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The influence of perceived and preferred organisational cultures on employee engagement: A Competing Values Framework perspective

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A research project submitted to the Gordon Institute of Business Science, University of Pretoria, in partial fulfilment of the requirements for the degree Master of Business Administration.

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Abstract

Organisational culture plays an instrumental role in comprehending the interdependence between employer and employee. The fragility of this engagement is a function of an individual's experienced vulnerability, and inevitably, governs how present and engaged employees are. Furthermore, at the core of engagement lies an employee's cultural perceptions and preferences which influence behaviour and reflect the ascertained environment. Employers thus find themselves in a tensioned scenario between retaining employees and establishing a favourable organisational culture.

The objective of this research study was to statistically examine the relationship between an employee's perceived and preferred organisational culture and how these constructs translate into employee engagement. The research intention was to determine whether an employee's preferred view of culture moderated the relationship between their perceived cultural view and engagement levels. Data collection was from individual respondents (n = 152), via an online survey questionnaire, by means of a snowball sampling technique.

The study highlighted the key drivers and suppressors of employee engagement. Statistical evidence concluded that perceived organisational culture had a significant influence on employee engagement and predicted noteworthy variances in the employee engagement dimension. Furthermore, findings revealed that the employee preferred culture was not to have any significant moderating effect. The construct did not influence the magnitude and direction of the relationship between perceived organisational culture and overall employee engagement. Moreover, the research highlighted key employee perceived and preferred factors which significantly influence engagement levels. By implementing and grasping these factors employers might reduce friction and establish collaboration. To that degree a model was created to assist employers and managers adequately implement the identified factors.

Keywords

Employee engagement; perception; preference; organisational culture; Competing Values Framework; Utrecht Work Engagement Scale

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Declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

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CHAPTER 1: RESEARCH PROBLEM

For a long time, Organisational Culture (OC) has driven organisational performance, fundamentally providing insight into the causal relationship that exists (Boyce, Nieminen, Gillespie, Ryan, & Denison, 2015). The diagnosis of OC is tremendously important for organisations that have become increasingly complex and diverse. These new age work environments present compelling social, economic, and political challenges that require deep thinking and assessment (Rukh & Qadeer, 2018). Organisations need to be sensitive to the modern-day necessity of identifying and acknowledging its current culture. Companies are urged to grasp the essence of their cultures and leverage off unique cultural characteristics for future response strategies. Many organisational developments and innovations have failed due to the inability to assess and understand the culture characteristics. These analytical approaches have subsequently led to frustration and OC development ends up ignored (Rukh & Qadeer, 2018).

Research, however, has gained traction in terms of cultural identification and portrayed growth opportunity when it comes to describing the culture that effects the organisational performance. This cultural effect provides insights into the minds of employees, supervisors, and co-workers, and how they perceive the OC (Boyce, Nieminen, Gillespie, Ryan, & Denison, 2015; Parke & Seo, 2017). Identification of the true perceived culture directs effective behaviour and significantly shapes the preferred culture within employees. According to Kwon, Farndale and Park (2016), employers ought to understand employees' perceptions of work practices. These perceptions are superior predictors of Employee Engagement (EE) levels and reveals the preferences with whom individuals interpret their environments. Observed workplace and managerial practices influence the sensory experience employees interpret, driving the relationship between manager, employee, and organisation.

Organisational dynamics and leadership characteristics are therefore cultivated from the established perceptions (Demir, Ayyildiz Unnu, & Erturk, 2011). These notions are confirmed by Rukh and Qadeer (2018), their research stated that through acquiring behavioural science knowledge and techniques, a public company's culture can be changed which will lead to organisational development. They go further to invite future researchers to explore organisational development studies in the private sector.

From literature, it became evident that the relationship between organisational performance and OC is either mutually related or influenced and described by an external variable (Boyce, Nieminen, Gillespie, Ryan, & Denison, 2015). Nonetheless, the uncovering of leverage points associated with “culture of engagement” (p.45) has been largely ignored as a research topic, making OC studies worthwhile to explore and addressed in this study (Shuck & Reio Jr, Employee Engagment and well being: A Moderation Model and Implications for Practice, 2014).

According to Schneider, Yost, Kropp, Kind and Lam (2017), people have more engagement at work and with their daily tasks when the design of the organisation’s practices are in such a manner that they enhance positive employee perceptions of the organisation. Organisations also provide a home for these employees, where there is a certain varying degree of themselves given in the form of cognitive, emotional, and physical contributions. The more people invest and give to the organisation when performing their duties, the more employees’ preferred view of the current environment is aligned to the actual. This is where their organisational fit occurs (Kahn, 1990). Moreover, Griffin (2015) states that organisational factors exist which operate as antecedents influencing the formation of engagement, satisfaction, and norms in different groups within the company. Some of these antecedents to be explored, include performance and culture factors (i.e., procedural justice, innovation, and reward structures). Schneider, Yost, Kropp, Kind and Lam (2017) further describe resources that possibly influence these engagement levels, including career opportunities, supervisor involvement, performance feedback, autonomy, social support, and training facilities. In addition, research has estimated that less than 30% of individuals who go to work testify to be even partially engaged in their daily tasks. These global engagement declines have reportedly cost large economies, including Germany, approximately $263 billion annually (Shuck, Reio, & Rocco, Employee engagement: an examination of antecedent and outcome variables, 2011).

Although literature alludes to various antecedent interaction with organisational cultures, practitioners and organisation professionals remain interested in development of OC interventions. These mediating measures require relevant and employee specific agendas to establish a more engaged workforce (Shuck, Reio, & Rocco, Employee engagement: an examination of antecedent and outcome variables, 2011; Schneider, Yost, Kropp, Kind, & Lam, 2017). Performance variables, including managerial decision-making, involvement, and clarity towards OC factors are directly influenced by an

engaged workforce. Thus, before the enforcing of expectations regarding the work output of an employee, there must be an understanding of the employees' connectedness with supervisory levels (Fotohabadi & Kelly, 2018). Supervisors and managers are a company's power holders, and employees pay close attention to how their superiors engage and respond to their inputs. Literature goes further to provide evidence of the increase in employees' perceived value within a group because of the fair and respectful treatment by supervisors (i.e., supervisory responsiveness), which translates into a more motivated and engaged employee (Janssen & Gao, 2015).

Voicing an opinion has implications in modern times and is not always considered safe for employees. Managers is various companies are in a position of power to dictate and establish promotion opportunities, work assignments and possible pay raises. Employees are therefore only comfortable to voice their opinions when they feel their manager can be trusted to take their opinions serious. Only in instances where the reward out ways the risk will employees engage (Kwon, Farndale, & Park, 2016). The manager and subordinate relationship are imperative in such a scenario. The Leader-Member-Exchange (LMX) framework guides the understanding of this interaction. Whenever there exists a higher level of mutual trust, respect, loyalty and liking between a manager and employee there also exists an enhanced level of communication. Perceptions of whether reward out ways the risk falls away in these instances and employees with higher LMX gain confidence as they feel the positive interaction with a manager stands as recognition for their behaviour. These interactions create higher engagement within LMX employees, while simultaneously broadening the divide between managers and those individuals with a different preference of how to communicate with their superiors (Kwon, Farndale, & Park, 2016). Managerial interactions with higher LMX individuals have been found to cause a significant number of disengaged employees when psychological contracts are breached. A sense of betrayal surfaces when such a relationship stops being advantageous.

Furthermore, Thomas & Lindsay (2003) conducted a study on the South African division of the multinational food service and hospitality organsiation. The aim was to establish if the perceived culture is in congruence with the company startegy and objectives. A clear disconnect was found between employees and the Chief Executive Officer (CEO) regarding the perceived and preferred aspects of the OC. These differences were exacerbated by the significant differences between the perceived and preferred

constructs themselves. The study, however, did not touch on engagement levels of employees but rather examined the core undertone of the company. The essence of these discussions is the perceived and preferred views which requires further analyses to establish certain engagement level interactions.

This study therefore aims to build on the perceived and preferred influence levels and identify more engagement between the employees and the OC. The study will commence with the literature review of the OC construct, pertaining specifically to the perceived and preferred aspects thereof. The examining of the Competing Values Framework (CVF), which forms the foundation of the study, will be in conjunction with W.A. Kahn's engagement theory, as it relates to the individual employee. This section will highlight the effects on engagement and how the environment, especially the OC affects the employees' perception of their lived engagement and behaviour. There will also be an association to the CVF as a cross reference between constructs (Rich, Lepine, & Crawford, 2010). EE will act as the dependent variable in the study, and be moulded and influenced by the perceived and preferred OC.

The CVF will act as the study's independent variable (IV) explaining the various OC's and how they translate into certain managerial styles that form certain autocratic levels of supervision. Part of the IV is the employees' perceived view of culture, which is mainly what an employee believes exists in his environment.

This perception will be discussed and linked to the possible engagement behaviour an employee might follow (Hartnell, Ou, & Kinicki, 2011; Akbar, Hussain, Safi, Rabnawaz, & Zeb, 2021). Furthermore, there will be an unravelling of the employee's preferred OC linked to the expected effects on employee engagement levels. Preferred convictions regarding the OC will be tested as a moderator between perceived OC and employee engagement, providing a level of cohesion between the constructs (Demir, Ayyildiz Unnu, & Erturk, 2011).

1.1 Purpose statement and objectives

The study aims to illustrate how a culture diagnostic tool, such as the CVF, can assist in understanding the perceptions, beliefs, and experiences of employees, with the aim of developing a culture that can help organisations grow. To understand the current OC and existing engagement levels, the emphasis will be on understanding the employees preferred environment outlook and how that translates into specific needs and engagement levels. This will bring about efficient ways to inform, motivate and interact with employees by building the most favourable culture (Demir, Ayyildiz Unnu, & Erturk, 2011; Kohler, Landis, & Cortina, 2017).

1.2 Report structure

Chapter 1 has provided insight to the existing research problem and highlighted the business need and objectives of the study. Chapter 2 will provide a literature review of all the constructs from which there is the development of hypotheses statements in Chapter 3. Chapter 4 explains the research methods that govern this study. There will be an examination and portrayal of the results obtained from Chapter 4 against the developed hypotheses in Chapter 5. The last chapters of the study, Chapters 6 and 7, add to the discussion of the findings and conclusion to the study.

CHAPTER 2: LITERATURE REVIEW

This chapter offers a literature perspective on all the constructs of the study, which include the OC and the engagement outcome of an individual. There will be a further discussion of the breakdown of the CVF framework used to examine the perceived and preferred cultures. The chapter will discuss the literature pertaining to the outcome variable of EE in terms of relevant vigour, dedication, and absorption factors.

2.1 Organisational culture

According to MIT's Edgar Schein, culture is the pattern of shared assumptions and hardship a group has experienced together as it solved problems of external adaptation and internal integration. These methods of how things are done, are considered the norm from where it is carried over to the next employee as the correct manner in solving problems (Christensen, 2006; Demir, Ayyildiz Unnu, & Erturk, 2011). OC has been in the research spotlight for decades despite the disagreement among researchers regarding measurement and the true definition thereof (O'Reilly, Chatman, & Caldwell, 1991). Literature, however, seems to agree that culture may indeed have a twofold meaning within an organisation. Firstly, the OC provides an important factor in the assessment of how well an employee fits within the organisational context. Secondly, OC acts as a key ingredient of how efficiently a firm performs, given that it provides a form of sustainable competitive advantage over and above the normal financial aspects of differentiation (O'Reilly, Chatman, & Caldwell, 1991; Hartnell, Ou, & Kinicki, 2011; Boyce, Nieminen, Gillespie, Ryan, & Denison, 2015).

