is how people value time and personal space. in detail, it reflects how time is managed to carry work and the decision is based on past events, present or future orientation. In a culture that value future possibility i.e. China the decisions are made with a long-term vision and not based on presented circumstances. As a result, present time or punctuality is a relative concept rather than a precise concept. On the other hand, Germany, for example, values time in minutes and punctuality is highly important.

Table 31: Cultural dimensions

Authors	Cultural dimensions
Kluckhohn and Strodtbeck (1961)	<ul style="list-style-type: none"> • Relationship with nature • Relationship with people • Human activities • Relationship with time
Hofstede (1980)	<ul style="list-style-type: none"> • Power distance • Uncertainty avoidance • Individualism versus Collectivism • Masculinity versus Femininity • Long-term versus short-term orientation
Hall and Hall (1990)	<ul style="list-style-type: none"> • Context, Space, Time
Schwartz (1992)	<ul style="list-style-type: none"> • Conservatism versus Autonomy • Hierarchy versus Egalitarianism • Mastery versus Harmony
Trompenaars (1993)	<ul style="list-style-type: none"> • Universalism versus Particularism • Individualism versus Collectivism • Specific versus Diffuse • Neutral versus Affective • Achievement versus Ascription • Time perspective • Relationship with environment
House (2004)	<ul style="list-style-type: none"> • Power distance • Uncertainty avoidance • Human Orientation • Institutional collectivism • Assertiveness

	<ul style="list-style-type: none"> • Gender Egalitarianism • Future orientation
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9.2 Appendix 2: Organizational culture in Norway

“Culture’s consequences” by Hofstede is the most widely used in cultural differences in the organization and management. The study was based on more than 50 nations in IBM corporation with more than 116,000 questionnaires from 72 countries and 20 languages (Hofstede, 2001). The Hofstede’s research in 1980 has concluded four (4) dimensions, later added five dimensions from China value survey in 2001, as below:

- (vi) *Power distance* is related to the power distribution between leaders and subordinates or the basic solution of human inequality;
- (vii) *Uncertainty Avoidance* is the behaviors of tolerance or intolerance for ambiguity through rules and regulations
- (viii) *Individualism versus Collectivism* refers to the priority of individual interests or group interests within the society;
- (ix) *Masculinity versus Femininity* is the values of material possessions, money and the pursuit of personal goals compared to the values social relevance, quality of life and welfare of others;
- (x) *Long-term versus short-term orientation* is the dimension that values traditions, social obligations or future orientation.

A summary of organizational culture in Norway based on the above dimensions are outlined within Figure 18. In general, Norway is a femininity values orientations that prioritize quality of life and welfare of others. Norway is also high in terms of individualism and respect of personal space.

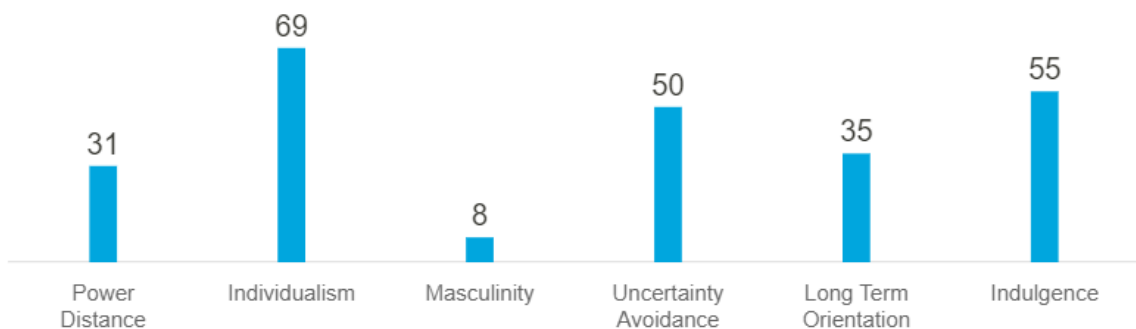


Figure 18: Cross-cultural management in Norway (Hofstede, 2021)

9.3 Appendix 3: Employee survey

As a part of Master project in collaboration between NTNU and Survitec, the survey is to collect your views in terms Survitec's organizational culture. It also to analyze the impact of organizational culture to employee engagement and satisfaction. This survey will take approximately 15 minutes to complete. We would be appreciated if you can provide your most honest responses in the way that reflects your work experience with Survitec. All the responses will be treated confidential in accordance to GDPR regulations.

