
CORPORATE CULTURE AND EMPLOYEE ENGAGEMENT OF INSURANCE FIRMS IN RIVERS STATE, NIGERIA

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Abstract

The nexus between corporate culture and employee engagement of insurance enterprises in Rivers state, Nigeria, was investigated in this research. In this research, a cross-sectional survey was used. 237 respondents from ten (10) insurance companies were covered. A total of 147 workers was selected from the population as the sample size. In order to obtain relevant data for the research, questionnaires were sent to respondents in insurance businesses. To eliminate bias in the selection of sample elements, the systematic sampling methodology was applied. Hypotheses were examined using the spearman correlation and the partial correlation. Based on the findings, it was discovered that the dimensions of corporate culture (supportive culture and involvement culture) had a substantial relationship with employee engagement (vigour and dedication). The research revealed that an organization's dominant culture influences workers' psychological well-being and, as a result, may help them become more engaged in the workplace. As a result, it was recommended that insurance firms ensure that workers are actively engaged in decisions that influence their well-being, as this would assist to increase their dedication and vigour in the business.

Key Words: Corporate Culture, Dedication, Employee Engagement, Involvement Culture, Vigour, Supportive Culture.

1.0 Introduction

In order to stay up with the unparalleled dynamism in the business world, organizations in this age of fierce global competition are continuously looking for strategies to recruit and retain highly skilled and motivated staff. As a result of the increased incidence of labour mobility, which has resulted in talent drain in many firms, the daring need for employee engagement has grown more vital than ever. Employee engagement improves involvement, retention, loyalty, and openness to change among employees. Sarangi and Nayak (2016) contended that an engaged employee has a deep understanding of the business environment and works diligently with colleagues to improve the organization's performance and well-being.

Furthermore, Kahn (1990) who has been dubbed the father of employee engagement over the years, define engagement as the harnessing of an organization's members' personalities to their work function and expressing themselves intellectually, physically, and emotionally in performing their roles. This means that an employee's engagement include a physical and psychological tie to the establishment. Clement and Eketu (2019) contended that engagement is an unquestionable component for businesses that must stay adaptive in a high-turbulent environment. In agreement with the above argument, no organization can ever resist the high level of competition from competing organizations when there is lack of engagement on the part of the employees. To Anitha (2014), it is a critical aspect that helps businesses survive in a competitive market. Employee engagement in insurance firms in Nigeria is particularly important as a result of the industry's leading position in risk management. However, despite the many benefits of this business to the residents' well-being and the nation's progress, it has been observed that many people still have a negative attitude concerning insurance firms (Ujunwa & Modebe, 2011).

Over time, this has had an impact on the industry's patronage and performance. As a result, in order to resuscitate the insurance business, it is critical that diverse firms look for strategies to improve employee engagement. Employee engagement in alignment with Khan (2013), is an indisputable success factor because it increases employees' desire to excel at work, improves their sense of belonging, results in greater commitment to achieving goals, creates a more productive team, increases highly delighted customer experiences and loyalty, and increases possibility of employees acting as brand ambassadors. The many indicators of employee engagement established by Kahn (1990) include cognitive engagement, physical engagement, and emotional engagement.

Furthermore, given the critical requirement for employee engagement, it is expected that workers would be eager to remain and become more involved in a company with a welcoming and pleasant culture. Employee outcomes are influenced by culture in a variety of ways. To Hills and Jones (as stated in Amah, 2014), culture is a set of agreed norms and values that govern how workers interact with one another and with other stakeholders outside the firm. Employee engagement is stimulated by culture, which has a favourable impact on their psychological condition. An organization's culture changes through time and varies from one to the next. This means that an organization's culture, which impacts the workforce's work output, is different from that found in another company in the same industry. Amah (2014) argued that businesses with a weak culture have lower productivity, have a harder time maintaining market share, and have lower profits. Wallach (1983) proposed three elements of culture: bureaucratic culture, inventive culture, and supporting culture. Because of their significance and different qualities in affecting employee job result, Kilallach and Amah (2014) dimensions were used in this research. Several academic studies have looked at ways to improve employee engagement using different constructs throughout

the years. Koch (2014) investigated how employee work engagement is influenced by the environment. It was observed that an organization's atmosphere has a considerable impact on employee engagement. The function of incentives in increasing employee engagement was investigated by Scott, McMullen, and Royal (2010). They discovered that monetary compensation had a considerable impact on engagement of employees (Kimutai & Sakataka, 2015; Hoole & Hotz, 2016). Despite the multiple empirical studies mentioned above, there appears a paucity of empirical research on how culture affects employee engagement in Rivers State insurance companies. This investigation was inspired by this observed gap.