Moreover, Parke and Seo (2017) explain that with strong cultural values in an organisation there co-exists a strong identity among the employees, providing them with a sense of security and belonging in the workplace. In addition, the company's leaders have significant control in establishing what is known. Parke and Seo (2017) explain the known as "Affect culture" (p.336), which is initiated through manipulating the "Affect climate" (p.336). The latter is the employee's awarded behaviour and beliefs that are in conjunction with the OC. Literature concluded that OC emerged as a key aspect to companies' success through the guidance it provides to the workforce (Parke & Seo, 2017). The workplace uncertainty and complex environment has become a popular phenomenon in recent times. The involvement and responsiveness of a managerial

figure has become that much more relevant and important in large organisations. Despite the significant leaps in science development over past decades, corporations face more ambiguity, which increases the difficulty in managing an organisation (Tong & Arvey, 2015). The expectation is that managers will transition from an individual leadership conceptualisation towards a shared conceptualisation. Managers are, however, not always fully equipped with the depth of knowledge to lead alone and urged to search for solutions among the leadership and knowledge that emerges within the culture and among employees (Tong & Arvey, 2015). Tong and Arvey (2015) go further, stating that the internal environment a team behaves in notably contributes to the shared leadership between managers and employees. The development and fostering of this shared leadership phenomenon by external interventions, means employees have the autonomy and voice to lead tasks and manage time between each other. By initiating and nurturing this shared internal environment, managers can shape emergent outcomes and influence desired patterns of interaction (Tong & Arvey, 2015; Parke & Seo, 2017). Furthermore, employers are urged to consider a larger scope of antecedents influencing the manner with which employees interact. According to Wöcke and Heymann (2012), certain demographic variables, with emphasis on age and education levels, have been found to significantly influence employee's mobility behaviours and are important aspects to consider in cultural settings. If found organisations can maintain a strong preferred culture, they are likely to enjoy higher employee performance levels and commitment; employees will therefore feel more connected to the organisation with a sense of occupation satisfaction (Demir, Ayyildiz Unnu, & Erturk, 2011).

OC and the development thereof can be explained by the Attraction-Selection-Attrition (ASA) model (i.e., individuals are attracted to an organisation, selected by the company, and gradually attrition from it). People with similar personal preferences and perceptions are drawn to the same organisation from where they are selected by the internal criteria to become employees. These individuals then leave the organisation when they do not fit, resulting in a range of employees of similar variance. The framework proposes that through ASA, organisations cultivate a culture that possesses far less variance in individual differences than outside citizens. Consequently, employees with similar attributes, perceptions and preferences are likely to establish high LMX relationships and similar OC convictions (Kwon, Farndale, & Park, 2016).

Thomas and Lindsay (2003) highlighted a noteworthy addition to OC development with their study on a South African hospitality and food service company. Leaders joining

companies in authoritative positions, bring with them belief systems, attitudes, and biases towards a work environment. These external influences that has shapes a person outside the company now become part of the strategic direction which is then distributed to the broader organisation. The study urges leaders to attend to both value improvement measures for shareholders as well as developing OC. Overemphasis of one of these dimensions are also warned against. Short lived benefits from complete focus on shareholder value development might be counteracted against when the organisational inertia and true self catches up. On the contrary, extreme focus on OC development might undermine the economic objectives of the company and get absorbed in the normal processes and tasks (Thomas & Lindsay, 2003).

Thomas and Lindsay (2003) highlight the interaction phenomenon in high power cultures where managers are indirectly isolated from employee feedback. This occurs due to the hesitancy of employees to interact or challenge an authority figure. These cultures are cannibalistic in nature and deprives the organic growth of an institution. Thomas and Lindsay (2003), raises the importance of recognising within a company setting that managerial figures might hold assumptions that are fundamentally flawed or biased towards the own preferences and not reality.

2.2 Employee engagement

When considering the employee engagement psychological construct, it is important to mention that the construct has gained significant traction in the human resource as well as management fields (Shuck, Adelson, & Reio Jr, The employee engagement scale: Initial evidence for construct validity and implications for theory and practice, 2017). There is increasing use of human resource study fields to identify and clarify employee engagement in the workplace.

As per various definitions, the structure of employee engagement is the individual's cognitive state, behavioural expressions, and emotional direction towards the desired organisational outcomes (Schneider, Yost, Kropp, Kind, & Lam, 2017). Moreover, according to Williams and Bland (2020), there exist three displays of employee engagement; these include the affective engagement where employees portray a positive emotional connection with their work experience, intellectual engagement where employees are fully submerged in their work and contribute in a manner to improve the

work environment and business, and the social engagement where employees engage with other colleagues about work related matters and improvements. These traits, however, include recognised longer-term emotional involvement and are antecedents of more temporary employee sentiments (Shuck, Reio, & Rocco, Employee engagement: an examination of antecedent and outcome variables, 2011). Antecedents are also engagement drivers and are those preceding scenarios and experiences that influence the engagement level of employees. These drivers cover a magnitude of different organisational fields, each conveying and addressing these antecedents in a unique manner based on the current OC and the perceptions thereof (Griffin, 2015).

In a study by Shuck, Reio and Rocco, Employee engagement: an examination of antecedent and outcome variables (2011), EE antecedents were identified with significant contributions. Job fit was defined a the personality and attitude fit with their cuurent job. The study suggested that good job fit results in individuals engaging in meaningful work developing job-related attitudes. Job fit established a cognitive fit, meaning that employees grasp their emotional and physical demands towards their positions. These realisations result in a degree of meaningfulness delivering enthusiasm and energy.

Emotional fulfilment is an important metric within an organisation and is indicative of engaged employees. Affective commitment describes the sense of belonging and highlights the emotional connectedness with one's job. By being emotionally present and aligned with the prescribed job, employees' emotive qualities of engagement can be accurate predicted. Affective commitment can be seen as and antecedent instead of an outcome due to the prerequisite nature of the commitment towards engagement (Shuck, Reio, & Rocco, Employee engagement: an examination of antecedent and outcome variables, 2011).

A further important antecedent is the organisation's psychological climate. The term is defined in terms of how an organisational environment relate to an employee's perceptions of well-being. Employees feel safe and experience availability from work in these environments where they can express their full selves. The psychological climate can be interpreted as the lens through which employees see their work environment and displays critical environmental cues that guide employees towards an engaged state (Shuck, Reio, & Rocco, Employee engagement: an examination of antecedent and outcome variables, 2011).

The study by Smith and Bititci (2017), highlights the importance of measures, targets, organisational procedures, and attention to various antecedents. The classification of these guidelines is as modes of control that do not negatively have an impact on engagement levels, however, the manner in which they are implemented is highlighted (Gill, 2019). Implementation measures include types of technical controls and, according to Smith and Bititci (2017), comprise of internal competition and the frequency and magnitude of control measure implementation. These aspects have shown to guide social controls and ultimately, the engagement of employees (Smith & Bititci, 2017). By addressing the OC and fully understanding its workings, there can be a clear grasp maintained over the cognitive reality that guides the employees daily.

2.3 The Competing Values Framework

Kim Cameron and Robert Quinn initially formulated the CVF in 1999. The duo developed the framework to identify the cognitive dimensions of the underlying OC in a firm. Industry has extensively used the framework for organisational change, training, and development, with an initial purpose of measuring organisational effectiveness (Cameron & Quinn, 1999; Demir, Ayyildiz Unnu, & Erturk, 2011; Tong & Arvey, 2015). This study adopted the framework in Figure 1 and describes the complex nature of OC according to two dimensions. Firstly, it distinguishes a company in terms of the extent to which they favour flexibility, discretion and dynamism from stability, order, and control. The second-dimension touches on the implementation and integration functions within a company. Companies will either lean more towards the internal orientation, integration, and unity side or towards the external orientation, differentiation, and rivalry preference (Demir, Ayyildiz Unnu, & Erturk, 2011). Four quadrants emerge from these dimensions, which represents culture types found in an organisation. The classification of the culture types is as Clan, Adhocracy, Hierarchy and Marketing (Wiewiora, Trigunarsyah , Murphy, & Coffey, 2013).

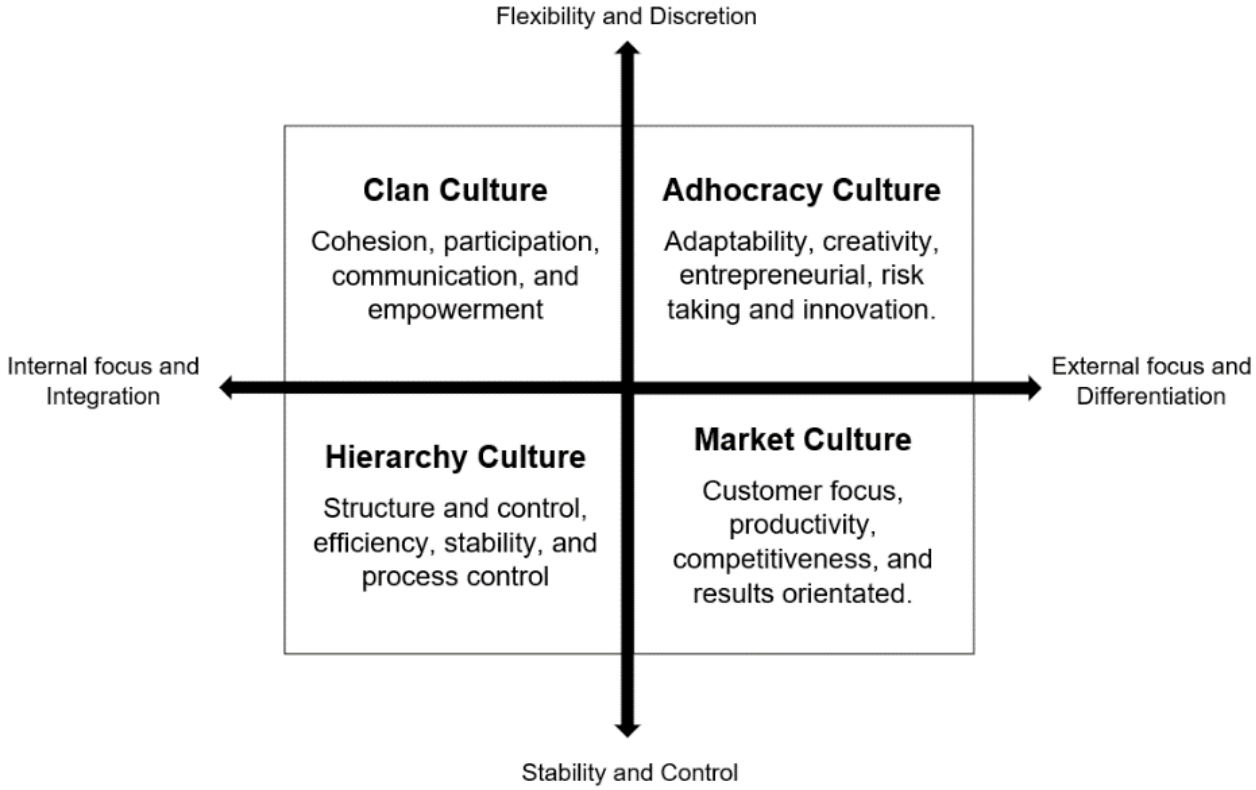

Figure 1 - Competing Values Framework (Demir, Ayyildiz Unnu, & Erturk, 2011; Hartnell, Ou, & Kinicki, 2011)

Clan culture, as depicted in Figure 1 is an internally focused culture with a flexible organisational undertone. The name sprouts from the similarity with a family type culture. The affiliation core between individuals, which produces positive attitudes and affective employees, drives the culture. The Clan culture is successful because Clan organisations hire these unique employee traits to retain their resource base (Hartnell, Ou, & Kinicki, 2011). A core belief of trust within a clannish organisation establishes open value systems of communication, employee involvement, membership, and commitment. These values bring about teamwork, participation, and communication, which establishes a valuable foundation of positive morale and satisfaction within a team (Hartnell, Ou, & Kinicki, 2011). According to Cameron & Quinn (1999), the Clan culture values cohesion, participativeness and a sense of “we-ness” (p.41). In addition, a study to determine the willingness to share knowledge because of the OC, has provided evidence that the clan culture establishes a collaborative environment favourable for knowledge sharing between teams. These conditions stimulate employee commitment and patriotism. These characteristics speak to a semiautonomous establishment of teams who receive rewards and recognition based on the team’s performance and not

on individual level. The Clan culture can best be managed by considering the team but also providing individual employee development opportunities (Cameron & Quinn, 1999).