On behalf of research team in NTNU, we would like to thank you for your collaboration and information in this matter.

Your sincerely,

9.3.1 Part 1: Overall information

1. Your department: Click or tap here to enter text.
2. Your base office: Click or tap here to enter text.
3. Age: Click or tap here to enter text.
4. Your gender:

Male Female Prefer not to say

5. How long have you been working with the company?

Click or tap here to enter text.

6. What is your job level?

Top management/ Board member Senior management Middle management, specialist Entry management Others (please specify)

9.3.2 Part 2: Job satisfaction

The following statements describe your feelings towards certain job-related issues regarding the organization you currently work for. For each, please indicate the extent to which you agree/ disagree with the statements.

1- Strongly disagree; 2 = Not very well; 3 = Somewhat well; 4 = Very well; 5 = Strongly agree

7. I am satisfied with the work of my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. I am satisfied with my co-workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. I am satisfied with the supervision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. I am satisfied with my compensation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. I am satisfied with the promotional opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9.3.3 Part 3: Organizational satisfaction

The part is about the overall satisfaction with Survitec. From your experience working in Survitec, provide how satisfied or dissatisfied are you with the following aspects

1- Very dissatisfied	2- Somewhat dissatisfied	3- Neither satisfied nor dissatisfied	4- Somewhat satisfied	5- Very satisfied
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12. Organizational cultures and values	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Diversity and Inclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Talent & Staffing management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Compensation and benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Career opportunities and growth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Work life balance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

19. How likely you would recommend Survitec to your friend or colleague?

<input type="checkbox"/> Extremely unlikely	<input type="checkbox"/> Unlikely	<input type="checkbox"/> Neutral	<input type="checkbox"/> Likely	<input type="checkbox"/> Extremely likely
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9.3.4 Part 4: Work and Well-being Survey (UWES)

The following 9 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, write "0" (zero) in the space preceding the statement. If you have had this feeling, indicate how often you feel it by writing the number (from 1 to 5) that best describes how frequently you feel that way.

1	2	3	4	5
A few times a year or less Rarely	Once a month or less Sometimes	A few times a month Often	Once a week Very often	A few times a week Always

20. At my work, I feel that I am bursting with energy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. At my job, I feel strong and vigorous	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. I am enthusiastic about my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. My job inspires me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. When I get up in the morning, I feel like going to work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. I feel happy when I am working intensely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. I am proud of the work that I do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. I am immersed in my work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. I get carried away when I'm working	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9.3.5 Part 5: Organizational culture

Consider how your organization currently operates, what is valued, how people behave, and what unifies them. Rate each statement according to how well it describes your organization.

1 = Not at all well; 2 = Not very well; 3 = Somewhat well; 4 = Very well; 5 = Extremely well

The organization is focused on:

29. Collaboration and mutual trust	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. Compassion and tolerance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. Exploration and creativity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. Fun and excitement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. Achievement and winning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. Strength and boldness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. Planning and caution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. Structure and stability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. Entrepreneurship, innovating, or risk taking.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The organization feels like:

38. A big family	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. An idealistic community or cause	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. A dynamic project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. A celebration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

42. A meritocracy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43. A competitive arena	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44. A meticulously planned operation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. A smoothly running machine	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46. An entrepreneurial place—people are willing to stick their necks out and take risks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The management style in the organization is characterized by

47. Teamwork, consensus, and participation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
48. Individual risk-taking, innovation, freedom, and uniqueness.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
49. Hard-driving competitiveness, high demands, and achievement	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

The glue that holds the organization together is

50. Loyalty and mutual trust—commitment to this organizational runs high.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
51. Emphasis on achievement and goal accomplishment— aggressiveness and winning are common themes.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
52. Formal rules and policies—maintaining a smooth-running organization is important.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

The organization emphasizes

53. Human development—high trust, openness, and participation persist.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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54. Competitive actions and achievements—hitting stretch targets and winning in the marketplace are dominant.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
55. Permanence and stability—efficiency, control and smooth operations are important.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

The organization defines success on the basis of

56. The development of human resources, teamwork, employee commitment, and concern for people.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
57. Winning in the marketplace and outpacing the competition—competitive market leadership is the key.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
58. Efficiency—dependable delivery, smooth scheduling, and low-cost production are critical.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

9.3.6 Part 6: Additional questions

59. How do you think your job reflects or contributes to the vision and mission of Survitec?

Click or tap here to enter text.