Statement of Problem

From existing research, recruiting and keeping highly talented people has been a critical human resource management concern in recent years. Johnson (2004) posited that one of the biggest issues that businesses will face in the next 10 years will be their capacity to engage people and get them to work with a certain company. Employee engagement has evolved into a daring demand that has captivated the attention of human resources executives, experts, and academics. Employee engagement in the insurance industry is low, which is detrimental to the company's performance. Poor engagement has resulted in a bad attitude at work, a high attrition rate, low productivity, and an increase in turnover. These numerous manifestations of poor engagement have resulted in the firm's poor competitiveness, which has harmed its performance. To provide the best possible service to customers, a highly engaged staff is required.

However, the issue of consumer law satisfaction in the insurance business has over time led in low customer loyalty, which has been particularly harmful to the health of insurance companies. To Umoh, Amah, and Wokocha (2013), organizations are now dealing with the issue of skilled worker disengagement. Furthermore, the observed poor engagement results in cynical behaviour in the company, which has an impact on the organization's fortune. The display of low engagement has the potential to have a negative impact on the company's bottom line. Employees in the workplace may get very invested in the company. However, after a period of time with the organization, their commitment seems to wane. When an employee leaves a job because of poor engagement, it disrupts the workplace's flow of operations. However, man's unique nature drives him to seek employment in a variety of settings, and this psychological perspective makes it difficult for employees to get involved and stay with one company for an extended period of time.

Regardless, an organization's culture may have an impact on an employee's thinking and psychological well-being, causing them to get absorbed in their job. Despite all prior efforts by researchers to increase employee engagement, the issue of low employee engagement in organizations, and particularly in insurance corporations, has persisted through the years. On this point, this study observes whether culture relates do with employee engagement in insurance firms in Rivers State, Nigeria.

Objectives of the Study

The specific objectives are to examine the relationship between:

- i. Supportive culture and vigour.
- ii. Supportive culture and dedication.
- iii. Involvement culture and vigour.
- iv. Involvement culture and dedication

Research Questions

The following research questions will serve as a guild in this study;

What is the relationship between:

- i. Supportive culture and vigour?
- ii. Supportive culture and dedication?
- iii. Involvement culture and vigour?
- iv. Involvement culture and dedication?

Research Hypotheses

HO₁: There is no significant relationship between supportive culture and vigour.

HO₂: There is no significant relationship between supportive culture and dedication.

HO₃: There is no significant relationship between involvement culture and vigour.

HO₄: There is no significant relationship between involvement culture and dedication.

2.0 Review of Literature

Concept of Corporate Culture

Culture is shared beliefs, values, and norms, and it includes things like how work is organized and experienced, how authority is expressed and distributed, how folks are rewarded, organized, and controlled. The culture of firms influences the way individual relates with each other within the organization and also impact their relationship with those outside the organization. Person Culture, Task Culture, Role Culture, and Power Culture are four sorts of cultures identified by Handy (1993). According to the author, a power-focused organization, is one that tries to dominate its surroundings and eliminate any opposition. These organizations according to Handy (1993) may be represented as a web in which control spreads out like a web from the centre to the rest of the organization. The dominant individuals within that organization want to keep complete control over juniors. The role culture refers to a highly organized company in which employees are given delegated power and are provided with security and predictability. The role-orientation entity strives to be as balanced and systematic as possible, with conflict and competitiveness managed or replaced by pacts, norms, and standards, and the major focus on status and hierarchy mitigated by legality and legitimacy. This implies that both power and role-oriented entities have all authority concentrated; but, when power-oriented entities exercise power on a more personal level, the role-oriented entity exercises power via highly formal processes and work orders. The achievement of a superordinate aim has the highest value in a task-oriented organization. The purpose of the person-oriented organization is to meet the requirements of its members. The entity satisfies the demands of its members that they would otherwise be unable to satisfy on their own. In the position of a power-oriented entity, authority is discouraged. Only when absolutely required may authority be granted.