The Clan culture has been associated with various study conclusions and has surfaced in social studies as a preferred culture type. One such study includes the diagnosing of OC within a Turkish pharmaceutical company. The Clan culture was the preferred environment and was titled as the culture to maintain for future success among employees (Demir, Ayyildiz Unnu, & Erturk, 2011). Furthermore, Rukh & Qadeer (2018), found that managers within a public organisation in Pakistan preferred a Clan and Adhocracy culture type above the other cultures. These findings resulted in higher levels of trust with less supervisory involvement.

Adhocracy, conversely, is externally orientated culture with a flexibility dimension at its core and known as the open system perspective (Wiewiora, Trigunarsyah , Murphy, & Coffey, 2013). The culture cultivates an individuality among employees aided by an open system to promote a willingness to act and be heard. The culture prioritises high levels of innovation as well as creativity, accompanied by individuals conducting themselves in a risk-taking manner (Hartnell, Ou, & Kinicki, 2011; Akbar, Hussain, Safi, Rabnawaz, & Zeb, 2021). Adhocracy culture organisations react quickly to change and provide a safe environment to freely express opinions (Akbar, Hussain, Safi, Rabnawaz, & Zeb, 2021).

Furthermore, Adhocracy is concerned with a vision of the future where organised anarchy and disciplined imagination is cultivated. The pioneering objectives in the market and to become a leading-edge company has significant value in an Adhocracy culture (Cameron & Quinn, 1999).

According to Akbar, Hussain, Safi, Rabnawaz, and Zeb (2021), the Market culture is in organisations where the company faces external competition, suppliers, and customers. The characterisation of Market culture is competitiveness, specific objectives, and consistency, which brings about a result driven perspective. High value is directed towards diligence, perfectionism, and tough leadership. These results and control driven characteristics are demanding aspects with varying impacts on certain employee engagement levels (Demir, Ayyildiz Unnu, & Erturk, 2011). A study by Wiewiora, Trigunarsyah, Murphy and Coffey (2013) conclude that Market culture type expressions, as mentioned above, result in employee hesitance when it comes to sharing knowledge and interacting with fellow colleagues. The study alludes to the indirect power distance because of the competitive nature that influences the engagement perception of employees (Wiewiora, Trigunarsyah , Murphy, & Coffey, 2013). In addition, validation of

the OCAI framework was conducted by (Heritage, Pollock, & Roberts, 2014) and revealed Clan, Adhocracy and Market factors to be significant predictors of job satisfaction. These cultural characteristics was measured and identified in the public health sector in Australia.

When considering the Hierarchy culture, companies are immediately classified as having internal operational beliefs with a sense of control and stability in their execution. This culture aims to set clear tasks and goals with the enforcement of strict rules and obedience. Leadership in this culture adopts a formal approach, where coordination and supervision are highly prioritised. The core driver of this culture is rooted in the economy where accountability, rationality and the correct mechanisms need to be in place to stay relevant (Demir, Ayyildiz Unnu, & Erturk, 2011). The core aim of a Hierarchy culture is to maintain a smooth-running organisation with long term concern for stability, efficiency, and a predictable environment. These characteristics are held in place by formal rules and policies (Cameron & Quinn, 1999).

It is worthwhile to note that Hierarchy culture characteristics are known to be the perceived culture type in various studies. Rukh and Qadeer (2018), researched the culture of a public company in Pakistan and concluded through quantitative and qualitative techniques that Hierarchy is perceived as the culture currently in the company. These results confirmed the reliance on hierarchy characteristics and exacerbated the need for adoption of the Clan culture perspective. Similar findings surfaced in the study by Demir, Ayyildiz Unnu and Erturk (2011), where a Turkish pharmaceutical company's culture was diagnosed. The study revealed that the clear perceptions towards Hierarchy culture were connected to the power distance culture in Turkey. The country displays high levels of uncertainty avoidance, resembling a pyramid like structure with formal vertical communication structures.

2.4 Perceived versus preferred organisational culture

When attempting to grasp the CVF cultural impacts and structures of an organisation, it needs noting and clearly defining that employees and people in contact with an organisation have a perceived and preferred cultural profile they latch on to (Demir, Ayyildiz Unnu, & Erturk, 2011). These perceptions of employees are cognitive filters used to interpret a complex environment. This results in the interpreting of sensory

impressions, which brings about various attitudes and behaviour. In simple terms, the various contextual characteristics guided by the established framework from employee voice practices influence the interpretation of the attributes associated with an observed practice (Kwon, Farndale, & Park, 2016).

According to Kwon, Farndale and Park (2016), when exploring the intended voice practices of employees (i.e., the discretionary verbal expression with the intent to improve organisational functions), it is insufficient to understand resulting outcomes. One needs to source greater understanding of the underlying factors influencing the intended work practices and the actual employee perceptions thereof. These constructs are, however, unclear and need unlocking to understand the employee practice perceptions leading to work engagement. Kwon, Farndale, and Park (2016), discuss three areas of employee perception that influence voice behaviour and engagement.

Power distance is particularly relevant to employee voice expressions due to the accompanying behaviours and attitudes an employee's position allows. Firstly, the power distance between organisational positions, especially high-power distance cultures, influences the level of perceived decision-making abilities (Kwon, Farndale, & Park, 2016). High power distance culture (i.e., Hierarchy and Market) thus create an environment less likely for employees to engage and voice their opinions (Kwon, Farndale, & Park, 2016). Secondly, participative OCs are relatable with employee voice engagement and include the Clan and Adhocracy cultures, which are more prevalent in establishing a perception among employees where new ideas, suggestions and views are encouraged (Kwon, Farndale, & Park, 2016).

To conclude the study by Kwon, Farndale and Park (2016), a final aspect needs adding to the power distance and participative culture criteria. The third construct for consideration is the employees' perception that their voices are heard and acted upon. The basis of these perceptions is the employee-supervisor relationship, often initiated due to the power distance existing between supervisors and subordinates. Since supervisors are in control of employees work arrangements and remuneration, employees are reluctant to engage in voice behaviour when the benefit does not exceed the risks (Kwon, Farndale, & Park, 2016).

In addition, Demir, Ayyildiz Unnu and Erturk (2011) conducted a study where the objective was to find the culture of a pharmaceutical company and establish whether the preferred and perceived cultures aligned. The study, however, found the preferred and perceived cultures among employees were completely different. In resolving such a

dilemma, Demir, Ayyildiz Unnu and Erturk (2011) concluded that the perceived and preferred cultures ought to align for person-organisation fit to commence and performance in the organisation to flourish (O'Reilly, Chatman, & Caldwell, 1991). The manner with which to do this is by attempting to convert the current culture into an optimised mixture of the employee's perceived and preferred culture. Moreover, by diagnosing and formulating the correct OC, managerial and employee life dynamics are shaped, which may bring about conflict resolution and provide the company with engaged employees who contribute to the performance and competitive advantage (Demir, Ayyildiz Unnu, & Erturk, 2011).

Thomas and Lindsay (2003), reported a noteworthy finding between managerial and employee level perceptions. The study in the South African food service industry, revealed a defining difference between what the CEO and employees preferred. These results highlighted potential for a move closer to a happy medium that will accommodate both stakeholder perspectives.

Organisational performance is the ultimate outcome and is an indicator of productivity, customer satisfaction, discretionary effort, and intention to turnover. This study aims to establish employee willingness to go above that expected (Discretionary effort) and to engage in positive favourable behaviours (Shuck, Reio, & Rocco, Employee engagement: an examination of antecedent and outcome variables, 2011).

CHAPTER 3: HYPOTHESES

The basis for this chapter is the above literature considerations, and it provides the developed research hypotheses and overarching research question, as illustrated in Figure 2.

3.1 Hypotheses

Based on the literature considerations, hypotheses developed:

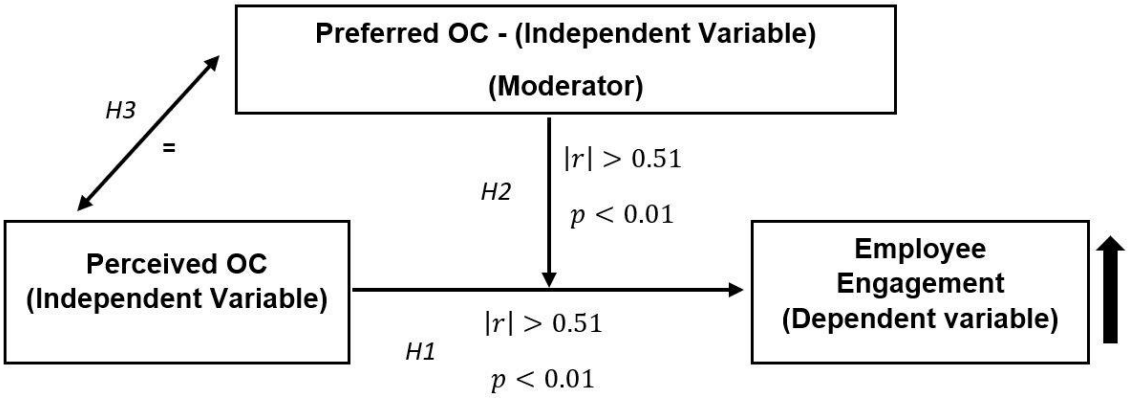

Figure 2 – General model for hypotheses 1,2 and 3 (Kahn, 1990; Cameron & Quinn, 1999)

- ***Hypothesis 1*** *(H1)*: Perceived organisational culture (CVF) will be strongly and significantly related to overall employee engagement
- ***Hypothesis 2*** *(H2)*: Preferred organisational culture will moderate the relationship (i.e., influence the level and direction) between the perceived OC and employee engagement
- ***Hypothesis 3*** *(H3)*: There exists a significant difference in engagement levels between participants who reported a larger difference between preferred and perceived OC than those who reported a closer score

More specifically:

- The further away the Preferred OC is from the Perceived OC the lower the respondent's engagement levels
- The closer the Preferred and Perceived OC scores are to each other, the higher the reported engagement levels will be

CHAPTER 4: RESEARCH METHODOLOGY

Chapter 4 provides the research methodology used to answer the developed hypotheses. The chapter focuses on the targeted population and sample size obtained. Also examined are the measuring instruments and data gathering processes from where there will be an explanation of the quality control and pilot testing. The chapter concludes with set limitations regarding the quantitative method of analysis.

4.1 Purpose of research design

The study utilised a quantitative method of analysis and held a descripto-explanatory design purpose. The design aimed to support or disprove the hypotheses and provided insights into the tested relationships in the study (Edmonds & Kennedy, 2017). A secondary aim was to prove the hypotheses quantitatively through statistical tests (Edmonds & Kennedy, 2017).

Due to the objective nature of knowledge, the researcher aimed not to add to theory creation but rather embrace theory in structured methods. The incorporation of a positivist philosophy study aimed at gaining knowledge regarding the relationship between employees perceived and preferred OC views, and what influence it had on employee engagement (Griffin, 2015; Lavrakas, 2008).

The study followed a deductive research approach in which there was testing of theoretical hypotheses. This approach was to explain causal relationships between EE and the perceived and preferred OCs as substantiated by the CVF (Lavrakas, 2008). The difference in the perceived and preferred views of OC and the influence on EE also formed part of the deductive study approach. Data collection took place to test these relationships.