60. How organizational values are integrated into your work culture? Can you provide an example?

Click or tap here to enter text.

61. What do you like most about current culture?

Click or tap here to enter text.

62. What do you like least about current culture?

Click or tap here to enter text.

63. Do you have any additional comments related to organizational culture, employee engagement and satisfaction in Survitec?

Click or tap here to enter text.

9.3.7 Part 7: Confidentiality

The survey is completely anonymous, confidential and cannot be tracked back to you. Any information which you choose to share will be used solely for academic purpose. Relevant findings are also presented to Survitec management and HR team for strengthening work culture and performance in Survitec. Please provide your consent in sharing the information for the above reasons

I hereby provide my consent for NTNU research group and Survitec in using my responses for research and management purposes.

I wish to treat this information confidential and do not wish to share with other parties.

9.4 Appendix 4: Approval from Norwegian research center NSD

Message

08.04.2021 10:25

Behandlingen av personopplysninger er vurdert av NSD. Vurderingen er:

Our assessment is that the processing of personal data in this project will comply with data protection legislation, so long as it is carried out in accordance with what is documented in the Notification Form and attachments, dated April 8, 2021, as well as in correspondence with NSD. Everything is in place for the processing to begin.

SHARE THE PROJECT WITH THE PROJECT LEADER

For students it is mandatory to share the Notification form with the project leader (your supervisor). You can do this by clicking on "Share project" in the upper left corner of the Notification form.

NOTIFY CHANGES

If you intend to make changes to the processing of personal data in this project it may be necessary to notify NSD. This is done by updating the information registered in the Notification Form. On our website we explain which changes must be notified. Wait until you receive an answer from us before you carry out the changes.

TYPE OF DATA AND DURATION

The project is scheduled to end in July 2021. The collected data will not be anonymised at the end of the project. Further storage/use of personal data until July 2024 will be in accordance to NTNU.

LEGAL BASIS

The project will gain consent from data subjects to process their personal data. We find that consent will meet the necessary requirements under art. 4 (11) and 7, in that it will be a freely given, specific, informed and unambiguous statement or action, which will be documented and can be withdrawn. The legal basis for processing personal data is therefore consent given by the data subject, cf. the General Data Protection Regulation art. 6.1 a).

PRINCIPLES RELATING TO PROCESSING PERSONAL DATA

NSD finds that the planned processing of personal data will be in accordance with the principles under the General Data Protection Regulation regarding:

- lawfulness, fairness and transparency (art. 5.1 a), in that data subjects will receive sufficient information about the processing and will give their consent
- purpose limitation (art. 5.1 b), in that personal data will be collected for specified, explicit and legitimate purposes, and will not be processed for new, incompatible purposes
- data minimisation (art. 5.1 c), in that only personal data which are adequate, relevant and necessary for the purpose of the project will be processed
- storage limitation (art. 5.1 e), in that personal data will not be stored for longer than is necessary to fulfil the project's purpose

THE RIGHTS OF DATA SUBJECTS

Data subjects will have the following rights in this project: transparency (art. 12), information (art. 13), access (art. 15), rectification (art. 16), erasure (art. 17), restriction of processing (art. 18), notification (art. 19), data portability (art. 20). NB! Any exceptions must be justified and have a legal basis. These rights apply so long as the data subject can be identified in the collected data. (refer to arts. 21-22 if applicable).

NSD finds that the information that will be given to data subjects about the processing of their personal data will meet the legal requirements for form and content, cf. art. 12.1 and art. 13

We remind you that if a data subject contacts you about their rights, the data controller has a duty to reply within a month.

FOLLOW YOUR INSTITUTION'S GUIDELINES

NSD presupposes that the project will meet the requirements of accuracy (art. 5.1 d), integrity and confidentiality (art. 5.1 f) and security (art. 32) when processing personal data.

NSD presupposes that processing meets the requirements for processing personal data outside the EU under the General Data Protection Regulation Chapter 5

To ensure that these requirements are met you must follow your institution's internal guidelines and/or consult with your institution (i.e. the institution responsible for the project).