Supportive Culture

Supportive culture is characterized by unbiased, cordial, and trustworthy behaviours (Wallach, 1983). Every organization in the world has a culture, whether or not it is consciously established. Supportive culture was first defined by scholars such a collection of values, beliefs, assumptions, and behaviours shared by workers inside the firm (Kathryn, 2002; Perrow, 1978; March, & Simon, 1958). These researchers went on to explain by emphasizing the pervasiveness of consistent values, views, assumptions, and practices, as well as the level of consistency among the organization's members' values, beliefs, assumptions, and practices. Other proponents claim that a supportive and ubiquitous culture benefits the company because it generates dedication, motivation, solidarity, identification,

and sameness, all of which help employees to be more satisfied at work. Culture is founded on cognitive processes that describe how people think about and make decisions.

To Schein (1992), supportive cultures such as rewarding and compensating employees, communicating, training and development opportunities, and supervisory assistance are a conservative factor for employee work satisfaction and a source of competitive advantage for a culture. He, on the other hand, contends that the culture of any contemporary business should be supportive, but only under particular circumstances.

Involvement Culture

People's concept of themselves, how they should act, and what they should be doing is shaped by culture (Harris & Moran, 1989). The four attributes of involvement, consistency, flexibility, and purpose have been studied in both quantitative and qualitative research to examine culture and effectiveness. Two of the characteristics (involvement and adaptability) are excellent indications of development since they indicate flexibility, openness, and responsiveness. The other two characteristics (consistency and purpose) are greater predictors of profitability since they are markers of integration, direction, and vision. Each of the four characteristics is also a strong predictor of other measures of effectiveness, such as quality, employee happiness, and overall success (Denison & Aneil, 1995). Using survey-based culture indicators, Denison and Aneil (1995) discovered that involvement and engagement predicted both present and future financial success.

Concept of Employee Engagement

Employees become more involved and recognize how important they are to the organization when they are given meaningful work. Employee engagement will grow as a result of meaningful work; however, this does not ensure that the employee will be engaged. Employee engagement necessitates the requirements of autonomy, intrinsic incentives, and influence (Bolman & Deal, 2014). Employee engagement according to Robinson (2006) may be accomplished by creating an atmosphere that encourages positive feelings such as involvement and pride, which leads to higher performance, fewer employee turnover, and better health. Employee engagement deals with the enthusiasm and passion that employees feel for their organization which cause them to remain (want to be a part of the organization), say (talk well about the business), and strive for the company's goals (go beyond what is minimally required).

Vigour

In accordance with Schaufeli et al. (2002), vigour is defined as having high levels of energy and mental resilience when working, as well as the desire to put out effort in one's job and perseverance in the face of adversity. The high level of energy and endurance of the mind while working, the motivation to provide the best in a profession, and persistence when faced with a difficulty are all signs of vigour (Schaufeli & Salanova 2007). When a person possesses vigour, it indicates they have high levels of energy and cognitive resilience while at work, as well as a desire and tendency to put in a lot of effort and persevere even when faced with apparent problems. Workplace motivational mechanisms are intimately linked to vigour (Shirom, 2010).

Dedication

A feeling of importance, excitement, inspiration, pride, and challenge are all characteristics of dedication. Employees that are engaged show increased devotion to the point where they believe the task they are doing is really vital to them. Dedication is defined as the ability to devote oneself to a task and to feel a feeling of importance, excitement, inspiration, pride, and

difficulties as a result of doing so (Schaufeli & Salanova, 2007). To Schaufeli and Salanova (2007), dedication is the condition of being deeply interested in one's own work, where one feels a feeling of enthusiasm, inspiration, pride, worth, and is challenged by it.