Research in this study utilised a mono-method design for collecting data. The data gathering was by means of a survey. The incorporation of a mono-method survey approach was because it lends itself to be favourable in the collection of many respondents across various companies and organisations. Many respondents' data, which is a requirement to form a credible data set, is accommodated best by a survey (Edmonds & Kennedy, 2017).

The survey consisted of a structured self-administered, unbiased, conflict of interest free questionnaire, which aimed to collect anonymous data to extract many different individuals' views regarding the organisational culture and the leniency thereof (Lavrakas, 2008). The online creation of the questionnaire used Google forms distributed via a link electronically (e-mail) as well as through social media (i.e., WhatsApp and LinkedIn).

The study represented a period where data collection occurred with varying groups of respondents, including managers and other employees. This type of study is a cross-sectional research design, essentially studying a structured topic at a certain time interval (Lavrakas, 2008). The data collection period started Monday August 16th, 2021, and ended Sep 12th, 2021.

4.2 Population

The target population included various working individuals within many South African industry and market segments. The chosen population included a larger variation in individuals, which emphasised the aimed generalisability of the study and provided various control variables within these organisational settings. The targeted population adhered to two simple criteria, which stood as prerequisites. These required individuals to be in a working capacity, connected to a remuneration system as well as reporting to a superior. The study also accommodated owners of a business or company and valued their unique views. Having individuals in different organisational positions achieved variability. The selection of the population was via a snowball sampling technique, which provided a large enough sample for a successful study (i.e., 152 respondents). Some of the population demographics included:

1. Professional employees - possessing formal education in their respective fields (i.e., Managing Directors (MD), Chief Executive Officer (CEO), Human Resources (HR), Engineers, Accountants)
2. Employees in leadership positions (i.e., Middle Managers) – Obtained training at current or previous employer (i.e., Superintendents, and Team Leaders)
3. Trade skilled employees – In possession of a trade qualification (i.e., Electricians, Boiler makers, Fitters).

4. Administration employees (i.e., Office workers, Debtors and Creditors clerks, Payroll administrator)
5. Ground worker employees (i.e., production employees, Sales representatives)

These individuals were key in testing the varying perceptions of OC due to different power distance positions that exist among the positions. The spectrum of individuals provided various socio-economic backgrounds, remuneration scales, as well as personal belief systems and perceptions. These variables contributed to the generalisability of the structured survey and resulted in the extraction of respondents' cognitive perception and engagement behaviours (Kwon, Farndale, & Park, 2016).

4.3 Unit of analysis

The study consisted of an individual employee analysis. Employee lived perspectives and experiences constituted the study's unit of analysis. The analysis method yielded individual perceptions and preferences within their unique organisations and position of employment.

4.4 Sampling method and size

According to Siegel and Jones (2018), a complete sampling frame of all relevant employees in South Africa was not possible. Moreover, the intense work accompanying such a feat would have rendered a researcher incapable; therefore, a non-probability or non-random sampling technique was followed to collect respondent's data. The non-probability sampling technique used included the snowball sampling technique. According to Zyphur and Pierides (2017), snowball sampling would also increase the sample size necessary to be representative of the population that aligned with the objectives of the research. The study targeted a sample size of 150 respondents and closed the response intake at 152 responses (Heritage, Pollock, & Roberts, 2014). According to Heritage, Pollock and Roberts (2014), a minimum quantitative sample size for Confirmatory factor analysis (CFA) is at least five to ten times the number of indicators, meaning between 120 and 240 respondents.

4.5 Measurement instrument

The study utilised a survey questionnaire to determine an employee's perceived (I currently view…) and preferred (I would like to…) OCs. In addition to the culture assessment, there was also extraction of the cultural effects on an employee's engagement levels. The questionnaire was structured to elevate an employee's lived experiences in an unbiased manner by strategically separating the perceived OC and preferred OC constructs within the questionnaire with the Utrecht EE assessment (Schorin & Wilberding, 2020). Explained below are these three constructs, together with control variables formed the basis of the study.

Control variables

According to Wöcke and Heymann (2012), demographic data of a sample forms an integral part of the push and pull factors leading up to occupation satisfaction and turnover intention. Levels of education, race, and age significantly influenced employee satisfaction. Section A of the questionnaire incorporated demographic data and consisted of age, gender, ethnic group, business nature of the respondents' company, current position at work, number of years in current position, number of years at current company and the respondents' highest level of education.

Organisational culture

As an IV, the study utilised the Organisational Culture Assessment Instrument (OCAI), as developed by Cameron and Quinn (1999). The purpose of the questionnaire was to assess six dimensions of an OC. The questionnaire required the individual to respond to six dimensions that guide the study in determining the current OC of the company. These six dimensions each provided four alternatives relating to the candidate's organisation. The four alternatives in each dimension must receive a portion of 100 points depending on how strongly they correlate to the organisational environment. There must be higher points awarded to the alternative that has a stronger similarity to that of the candidate's company. The four alternatives' scores must add up to 100 points (Cameron & Quinn, 1999).

The study, however, was unable to implement the answering techniques as described above. Respondents had to indicate their agreement on a 7-point Likert scale (1 – Strongly Disagree, 7 – Strongly Agree). This change to the 100-point scoring method was to accommodate the online format in Google forms. The method was in accordance with the methodologies of Heritage, Pollock and Roberts (2014) and Kalliath, Bluedorn and Gillespie (1999).

Participants were asked to complete the six dimensions of the OCAI describing the archetypical culture profiles using the 24-question OCAI instrument. An example item (i.e., question) of the Dominant Leadership Characteristic dimension is "The organisation is a very personal place. It is like an extended family. People seem to share a lot of themselves." An example of the Organisational Leadership dimension is "The leadership in the organisation is generally considered to exemplify mentoring, facilitating, or nurturing." An example of the Management of Employees dimension is "The management style in the organisation is characterised by teamwork, consensus, and participation." An example of the Organisational Glue characteristics dimension is "The glue that holds the organisation together is loyalty and mutual trust. Commitment to this organisation runs high." An example of the fifth dimension of Strategic Emphases is "The organisation emphasises human development. High trust, openness and participation persist." The final dimension example pertaining to Criteria of Success is "The organisation defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people" (Cameron & Quinn, 1999).

From Appendix A there are perceived "now" and "preferred" columns in the questionnaire. These columns represented the core aim of the study and provided the different perspectives regarding an employee's view of OC. The questionnaire worked in the following manner (Cameron & Quinn, 1999):

Step 1: The individual had to go through all six dimensions with four questions each and answer the "Now" column. This round expected participants to rate the organisation in its current state, how they perceived the current culture (Cameron & Quinn, 1999). Step 1 was labelled "Section B – Your perceived view, Organisational Culture Assessment (Part 1)."

Step 2: Here the candidate had to answer all six dimensions' questions with a "Preferred" mindset. The individual had to answer the questions based on his/her preference for how and where the company must be in the next five years. One had to keep in mind that the completion of the "Preferred" column was to be with the mindset that the company will

be the benchmark in the industry, outstripping all targets and goals (Cameron & Quinn, 1999). Step 2 was labelled “Section D – What I would like my company to look like – Organisational Culture Assessment (Part 2).”

From the steps above it was evident that the respondents were required to change between a perceived and preferred mindset while answering intellectual questions. According to Heritage, Pollock and Roberts (2014), the concern was that the perceptual graphic implemented in section B could have influenced the respondent to apply a biased perceived view towards the preferred section D. The corrective action to curb possible biased behaviour was to split the perceived and preferred sections of the questionnaire with the EE construct. This took place to distract the respondent’s trend of thought from giving a more directed preferred answer.

In addition, all questions for the perceived section B and preferred section D were initiated differently in terms of wording. As stated by Heritage, Pollock and Roberts (2014), the similarity of topics the questions address while requiring a respondent to focus on a perceived and preferred mindset may influence the predictive power of the preferred construct. Perceived questions were initiated with “I currently view….” and preferred questions with “I would like……” These changes prompted the participant to apply the correct mindset when answering the items.

Employee engagement

The study utilised the Utrecht Work Engagement Scale (UWES), classified as one of the forerunners in determining organisational engagement outcomes. The UWES, as presented in Appendix B**,** made use of three dimensions for determining the level of employee work engagement (Schaufeli & Bakker, 2004). These dimensions are:

- Vigour (VI) – Vigour refers to the mental resilience while conducting work as well as the willingness to invest effort in one’s work. Vigour also touches on the persistence in difficult times and energy levels while conducting tasks (Schaufeli & Bakker, 2004).
- Dedication (DE) – This dimension refers to being involved and interested by one’s position and tasks to be undertaken. The sense of achievement and enthusiasm are traits of the dedication dimension (Schaufeli & Bakker, 2004).
- Absorption (AB) – refers to the submersion by one’s work to the extent that time passes without noticing (Schaufeli & Bakker, 2004).

The questionnaire utilised a 7-point Likert scale to measure the individual's agreement with the questions (1 – Never, 7 – Always (Every day)). Examples of item include "At my work, I feel like bursting with energy" and "I find the work that I do full of meaning and purpose." Findings from the completion of the UWES contributed to a standardised score (i.e., High/Low engagement) that provided accurate engagement comparisons to be made. These findings constituted a better understanding of the employee decision criteria (Schaufeli & Bakker, 2004).

4.6 Data gathering

Data was gathered by means of a non-probability survey questionnaire and included both the OCAI and the UWES frameworks (Appendix A and B). The questionnaire was pilot tested and sent to 15 individuals who typically portrayed the study's targeted persona. These individuals included a self-employed business owner, doctorate participant, consultant, accountant, managing director, human resource manager, training officer, junior engineer, high school teacher, receptionist and a sales and marketing executive. These individuals received an e-mail with an introduction to the study as well as an instruction to complete nine questions on completion of the survey (Appendix C). These questions aimed at confirming the overall length (i.e., time requirements), errors in the wording of questions and the clarity in understanding the questions. The aim was also to test the flow of the survey by asking respondents if there existed any disruption in the flow of questioning, which ranged from the Section B, OC (Part 1) to Section C, UWES and ending with Section D, OC (Part 2).

There were 10 complete responses received with confirmation of the length of completion of between 15 and 20 minutes, as stipulated in the pilot test. Respondents, however, reported grammatical errors at Section B, questions 5B and 6A. Also reported was improvement suggestion regarding the scale display at sections. The Likert scale descriptions (1-7) were only at the start of each section and respondents had to scroll back to refresh their memory every time a new question had to be answered. A suggestion was to display the scale permanently as one progresses through the sections. All sections were changed from displaying a linear scale to a multiple-choice option. These corrections took place before the distribution of the final survey to the sample (Chidlow, Ghauri, Yeniyurt, & Cavusgil, 2015).

4.7 Analysis approach

4.7.1 Data quality

The data collection method, which included the Google forms platform, provided direct feedback in the form of an Excel data sheet. These sheets presented the responses in a data matrix format and were further processed by means of the analysis software, Statistical Package for the Social Sciences (SPSS). The first step before conducting descriptive and inferential statistics was to clean the data of any incomplete responses.

A total number of 152 complete responses formed the raw data for the study. Before there could be any analyses attempted the data had to be cleaned. Appendix D provides the codebook for all data received.

Data analysis was further determined by the reliability and validity of the construct specific data. Reliability in quantitative studies depicts the consistency among survey items that the researcher believes represent the same construct. These reliability tests provide researchers with the confidence to know whether a respondent will answer a variable (i.e., question) in the same manner when administered to that respondent on more than one occasion. This method of asking respondents to answer the same questionnaire repeatedly will not be possible due to various costs, timing, and reactivity reasons. The manner to approach the reliability measurement is to conduct internal consistency measures. Cronbach's alpha was the statistical measure used to calculate the study's internal consistency (Trobia, 2011). As mentioned by Trobia (2011), the items or questions in a survey measure certain constructs therefore Cronbach's alpha needs to be specifically calculated per construct of the study. For this study, the constructs consist of an IV given as the "Perceived OC," the moderating construct termed the "Preferred OC" and lastly the Dependent Variable (DV) construct termed "Employee Engagement."