FOLLOW-UP OF THE PROJECT

NSD will follow up the progress of the project underway (every other year) and at the planned end date in order to determine whether the processing of personal data has been concluded/is being carried out in accordance with what is documented.

Good luck with the project!

Contact person at NSD: Anne Marie Try Laundal

Data Protection Services for Research: +47 55 58 21 17 (press 1)

9.5 Appendix 5: Interview guide

- **Introduction**
- **Confidentiality**
- **Part 1: Focus group interviews**
- Organizational culture
 - Can you briefly describe your reflections of Survitec Norway 's organizational culture?
 - What do you like most about the current culture?
 - Are there further improvements you would see in terms of organizational culture?
- Strategy
 - What is the strategic direction of Survitec Norway?
 - How do you think organizational culture could impact or contribute to Survitec strategies?
- Values

- What values that you considered as core values of Survitec and priority of your daily work? Why?
- What are the characteristics of people who are most successful in your culture?
- Structure, system, process
 - What kind of structure do you have in Survitec Scandinavia?
 - Hierarchical Structure.
 - Matrix Structure.
 - Horizontal/Flat Structure.
 - Network Structure.
 - Divisional Structure.
 - Line Organizational Structure.
 - Team-based Organizational Structure.
- Subcultures
 - Are there any subcultures within organization? Why?
- Work coordination

The purpose of the questions listed below is to estimate what degree of collaboration of your department/team with other departments/team. Please indicate the frequency (1= never; 2= seldom; 3= occasionally; 4= often; 5= quite frequency) of interdepartmental collaboration in order to:

Achieve goals collectively (IIC1)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Have a mutual understanding (IIC2)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Informally work together (IIC3)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Share ideas, information, and/or resources (IIC4)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Share the same vision for the company (IIC5)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Work together as a team (IIC6)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

- Leadership
 - Can you describe your leadership styles?
 - How do you think your leadership impact/ shape the work culture or way of working within your organization/team?
 - What is most significant/ common management style in the organization?

- Additional questions

- What brings people together within your organization?
- Do you have any annual/ quarterly events/ retreat that strengthen interpersonal relationships outside of work?
- Do you have any additional comments or suggestions related to work culture, engagement and effectiveness in Survitec Norway that you would like to share?

- **Part 2: In-depth interviews**

1. Can you share about your position? How many employees you manage?
2. How long have you been working with Survitec?
3. What do you enjoy most working for Survitec?
4. Can you share your insights about work culture in Survitec?
5. What improvement you would like to add for Survitec work culture?
6. How is the level of employee engagement within your team? In your opinion, how importance it is for Survitec to invest in employees? Why?
7. How is career opportunities and growth prioritized/done in Survitec?
8. How is performance management and success defined and facilitated?
9. How is work life balance in Survitec?
10. What is common leadership style in Survitec? How it reflects in the relationships with employees?
11. How do you think the organizational culture influence employee engagement?
12. How do you think the organizational culture influence employee satisfaction?
13. How importance it is in Survitec to follow internal policies and ensure compliance?
14. How importance it is in Survitec to have new ideas, innovation? How does Survitec facilitate and promote innovation?
15. How is Survitec's position in the market? How importance it is for Survitec to be market leader?

9.6 Appendix 6: Test of normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Cultural type 1	.103	32	.200*	.983	32	.882
Cultural type 2	.145	32	.086	.973	32	.584
Cultural type 3	.117	32	.200*	.970	32	.486

Cultural type 4	.278	32	.000	.898	32	.005
Engagement	.202	32	.002	.952	32	.165
Satisfaction	.151	32	.060	.950	32	.148
*. This is a lower bound of the true significance.						
a. Lilliefors Significance Correction						

9.7 Appendix 7: Surivtec's Turnover rate from 2019 to 2021 (Hollen, 2021)

	Average # of employees	Voluntary	%	Involuntary	%	Total	%
2019	55	7	12,73 %	6	10,91 %	13	23,64 %
2020	51	5	9,80 %	3	5,88 %	8	15,69 %
YTD 2021	51	2*	3,92 %	1	1,96 %	3	5,88 %
Past 12 months	51	5	9,80 %	4	7,84 %	9	17,65 %

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