Dedication and job involvement are conceptually similar: dedication is a strong psychological involvement or identification with one's work (Schaufeli et al., 2006; Schaufeli et al., 2002), job involvement is an individual's psychological identification with a specific job or with work in general (Schaufeli et al., 2006; Schaufeli et al., 2002). Furthermore, both notions are seen to be reasonably stable occurrences, that the distinction between them has not been precisely defined (Kanungo, 1982). However, dedication seems to be a larger phenomenon than work involvement since it includes sentiments of excitement, inspiration, pride, and challenge, while work involvement focuses only on the psychological value of the work in one's life (Mauno and colleagues, 2007).

Empirical Review

The effect of the environment on employee engagement was investigated by Febriansyah, Pringgabayu, Hidayanti, and Febrianti (2018). The research included 50 members of the School of Business and Management's educational personnel (teachers, managers, and school administrators). Employees are engaged if they have given their best performance, put out their best ideas, have a real commitment to the business's success, and are ready to remain with the business for the long term. The mixed method technique utilized in this research was employed to achieve a more thorough objective analysis. The findings reveal that one of the decisive variables of employee engagement is the environment. Meanwhile, when it comes to the eighth component, which is the environment, there are the dimensions of incentives and punishments, risk-taking, and identity, all of which have a substantial impact on employee engagement.

Parent and Lovelace (2015) came to the conclusion that a good culture may improve individual adaptability to change. They went on to say that favorable cultures create both work and engagement in workers, and that people who are highly engaged in their jobs are less adaptive to change.

Hazriansyah, Maarif, and Kuswanto (2017) investigated the impact of culture and employee engagement on employee performance, with the interaction between these factors and measures to increase employee performance. The findings expressed that culture and employee engagement demonstrate a strong relationship. And culture has a positive impact on employee performance. Perceived work autonomy and employee engagement as determinants of commitment were explored by Lin and Ping (2016). To assess their data, they employed the spearman rank order correlation coefficient. To their findings, there is a modest positive link between work autonomy, which is a characteristic of environment, and commitment, with one unit of increase in employee work autonomy leading to just 0.05 unit rise in commitment.

Seymour and Dupre (2008) carried out a detailed health risk assessment, as well as a staff survey on workplace culture, individual health practices, and the influence of the environment on physical health. The study's findings spurred the company to seek the creation of a Healthy Workplace Policy, which would serve as a filter for all other rules pertaining to workplace culture and environment. An engaged employee is also aware of the business environment and collaborates with coworkers to enhance job performance for the benefit of the company.

Kalia and Verma (2017) investigated culture determinants that impact employee engagement among hospitality sector workers. Data was obtained using a multistage sample methodology

and processed and interpreted using basic percentage, Pearson correlation, and multiple regression techniques. The findings show that among the several characteristics of culture, autonomy and experimentation were shown to be substantially associated to all aspects of employee engagement. Measures of employee engagement (vigour, dedication, and absorption) were shown to be predictors of autonomy and experimentation.

Ilyasa, Madhakomala, and Ramly (2018) investigated the impact of culture, information exchange, and employee engagement on employee work innovation. This study's findings show that: 1) culture has a direct positive influence on work employee creativity, and 2) knowledge sharing has a direct good influence on work innovation. 3) engagement has a direct influence on workers' ability to innovate at work. 4) culture has a direct influence on engagement. 5) Sharing knowledge has a direct influence on staff engagement. 6) The culture of the company has a direct influence on information sharing.

Naidoo and Martins (2014) observed all factors of culture are positively correlated with work engagement aspects. To regression research, the largest statistically distinctive contributions in predicting the aspects of work engagement include leadership, management procedures and goals, and objectives. Because work engagement has been linked to a variety of beneficial work outcomes, it makes sense for companies to address and improve their culture in order to boost employee engagement.