The Cronbach's alpha value approximates the reliability coefficient and ranges between 0 and 1. The greater the alpha value is the more indicative the value is of a reliable and coherent scale. The critical value for Cronbach's alpha is 0.70, any value equal to or greater than 0.7 is a reliable measure of the construct (Johnson, 2018). A value greater than 0.70 provides the logic that that there is grouping or sharing of 50% or more of the variance among the questions that collectively describe the construct. A value < 0.7 indicates reliability among items (i.e., questions) is weak and either the scale needs

modifying, or some items need deleting to increase the alpha value (Trobia, 2011). All three constructs were tested and revealed Cronbach's alpha value greater than 0.7.

Validity of data is credited to Karl Pearson's concept of correlation. He is credited for validity of data and for the development of the product-moment correlation coefficient. This metric is the most common index of the relationship between two variables and measures the degree to which points on a scatter plot group together in a straight line. In essence, the bivariate correlation or Pearson r correlation (i.e., product-moment correlation) measures the degree and direction (positive or negative) of linear relationship between two variables. This means that the Pearson r value provides a positive or negative sign, which indicates the nature of the correlation from where the numerical portion of the value indicates the magnitude of the relationship (Onwuegbuzie, Daniel, & Leech, 2011). A significant correlation was required for the study with a value or strength measure greater than 0.3 (Onwuegbuzie, Daniel, & Leech, 2011). The study revealed correlation values greater than 0.3 except for item 1A "I would like the organisation to be a very personal place, like an extended family. People need to share a lot of themselves." This item was deleted from further analyses.

Factor Analysis (FA) was then conducted on the original literature construct factors with the use of Confirmatory Factor Analysis (CFA). The aim of the CFA was to determine if the CVF framework questions adequately loaded against the four cultures (i.e., Clan, Market, Adhocracy and Hierarchy) for both perceived and preferred respondent views. From the Utrecht UWES engagement model, the three factors, as indicated by literature (i.e., Vigour, Dedication and Absorption), underwent validation testing. The CFA tests were conducted per construct with the use of the SPSS add on, Analysis of Moment Structure (AMOS). Table 1 presents the results of the CFA.

Table 1 - Confirmatory Factor Analysis per construct

Construct	Chi square	RMR (standardized)	CFI	RMSEA
Perceived OC	0.000	0.359	0.795	0.110
Preferred OC	0.000	0.147	0.717	0.114
UWES	0.000	0.108	0.912	0.088

Cut-off values	P > 0.05	SRMR <= 0.08	CFI >= 0.95	RMSEA <= 0.08

(Choi, Deo, Scott, & Martin, 2010; Heritage, Pollock, & Roberts, 2014)

All three original literature constructs did not meet the cut-off limit values for the CFA method.

Exploratory Factor Analysis (EFA) was the alternative test conducted. An EFA is a conglomerate of procedures for determining common correlations that exist amongst a construct's questions. EFA, also known as a Principal Component Analysis (PCA), provides a precise model for the data and specific construct, which is given in numerical values for the underlying structure. This method specified a few factors that accounted for a few items (i.e., questions) within the construct (Fabrigar & Kan, 2018; Porter & Fabrigar, 2011).

The first step in conducting FA was to calculate the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) and Bartlett's test of Sphericity. These tests were to determine the suitability of the various constructs for factor analysis, essentially determining whether FA would be appropriate. According to Belhekar (2019), a value above 0.5 for the KMO and a significance value of $p < 0.05$ for the Bartlett's test of Sphericity were acceptable.

Furthermore, the number of common factors within the construct had to be determined. This was with the use of the Kaiser Criterion, also known as the "Eigenvalues-greater than-1 rule" (Grant & Fabrigar, 2011)(p.3). The calculation of eigenvalues was from the correlation matrix and represented variances among variables in the group of common questions. According to Grant and Fabrigar (2011), low eigenvalues do not indicate a reasonable variance and may be disregarded. Essentially, all eigenvalues greater than 1 are good and represent the number of factors for the construct (Grant & Fabrigar, 2011).

After determining the number of loaded groups per construct, there had to be a test conducted to determine which items loaded on the identified factors. The selection of the Varimax rotated component matrix option determined correlation levels for each question towards the identified factors. The Varimax rotation attempts to clarify the relationship of certain construct questions with the identified factors and simplifies the factor loading of each question. The largest correlation value, independent of the sign indicated the factor the question needs to group with (Dilbeck, 2018).

4.7.2 Testing Analysis

In addition to the FA done per construct, there was an examination of the means and standard deviation descriptive statistics of each construct data set. Furthermore, the Pearson's correlation method examined the strengths of relationships between the IV, DV and moderating constructs. The interpretation of the Pearson's r statistic can be seen as a positive or negative correlation between variables with a magnitude indication.

Pearson's r is interpreted as small when (0.1 <= r <=0.3), moderate strength (0.31 <= r <=0.5) and large correlation strength when (r <=0.51) (Onwuegbuzie, Daniel, & Leech, 2011). A significance level of 95% was for all statistical tests conducted.

Linear multiple regression was the statistical method used to test the predictive power of the IV "Perceived OC" towards the DV "EE." According to Schroeder, Sjoquist and Stephan (2018), when more than one IV aims to predict the outcome variable, it is necessary to use a multiple linear regression model. The interpretation of the regression results took place after feeding the IV and DV data sets to SPSS. Interpreted from the outputs were the coefficient of multiple correlation R, the coefficient of determination R^2 as well as the standardised coefficients beta values. The coefficient of multiple correlation R simply measures the degree of variation in the DV associated with the variations in the grouped IVs. The coefficient of determination R^2 similarly measures the percentage of variation in the output variable because of the IVs' variation taken together. Furthermore, the standardised coefficients or standard deviation measure of dispersion (Beta), measures the dispersion of a particular variable's values at its mean. Beta coefficients provide the opportunity to single out the effects of one IV from the multiple variables in the study. These standardised beta values estimate the units of changes in the DV for one standard deviation shift in the IV. The closer to 1 and -1 the Beta value is, the stronger the regression (Schroeder, Sjoquist, & Stephan, 2018).

Moderated hierarchical multiple regression was the method used to determine the moderating effect of the IV "Preferred OC". Data for the moderated Hierarchical regression model was entered in separate blocks in SPSS. The perceived OC construct was first, followed by the moderating construct "Preferred OC". The product term or interaction variable between the IV and moderator was entered in the third block. There was consideration and examination of the coefficient of multiple correlation R, coefficient of determination R^2 and standardised coefficients Beta outputs with the addition of the coefficient of determination change ΔR^2. The ΔR^2 variable represents the change in

variance of the DV by adding IVs, indicating the percentage change in predictive power when adding additional IVs. The regression analyses only occurred after the assumptions for regression were tested. To conduct the regression, the following assumptions needed identifying and testing:

Assumption 1 – Linearity between IV and DV

To test the linearity of constructs a scatter plot of the data was retrieved in correlation with each DV. The graphs in Appendix E reveal the scatterplot data with the standardised predicted values on the x-axis and standardised differences of the actual and predicted outcomes of the DV on the y-axis, all centred on zero. The graphs reveal scattered data in no defined direction or cluster meaning there exist a linear relationship between Perceived OC and EE (Sim, 2018).

Assumption 2– Type of data

The DV must be interval or ratio data and the IV must be either interval, ratio, or binary data. From the Likert scale data received, all constructs and variables are continuous data and meets assumption number 2 (Sim, 2018).

Assumption 3 - Independent errors

The test for independent errors indicates successive residuals must be independent. The difference of one respondent's actual and predicted outcome is not influenced by or does not influence other residuals. The test also indicates there is no pattern or high correlation of the independent errors to the data. From Appendix E Figures 1 and 2, no pattern exists and there are no runs of data points exclusively below or above the centre line (Sim, 2018).

Assumption 4 - Homoscedasticity (constant variance)

Homoscedasticity assists the regression analysis in its aim to account for all the variance in the DV. Variance in the residual (i.e., difference between the actual DV value and predicted DV value), must be constant. From the scatterplots in Appendix E, there are

clear randomly scattered plots observed, indicating that there exists no variance in residuals (Fay, 2012; Sim, 2018).

Assumption 5 – Multicollinearity

Multicollinearity occurs when a strong relationship exists between independent variables. The aim of regression is to examine the effect of individual IVs on the DV factors while keeping all the other IV's constant. From Appendix E Tables 1 and 2, the IV "Perceived OC" and the moderating IV "Preferred OC", all display variables of correlations below 0.8, above which is a cause of concern (Neys, 2018). The test for multicollinearity can also be evaluated from the coefficients table in the SPSS output. Tables 3 and 4 in Appendix E express the collinearity statistics of the IVs towards both DVs (i.e., EE1 and EE2). The values in the tolerance column are above the 0.2 threshold and all the Variance Inflation Factor (VIF) values are also below the maximum value of 10. No collinearity observed for the IV (Neys, 2018).

Assumption 6 - Normally distributed errors

As a final assumption, the variance errors among the variables need to be normally distributed. This assumption is true from Figures 3 and 4 in Appendix E, both EE1 and EE2 factors are normally distributed (Sim, 2018).

One-Way ANOVA statistical test - hypothesis 3

The ANOVA test is a statistical procedure that uses the F test to observe the linear model of data. ANOVA represents a family of tests that are related closely to a linear regression model. The ANOVA model, however, differs from linear regression in that the defining of the model is in terms of group means. Close correlation with linear regression models reveals the assumptions are also similar.

According to Field (2011), the assumptions need testing to ensure the F values are trustworthy. Statistical independence of observations needs adhering to. From Assumption 3, the independent errors have been tested and confirmed. As well as measured at an interval level, there should be random sampling of the data. The study used a non-probability sampling technique (i.e., snowball sampling), which does not

adhere to the assumption, however, all datasets were recorded and interpreted on an interval level. The second last ANOVA assumption guides the study towards having a normally distributed DV. According to assumption 6, the assumption is validated for EE. The last assumption requires homogeneity of variance of the output variable. From assumption 4, the variance of residuals in the DV is homogeneous (Field, 2011; Fay, 2012).

One-Way ANOVA multicollinearity - From Levene's tests of equality of error variances, there was no violation observed. The significance levels of the error variance across output variable groups were ($p = 0.092$) for EE1 and ($p = 0.325$) for EE2. These values are not statistically significant, meaning the F value differences between groups are not significant, conforming to the homogeneity of variances assumption.

4.8 Limitations

The research study being cross-sectional, posed a potential limiting factor because the "snapshot" in time may limit or influence the respondents' opinion in that specific instance. Personal external factors or out of the ordinary internal work-related circumstances may have influenced the study. The topic discussed also seeks to accumulate opinions of both managerial and employee perspectives, which in some cases are a sensitive topic to begin with. Biases and personal revenge seeking emotions might have influenced or caused deviation of decisions compared to normal thought processes.

The researcher was not an expert in research, distribution of surveys or data analysis techniques, which might have had an impact on the collection, processing, and interpretation of data. The distribution of a unique questionnaire within the population posed potential sample size problems. Together with the effective sourcing of data comes the aspect of response rates where a non-response bias exists, influencing the collected data; this prolonged the data processing period (Chidlow, Ghauri, Yeniyurt, & Cavusgil, 2015).

The length of statements used by Cameron and Quinn in the description of the various culture archetypes introduced repetition of certain opinions and views. There was a possibility that respondents may have felt they were answering the same question with only a minor change and thus provide conflicting degrees of agreement. A bias towards

the first “perceived” mindset might have lingered and caused the “preferred” section to be answered with inadequate respondent attention and focus (Cameron & Quinn, 1999; Heritage, Pollock, & Roberts, 2014).

CHAPTER 5: RESULTS

This chapter will present the quantitative research results arranged according to the statistical methods and tests conducted. The hypotheses set out as part of the literature study will form the basis of the discussions that the results will present.

5.1 Description of sample obtained

The response sample contained 152 respondents. All the responses were complete, and analysis was done on a full sample of 152 respondents. There was a gender profile split of 69% (n = 105) male respondents and 31% (n = 47) female respondents achieved.

From Figure 3, the sample age profile presented a mean age group value of 3.76, indicating the mean respondent of the study was in the age group 30 to 39 years.

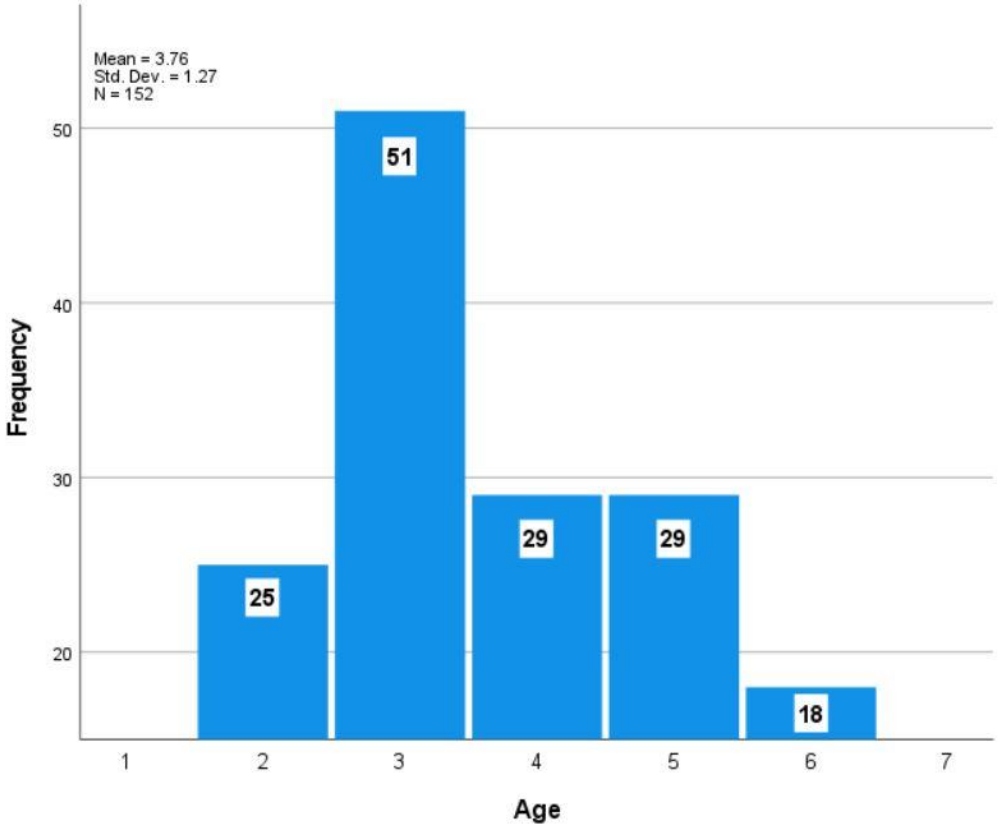

Figure 3 - Demographics - Age

***** **1** – (Younger than 20 Years), **2** – (20 – 29 years), **3** – (30 – 39 years), **4** – (40 – 49 years)

5 – (50 – 59 years), **6** – (60 or older)

This age category in Figure 3 constitutes 34% of the sample. The sample further consisted of respondents within both the 40 to 49 and 50 to 59 age groups, at 19% each followed closely by the 20 to 29 year and 60 and older groups, at 16% and 12% respectively.

The important metrics for consideration are the ethnic groups as well as the current occupation of the respondents. As depicted by Kwon, Farndale and Park (2016), the perception employees have regarding their work environment and culture sprout from their position in the company (i.e., power distance) as well as ethnic cultural convictions. Figure 4 presents the Ethnic variability in the sample.

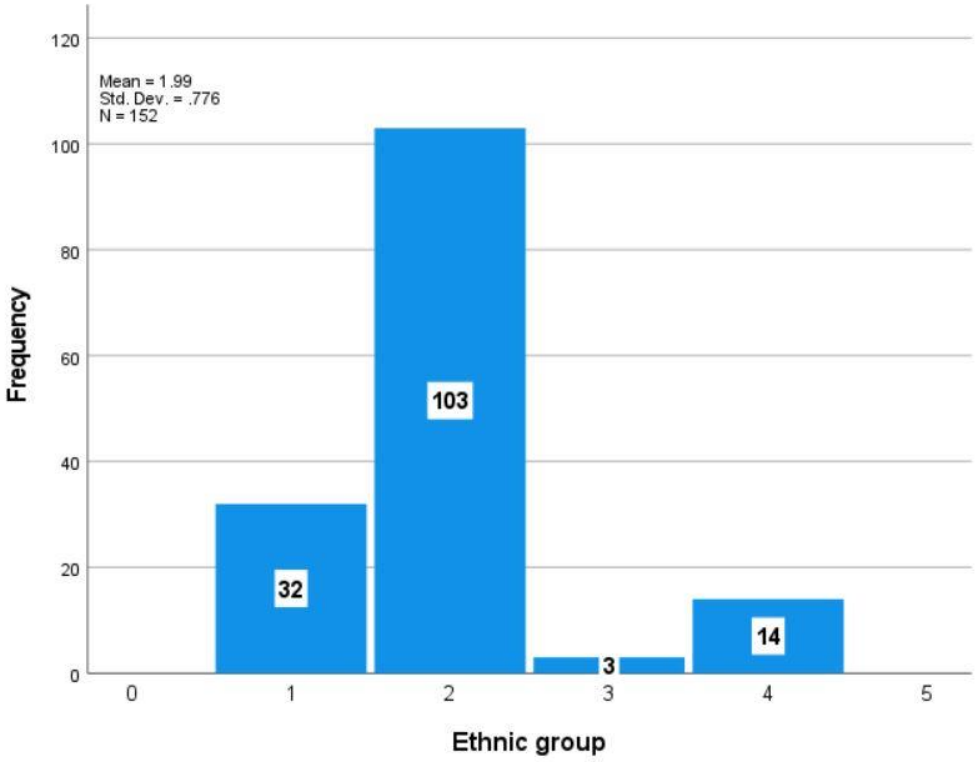

Figure 4 - Demographics - Ethnic Groups

***** **1** – (African), **2** – (White), **3** – (Coloured), **4** – (Indian/Asian)

Most responses consisted of White participants (68%) followed by 21% African ethnic responses; two respondents indicated their ethnic group as Asian and Malaysian and therefore grouped with the Indian Ethnic group due to the geographic similarity in the regions. A clear occupation variability is necessary to substantiate the hypotheses, owing to the variety in employee opinions, an organisation consists of moving through the hierarchical levels (Kwon, Farndale, & Park, 2016).

Figure 5 portrays the variability in current positions respondents occupied.

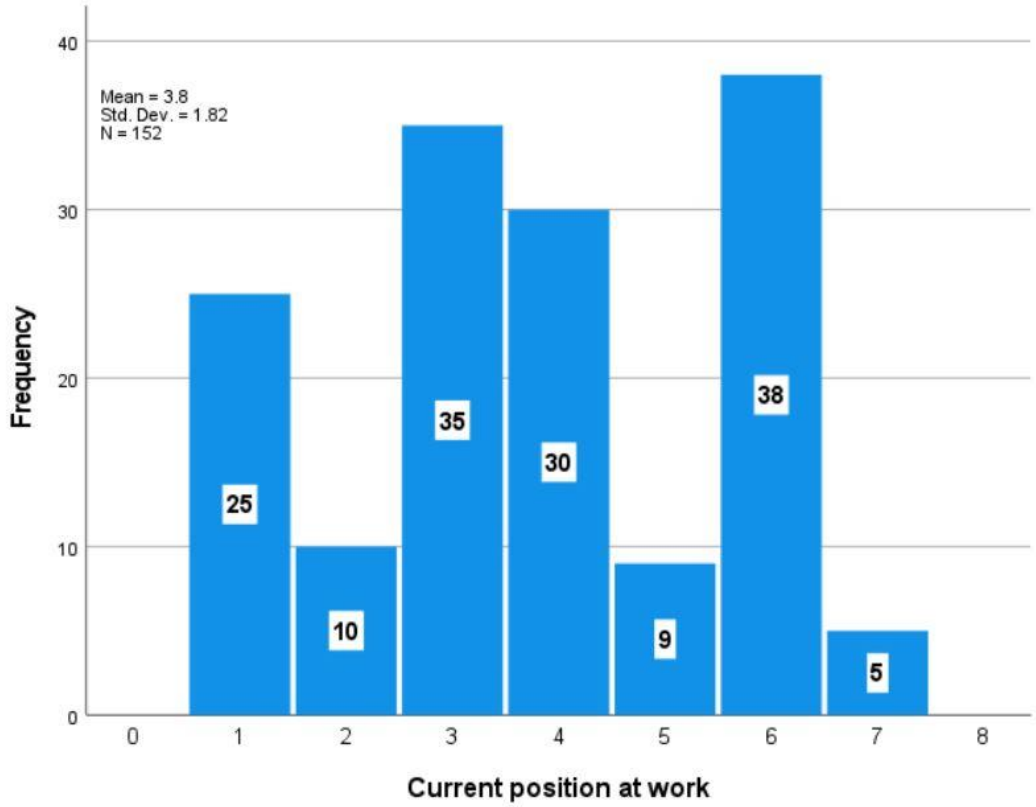

Figure 5 - Demographics - Current position at work

*** 1** – (Office worker), **2** – (Junior Manager), **3** – (Middle Manager), **4** – (Senior Manager)

5 – (Executive), **6** – (Technical/Professional), **7** – (Factory worker)

The largest number of respondents reported their positions as being technical or professional in nature. These positions, which include sales representatives, stock controllers, fitters, boilermakers, teachers, draughtsmen, etc., occupied 25% of the sample. Closely following the technical professionals were the middle managers (i.e., superintendents, team leaders, engineers) and senior managers (i.e., business owners, experienced long service employees) who occupied 23% and 20% of the sample respectively. Furthermore, there was a significant sample response of 16% received from office workers. These occupation variability figures depict a good spread of opinions within a company structure.

Furthermore, Figure 6 presents the Highest Level of Education (HLE), which had interesting results and noteworthy variability within the sample. According to Wöcke and Hayman (2012), levels of education influence the mobility of employees in the market, coupled with satisfaction levels of individuals.