3.0 Methodology

In this research, a cross sectional survey was employed, which is a sort of quasi experimental design. 10 insurance firms in Port Harcourt were the accessible population. A sample size of 147 was derived using Yamane's (1968) methodology for sample size determination. As a result, 147 questionnaires were delivered to workers at the 10 companies that were chosen. In this investigation, a simple random sample methodology was applied. This method was chosen because it provides a genuine representation of the complete population while also reducing the risk of researcher bias in the sample case selection. The dependent variable (company culture) was assessed in terms of supportive and involvement cultures. 5 items were used to measure supportive culture (e.g., people at my workplace are friendly and helpful) and 5 items were used to measure involvement culture (e.g., people at my workplace are friendly and helpful) (e. g. In my organization, management strongly encourages employee involvement in decision making). The dependent variable (staff engagement) was assessed using vigour and dedication, on the other hand. Five things were used to measure vigour (e.g., I feel bursting with energy at work) and five things will be used to measure dedication (e. g. I am enthusiastic about my job). Items were assessed on a 4-point Likert scale, with 1-strongly disagreed, 2-disagree, 3-agree and 4-strongly agreed. With the aid of Statistical Package for Social Sciences (SPSS) version 21, the spearman rank order correlation coefficient statistical analysis was utilized to analyze the bivariate hypotheses.

4.0 Result

A total of 147 questionnaires was distributed to respondents, however, only 106 (72%) copies were returned and used for the study. The hypotheses test was undertaken at a 95% confidence interval implying a 0.05 level of significance. The decision rule is set at a critical region of $p > 0.05$ for acceptance of the null hypothesis and $p < 0.05$ for rejection of the null hypothesis.

Table 1: Supportive Culture and Measures of Employee Engagement

			SUPPORTIVE CULTURE	VIGOUR	DEDICATION
Spearman's rho	SUPPORTIVE CULTURE	Correlation Coefficient	1.000	.261	.417
		Sig. (2-tailed)	.	.007	.000
		N	106	106	106
	VIGOUR	Correlation Coefficient	.261	1.000	.321
		Sig. (2-tailed)	.007	.	.001
		N	106	106	106
	DEDICATION	Correlation Coefficient	.417	.321	1.000
		Sig. (2-tailed)	.000	.001	.
		N	106	106	106

H₀₁: There is no significant relationship between Supportive Culture and Vigour of Insurance Firms in Rivers state, Nigeria.

The outcome of the study in Table 1 demonstrates that the rho =.261 between Supportive Culture and Vigour is significant at $p < 0.05$ ($0.007 < 0.05$). This suggests that Supportive Culture and Vigour have a strong association. The null hypothesis is rejected, and the links between supportive culture and Vigour are substantial.

H₀₂: There is no significant relationship between Supportive Culture and Dedication of Insurance Firms in Rivers state, Nigeria.

The study in Table 1 demonstrates that the $p < 0.05$ ($0.000 < 0.05$), rho = 0.417 between Supportive Culture and Dedication was significant. This suggests that the interaction between supportive culture and dedication is important. The null hypothesis is refused and we reiterate that the association between supportive culture and dedication is substantial.

Table 2: Involvement Culture and Measures of Employee Engagement
Correlations

			INVOLVEMENT CULTURE	VIGOUR	DEDICATION
Spearman's rho	INVOLVEMENT CULTURE	Correlation Coefficient	1.000	.330	.412
		Sig. (2-tailed)	.	.001	.000
		N	106	106	106
	VIGOUR	Correlation Coefficient	.330	1.000	.321
		Sig. (2-tailed)	.001	.	.001
		N	106	106	106
	DEDICATION	Correlation Coefficient	.412	.321	1.000
		Sig. (2-tailed)	.000	.001	.
		N	106	106	106

Ho₃: There is no significant relationship between Involvement Culture and Vigour of Insurance Firms in Rivers state, Nigeria.

Table 2 showed significant $p < 0.05$ ($0.001 < 0.05$), $\rho = 0.330$ between Involvement Culture and Vigour. This suggests that Involvement Culture and Vigour are significantly linked. The null hypothesis is rejected and we reaffirm that the interaction between involvement culture and the Vigour is important.

Ho₄: There is no significant relationship between Involvement Culture and Dedication of Insurance Firms in Rivers state, Nigeria.

The results of the Table 2 study demonstrate a significant level $p < 0.05$ ($0.000 < 0.05$), $\rho = 0.412$ for involvement Culture and Dedication. This suggests that Involvement Culture and Vigour are significantly linked. The null hypothesis is rejected, and we reaffirm that there is a considerable connection between involvement culture and dedication.