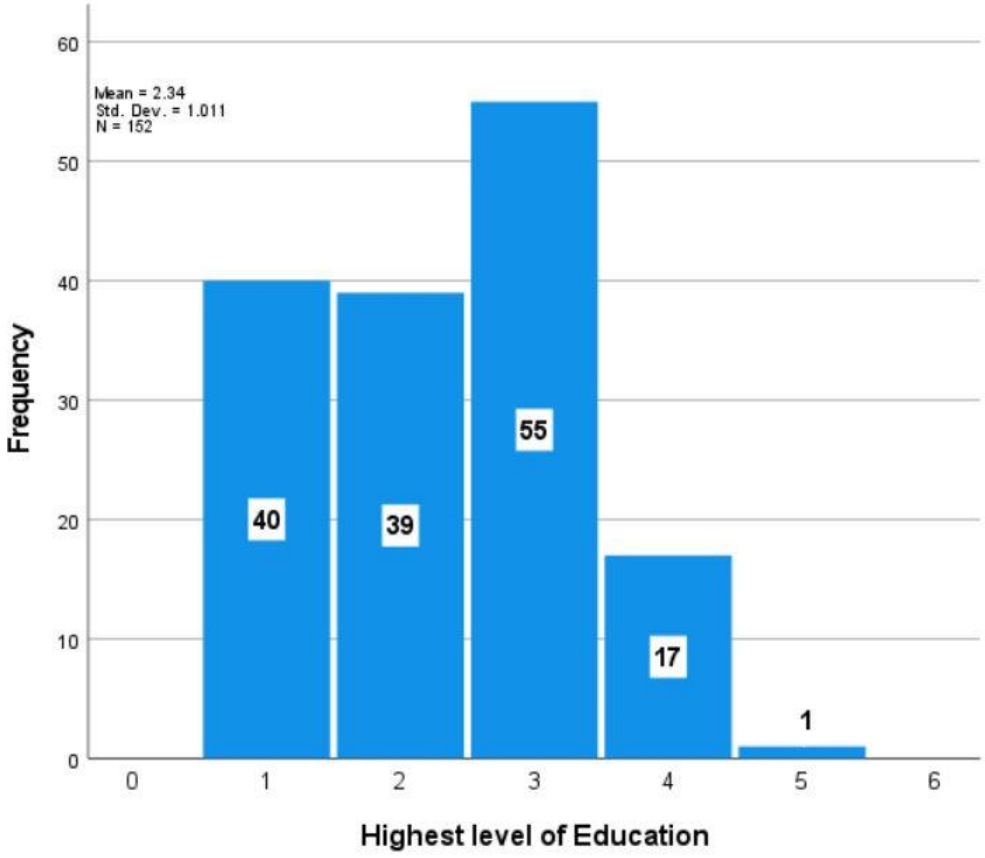

Figure 6 - Demographics - Highest level of education

***** **1** – (Secondary education), **2** – (Diploma/Certificate), **3** – (Bachelor's degree and Honours), **4** – (Master's degree), **5** – (Ph.D.)

Fifty-five respondents indicated they possess a bachelor's or honours degree and constituted 38% of the sample. A further 26% of respondents possessed a certificate or diploma qualification, which correlated with the 26% possessing a secondary education (High School) qualification.

In addition, Table 2 provides characteristics of the sample in the form of work-related particulars. These metrics required respondents to provide the nature of the business

of their company, the number of years they have been with the company as well as the number of years they have been in their current position.

Table 2 - Respondent Characteristics

Business nature of employer	**Frequency**	**Percentage**
Manufacturing	85	**56%**
Finance	17	11%
Consulting	4	3%
Retail	7	5%
Services	17	11%
Education	12	8%
Healthcare	3	2%
Mining	6	4%
Agriculture	1	1%

Employment duration at current company	**Frequency**	**Percentage**
Less than 1 year	20	13%
1-5 years	47	**31%**
6-10 years	36	24%
11-15 years	17	11%
15-20 years	16	11%
more than 20 years	16	11%

Employment duration in current position	**Frequency**	**Percentage**
Less than 1 year	20	13%
1-5 years	58	**38%**
6-10 years	32	21%
11-15 years	10	7%
15-20 years	15	10%
more than 20 years	17	11%

Most respondents (56%) came from the manufacturing sector, with the nearest sectors being Finance and Services, both adding 11% to the sample. A few Healthcare, Mining and Agricultural participants also provided their particulars in the “other” option. A

number of respondents had worked at their respective companies for 1 to 5 years, making up 31% of the sample, which correlated with the 38% of respondents who had held their current positions at work for 1 to 5 years.

5.2 Results on reliability and validity of data

5.2.1 Reliability of data

In Table 3, all three constructs have Cronbach's Alpha values greater than 0.7. This provides confidence that the items in the various constructs reliably refer to the greater objective, as depicted by each construct. The employee perceived OC, which is the independent variable, has a Cronbach's α of 0.943 (> 0.7), the moderating construct, given as the preferred view of OC, has a Cronbach's α of 0.908 (> 0.70), and the DV construct, labelled as EE, obtained a Cronbach's alpha of 0.938 (> 0.70).

Table 3 – Construct reliability statistics

Construct	Items per construct	Cronbach's Alpha
Perceived OC	24	0,943
Preferred OC	24	0,908
Employee Engagement	17	0,938

5.2.2 Validity of data

The Independent construct "Perceived OC" highlighted no validity concerns due to most of the correlations being greater or equal to 0.3. According to Onwuegbuzie, Daniel and Leech (2011), Cohen's criteria interprets the value of 0.3 as being a moderate correlation.

Furthermore, the correlation matrix for the moderator construct "Preferred OC" revealed no validity concerns for most of the questions, with a minimum correlation value of equal to or greater than 0.3. Question 1A "I would like the organisation to be a very personal place, like an extended family. People need to share a lot of themselves,", however, did highlight some small to moderate correlations throughout. For question 1A the largest

correlation value observed was 0.247. Question 1A also displayed a negative and small correlation with question 2A “I would like the leadership in the organisation to generally exemplify mentoring, facilitating, or nurturing aspects.” Due to the extensive number of questions in the construct, the decision was made to delete question 1A from the study going forward (Onwuegbuzie, Daniel, & Leech, 2011). The third construct validity results highlighted the correlation results for the DV “Employee Engagement.” There were moderate to large correlation values observed throughout the matrix (Onwuegbuzie, Daniel, & Leech, 2011).

5.3 Data transformation – Exploratory Factor Analysis

5.3.1 Perceived Organisational Culture

In Table 4, the KMO value of 0.918 is greater than 0.5. According to Belhekar (2019), a value above 0.5 is acceptable and reveals that FA of the perceived OC construct questions was possible. The Principal Component Analysis (PCA) technique also provided a Bartlett’s test of sphericity, with a significant value ($p < 0.01$), adding to the fact that for this construct the EFA was suitable (Belhekar, 2019).

Table 4 - KMO and Bartlett's Test - Perceived OC Construct

KMO measure of Sampling Adequacy		0.918
Bartlett’s Test of Sphericity	Approx. Chi-Square	2316.891
	df	276
	Sig. (p value)	0.000

The total variance output from SPSS (Table 5), indicated there were five components or factors loaded with eigenvalues greater than 1 for the Perceived OC construct. Therefore, there could be grouping of 24 questions into five different groups. Table 10 presents the five groups with specific questions allocated to each. The question specific allocations were by means of the rotated component matrix, with correlation levels for each question towards the five factors calculated. The Varimax rotation clarified the relationship of certain construct questions with the identified factors and simplified the factor loading of each question. The largest correlation value, independent of the sign,

indicates the factor the question needs to group with (Dilbeck, 2018). Appendix F presents the rotation matrix.

Table 5 - Perceived OC - Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% Variance	Cumulative %	Total	% Variance	Cumulative %
1	10,718	44,658	44,658	10,718	44,658	44,658
2	2,181	9,089	53,747	2,181	9,089	53,747
3	1,479	6,164	59,911	1,479	6,164	59,911
4	1,117	4,654	64,565	1,117	4,654	64,565
5	1,007	4,198	68,763	1,007	4,198	68,763
6	0,785	3,270	72,033			
7	0,725	3,019	75,052			
8	0,633	2,639	77,691			
9	0,626	2,609	80,300			
10	0,553	2,306	82,606			
11	0,508	2,117	84,723			
12	0,480	1,999	86,722			
13	0,398	1,660	88,382			
14	0,362	1,508	89,891			
15	0,338	1,407	91,297			
16	0,320	1,335	92,633			
17	0,298	1,243	93,876			
18	0,277	1,155	95,032			
19	0,261	1,086	96,118			
20	0,235	0,980	97,098			
21	0,203	0,846	97,944			
22	0,186	0,777	98,721			
23	0,156	0,652	99,373			
24	0,151	0,627	100,000			
Extraction Method: Principal Component Analysis						

5.3.2 Preferred Organisational Culture

Table 6 displays the KMO, and Bartlett's test of sphericity undertaken on the moderating construct. The results revealed a KMO value of 0.875, which is greater than 0.5; the Bartlett's test of sphericity was also significant ($p < 0.01$). Both these measures indicated the construct would be suitable for FA (Belhekar, 2019).

Table 6 - KMO and Bartlett's test

KMO measure of Sampling Adequacy		0.875
Bartlett's Test of Sphericity	Approx. Chi-Square	1849.623
	df	253
	Sig. (p value)	0.000

Table 7 provides the loaded factors for the construct. Six factors loaded for the moderating construct with Eigenvalues greater than 1 (Grant & Fabrigar, 2011).

Table 7 - Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% Variance	Cumulative %	Total	% Variance	Cumulative %
1	8,644	37,581	37,581	8,644	37,581	37,581
2	2,088	9,080	46,661	2,088	9,080	46,661
3	1,817	7,899	54,560	1,817	7,899	54,560
4	1,279	5,562	60,121	1,279	5,562	60,121
5	1,094	4,755	64,876	1,094	4,755	64,876
6	1,064	4,628	69,504	1,064	4,628	69,504
7	0,819	3,562	73,066			
8	0,756	3,288	76,353			
9	0,660	2,868	79,222			
10	0,541	2,353	81,575			
11	0,489	2,127	83,702			
12	0,486	2,112	85,814			
13	0,435	1,891	87,705			
14	0,422	1,833	89,538			
15	0,387	1,684	91,222			
16	0,369	1,604	92,827			
17	0,330	1,435	94,262			
18	0,275	1,195	95,457			
19	0,255	1,110	96,567			
20	0,223	0,971	97,538			
21	0,212	0,923	98,461			
22	0,188	0,816	99,277			
23	0,166	0,723	100,000			
Extraction Method: Principal Component Analysis						

The 23 questions can be grouped into six groups. Appendix G presents the specific questions that loaded to each group using the Varimax rotation method (Dilbeck, 2018).

5.3.3 Employee Engagement

The KMO and Bartlett's test of sphericity for the independent variable revealed values of 0.938 (> 0.5) and ($p < 0.01$) respectively (Table 8). These results conclude that the FA approach towards reducing the questions for EE would be possible (Belhekar, 2019).

Table 8 - KMO and Bartlett's Test

KMO measure of Sampling Adequacy		0.938
Bartlett's Test of Sphericity	Approx. Chi-Square	1598.154
	df	136
	Sig. (p value)	0.000

A PCA determined the number of factors from which the questions can be loaded. The implementation of the Eigenvalue 1 rule revealed two factors that loaded with Eigenvalues above 1. In Table 9, the results indicate the two factors collectively account for 58.95% of the total variance (Grant & Fabrigar, 2011). Appendix H provides the rotated component matrix, indicating question allocations per factor (Dilbeck, 2018).

Table 9 - Total Variances Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% Variance	Cumulative %	Total	% Variance	Cumulative %
1	8,828	51,931	51,931	8,828	51,931	51,931
2	1,194	7,021	58,952	1,194	7,021	58,952
3	0,972	5,716	64,668			
4	0,829	4,879	69,546			
5	0,731	4,297	73,844			
6	0,656	3,858	77,702			
7	0,568	3,340	81,042			
8	0,514	3,022	84,064			
9	0,467	2,747	86,811			
10	0,413	2,428	89,238			
11	0,356	2,092	91,330			
12	0,324	1,908	93,238			
13	0,291	1,710	94,948			
14	0,246	1,448	96,396			
15	0,237	1,392	97,788			
16	0,200	1,175	98,963			
17	0,176	1,037	100,000			
Extraction Method: Principal Component Analysis						

5.3.4 Grouped factors per construct

Table 10 indicates the three constructs of this study, each grouped according to the EFA. These groupings all have similar characteristics and have a unique identification per factor.