5.0 Discussion of Findings

Based on the above findings, the study realized

Supportive Culture and Vigour

The investigation of hypothesis one revealed that Supportive Culture and Vigour had a substantial link. The fact that the p -value was lower than the threshold of significance ($p=0.007 < 0.05$) explains the existence of this association. As a result, the null hypothesis was disproved, and the alternate hypothesis was accepted. Furthermore, the spearman correlation coefficient demonstrated a 0.261 link between Supportive Culture and Vigour. This demonstrates that Supportive Culture and Vigour have a significant beneficial association. As a result, improving the supportive culture will improve the organization's vigour. This conclusion aligns with that of Brenyah and Obuobisa-Darko (2017), who found that supportive culture help boost vigour.

Supportive Culture and Dedication

The study of hypothesis two demonstrates that Supportive Culture and Dedication have a substantial link. The p -value of 0.000 was less than 0.05 ($p=0.000 < 0.05$), indicating that Supportive Culture has a significant link with Dedication. As a result, the null hypothesis was disproved, and the alternate hypothesis was accepted. The correlation coefficient (r) has been calculated to be 0.417. As a result, it's clear that Supportive Culture and Dedication have a strong connection. As a result, improving the supportive culture will aid Dedication. As a result, the study's second aim, which was to see whether supportive culture had anything to do with dedication, was met. This result is consistent with the findings of Ilyasa, Madhakomala, and Ramly (2018), who claimed that a supportive culture boosts dedication.

Involvement Culture and Vigour

The bivariate analysis of hypothesis three reveals a substantial relationship between involvement culture and vigour. The p -value of 0.001, which is less than the significant threshold of 0.05 ($p=0.001 < 0.05$), indicates that Involvement Culture and Vigour have a significant association. The correlational (r) value of 0.330 indicates that Involvement Culture and Vigour have a strong positive relationship. This means

that a shift in Involvement Culture will have a big influence on Vigour. Involvement Culture may assist increase effective Vigour if it is carefully designed and managed. This discovery is consistent with Brenyah and Obuobisa-findings. Darko's (2017) Vigor is boosted through a participation culture.

Involvement Culture and Dedication

The examination of hypothesis four revealed that Involvement Culture and Dedication have a substantial link.

This is supported by data that the significance value was less than 5% threshold of significance ($p=0.000 < 0.05$). As a result, the null hypothesis was disproved, and the alternate hypothesis was accepted. The correlational (r) value of 0.412 indicates that Involvement Culture and Dedication have a strong positive relationship. As a result, a shift in involvement culture will have a substantial influence on dedication. This result is consistent with Parent and Lovelace's (2015) results, which revealed that Involvement Culture improves Dedication.

6.0 Conclusion and Recommendation

From the results of the study, supportive culture and involvement culture, which are two elements of corporate culture have a strong link with employee engagement (vigour and Dedication). This suggests that there is a direct link between corporate culture and employee engagement. Employees' vigour and dedication in the workplace will be enhanced when there is an appropriate culture that allows them to actively engage in choices that impact them inside the firm. This is to imply that including workers in decision-making has a beneficial impact on their psychological well-being, hence increasing the employees' desire to get involved in the organization's operations. Employees are social beings who are always interacting with other workers in the company. Employees may face challenges from time to time that need the assistance of the organization or coworkers. Hence, supportive culture has a substantial positive relationship with employee engagement. This implies that when supportive culture grows in the workplace, workers experience a greater feeling of belonging, which has a good influence on employee engagement. To summarize, each organization's dominant culture has an impact on workers' psychological well-being and as a result, may help them become more engaged in the workplace. The following suggestions are made based on the results and conclusions of this research:

1. Insurance company executives should guarantee that workers are completely involved in decisions that influence their well-being, as this will increase their dedication and vigour in the company.
2. The management of insurance companies should foster a supportive culture in which workers are provided the highest assistance when needed, since this would increase workers' dedication and vigour in the workplace.
3. Insurance company executives should promote a culture of employee engagement since it will improve the organization's dedication.
4. Insurance company executives should foster a culture in which workers who excel in their jobs are recognized and rewarded, as this will enhance employee morale and as a result, improve their vigour and dedication to the company.
5. Employees of insurance companies should be able to openly express their views and opinions in the workplace, since this will assist to increase employee engagement.

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