Table 10 - EFA construct factor grouping

Perceived OC (PC)		
Factor	Identification	Grouped Questions
PC 1	Semi-autonomous rewards, concern for employees and dynamic responses	1A, 1B, 2A, 2B, 3A, 3B, 4A, 5A, 6A
PC 2	Driven to lead the market	1C, 4B, 4C, 5B, 5C, 6B, 6C
PC 3	Formal and organised methods	1D, 2D, 4D
PC 4	Stable and efficient environment	3D, 5D, 6D
PC 5	Competitive, high demand environment	3C, 2C

Preferred OC (PF)		
Factor	Identification	Grouped Questions
PF 1	Goal oriented, structured environment	1C, 2C, 3C, 4C, 5C, 6C, 6D
PF 2	Growth potential, high trust, stability, and smooth-running processes	2D, 3A, 5A, 5D, 6A
PF 3	Concern for employees, semiautonomous teamwork, cutting edge future vision	4A, 4B, 5B
PF 4	Risk taking, entrepreneurial, dynamic, and a nurturing, mentoring environment	1B, 2A, 2B
PF 5	Formal and stable environment	1D, 6B, 4D
PF 6	Personal place, extended family	3B, 3D

Employee Engagement		
Factor	Identification	Grouped Questions
EE 1	Motivated, inspired, and satisfied	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11
EE 2	Resilient, committed, and passionate	12, 13, 14, 15, 16, 17

The reliability, validity and EFA indicated the three constructs were eligible for grouping in manageable groups. It was established the Perceived OC could be grouped in five groups, Preferred OC in six and EE in two groups.

5.4 Statistical results per hypothesis

The following section is in four parts. The conducting of a preliminary correlation analysis is to express the inter-construct correlations. A linear regression analysis will follow to test Hypothesis 1, followed by a moderated hierarchical multiple regression analysis for testing Hypothesis 2, whilst the test for Hypothesis 3 will be with the aid of a Pearson correlation matrix and the mean values from a one-way ANOVA test.

5.4.1 Preliminary Correlation Analysis

5.4.1.1 Perceived organisational culture versus employee engagement

From the preliminary correlation matrix, the perceived OC construct's correlations with EE were all statistically significant at the 0.01 level (two-tailed). The strongest perceived OC correlation value with EE 1 was the "semi-autonomous rewards and concern for employees" factor PC 1 ($r = .628$, $p < 0.01$). PC 1 was also strongly correlated with EE 2 ($r = .568$, $p < 0.01$) (Onwuegbuzie, Daniel, & Leech, 2011). Table 11 presents the Perceived OC and EE factor correlations.

Table 11 - Perceived OC vs EE correlation matrix

	PC 1	PC 2	PC 3	PC 4	PC 5
EE 1	.628**	.549**	.449**	.477**	.396**
EE 2	.568**	.503**	.332**	.328**	.437**

**Correlation is significant at the 0.01 level (2-tailed).

Note. EE1 = Employee Engagement – Motivated, inspired, and satisfied; EE2 = Employee Engagement – Resilient, committed, and passionate; PC 1 = Semi-autonomous rewards, concern for employees and dynamic responses; PC 2 = Driven to lead the market; PC 3 = Formal and organised methods; PC 4 = Stable and efficient environment; PC 5 = Competitive, high demand environment

5.4.1.2 Preferred organisational culture versus employee engagement

From Table 12, the preferred OC construct revealed the PF 5 factor "Formal and stable environment" was weakly correlated with statistical significance at the 0.01 level (2-tailed) with both EE 1 and EE 2 factors (i.e., EE 1 ($r = .234$, $p < 0.01$), EE 2 ($r = .219$, $p < 0.01$).

Table 12 - Preferred OC vs EE correlation matrix

	EE 1	EE 2
PF 1	.258**	.190*
PF 2	.168*	0,070
PF 3	.226**	.173*
PF 4	0,019	-0,042
PF 5	.234**	.219**
PF 6	.189*	0,141

**Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Note. EE1 = Employee Engagement – Motivated, inspired, and satisfied; EE2 = Employee Engagement – Resilient, committed, and passionate; PF 1 = Goal oriented, structured environment; PF 2 = Growth potential, high trust, stability, and smooth-running processes; PF 3 = Concern for employees, semiautonomous teamwork, cutting edge future vision; PF 4 = Risk taking, entrepreneurial, dynamic, and a nurturing, mentoring environment; PF 5 = Formal and stable environment; PF 6 = Personal place, extended family.

PF 1 "Goal oriented, structured environment" was weakly correlated and statistically significant with EE 1 ($r = .258$, $p < 0.01$), from where PF 3 "Commitment, cutting-edge processes" was also weakly correlated and statistically significant with EE 1 ($r = .226$, $p < 0.01$). Interestingly, PF 4 "Autonomy and trust" had no statistically significant correlation with either EE 1 or EE 2, and the correlation with EE 2 was also negatively examined.

5.4.1.3 Perceived versus Preferred organisational culture

Perceived and preferred OC factors all displayed moderate correlations with the majority at a statistical significance level of $p < 0.01$. Table 13 displays the correlations.

Table 13 - Perceived vs Preferred OC correlation matrix

	PC 1	PC 2	PC 3	PC 4	PC 5
PF 1	.215**	.216**	.169*	.285**	.319**
PF 2	.236**	.176*	.267**	.219**	.228**
PF 3	.181*	.162*	.185*	0,157	.243**
PF 4	0,146	0,151	0,148	0,113	.172*
PF 5	.258**	.353**	.341**	.328**	.265**
PF 6	.277**	.266**	.317**	.305**	.266**

**Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Note. PF 1 = Goal oriented, structured environment; PF 2 = Growth potential, high trust, stability, and smooth-running processes; PF 3 = Concern for employees, semiautonomous teamwork, cutting edge future vision; PF 4 = Risk taking, entrepreneurial, dynamic, and a nurturing, mentoring environment; PF 5 = Formal and stable environment; PF 6 = Personal place, extended family, PC 1 = Semiautonomous rewards, concern for employees and dynamic response; PC 2 = Driven to lead the market; PC 3 = Formal and organised methods; PC 4 = Stable and efficient environment; PC 5 = Competitive, high demand environment

PF 4 “Risk taking, entrepreneurial, dynamic, and a nurturing, mentoring environment” displayed weak correlations with no statistical significance with PC 1 “Semi-autonomous rewards, concern for employees and dynamic response” ($r = .146$), PC 2 “Driven to lead the market” ($r = .151$), PC 3 “Formal and organised methods” ($r = .148$) and PC 4 “Stable and efficient environment” ($r = .113$). Furthermore, PF 3 “Concern for employees, semi-autonomous teamwork, cutting edge future vision” was also weakly correlated and not statistically significant with PC 4 “Stable and efficient environment” ($r = .157$)

5.4.1.4 Demographic correlations

When considering the sample demographics, the strongest correlations observed were those coupled with “Highest level of Education” (HLE), as displayed in Table 14.

Table 14 - Demographic correlations

	EE 1	EE 2
Age	.249**	.223**
Gender	.190*	0,088
Ethnic group	-.163*	-0,113
NOB	-0,124	-0,037
CP	0,070	-0,039
NYCP	.182*	0,089
NYCC	0,140	0,129
HLE	-.325**	-.256**

**Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Note. EE1 = Employee Engagement – Motivated, inspired, and satisfied; EE2 = Employee Engagement – Resilient, committed, and passionate; NOB = Nature of Business; CP = Current Position at work; NYCP = Number of years in Current Position; NYCC = Number of years at Current Company; HLE = Highest Level of Education

HLE was statistically significant at the $p < 0.01$ level with both EE factors. The HLE correlations were all negatively correlated and examined as EE 1 ($r = -.325$, $p < 0.01$), EE 2 ($r = -.256$, $p < 0.01$). Age was, however, positively correlated with EE 1 ($r = .249$, $p < 0.01$) and EE 2 ($r = .223$, $p < 0.01$). HLE also revealed weak correlations with statistical significance with PC 2 “Driven to lead the market” ($r = -.243$), PC 4 “Stable and efficient environment” ($r = -.234$) and PC 5 “Competitive, high demand environment” ($r = -.237$).

5.4.2 Construct descriptive statistics

From the EFA method, the three constructs collectively loaded 13 unique factors describing the perceived and preferred views of OC towards the engagement of employees. Table 15 displays the descriptive statistics for these factors.

Table 15 - Construct specific descriptive statistics

Perceived organisational culture	**Mean**	**Std. Deviation**	**N**
PC 1 – Semi-autonomous rewards, concern for employees and dynamic responses	4,70	1,24	152
PC 2 - Driven to lead the market	4,85	1,23	152
PC 3 - Formal and organised methods	5,14	1,19	152
PC 4 - Stable and efficient environment	5,21	1,08	152
PC 5 - Competitive, high demand environment	4,74	1,38	152
Employee Engagement	**Mean**	**Std. Deviation**	**N**
EE 1 - Motivated, inspired, and satisfied employee	5,61	1,07	152
EE 2 - Resilient, committed, and passionate employee	5,61	0,97	152
Preferred organisational culture	**Mean**	**Std. Deviation**	**N**
PF 1 - Goal oriented, structured environment	5,71	0,86	152
PF 2 - Growth potential, high trust, stability, and smooth-running processes	6,25	0,59	152
PF 3 - Concern for employees, semi-autonomous teamwork, cutting edge future vision	6,13	0,68	152
PF 4 - Risk taking, entrepreneurial, dynamic, and a nurturing, mentoring environment	6,01	0,74	152
PF 5 - Formal and stable environment	5,63	0,97	152
PF 6 - Personal place, extended family	5,77	0,99	152

The perceived OC was measured on a 7-point Likert scale and presented an overall mean agreement level of 4.93 (i.e., Neutral to Somewhat Agree) and a standard deviation of 1.22. The sample's perceptions of their OC, according to the scale, were Neutral and Somewhat in Agreement when it came to the autonomy and trust in the company, ability to drive market-leading initiatives as well as to work in a competitive, high demanding environment. In addition, employees' perceptions were Somewhat in Agreement with formal and organised methods and a stable and efficient environment.

The preferred OC, measured on a 7-point Likert scale, produced an overall mean agreement level of 5.92, which leans more towards the "Agree" statement. In addition, there was an examination of the 0.81 overall standard deviation. The sample respondents' preference towards a goal orientated, structured and stable work

environment with an extended family atmosphere were somewhat in agreement. The sample displayed a definite agreement towards preferring growth opportunities, cutting-edge processes, and autonomy aspects to their OC.

Furthermore, the EE construct had an overall mean of 5.61 and a standard deviation of 1.02. The study's respondents thus indicated they experienced feelings of being motivated, inspired, and satisfied. The experience of emotions, together with feelings of resilience, commitment and passion was at least once a week, with more emphasis towards a few times a week; therefore, significant engagement levels were observed.

5.4.3 Hypothesis 1 – Inferential statistics

Hypothesis 1 states the perceived OC will have strong and significant relation to overall employee engagement. A two-fold approach tested the hypothesis. First examined were the correlations and significance levels of the perceived OC towards the EE factors. A linear regression model followed to identify how well the IV predicted EE.

From Table 11, all the correlations between the two constructs were statistically significant at the 0.01 significance level (two-tailed). The correlation strengths were also moderate to strong (Onwuegbuzie, Daniel, & Leech, 2011). PC 1 displayed the strongest correlations out of the matrix with EE 1 (r = .628) and EE 2 (r = .568).

In addition, multiple regression explained the variation in EE given the aggregated effect of the more than one predictor variable (i.e., independent variables). Table 16 presents a useful analysis to establish how effective the IV was in predicting the DV.

Table 16 – Hypothesis 1 multiple linear regression - Model summary

EE1				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.664[a]	0,441	0.422	0,811
EE2				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.638[a]	0,407	0.386	0,764

a. Predictors: PC 1 = Semiautonomous rewards, concern for employees and dynamic response; PC 2 = Driven to lead the market; PC 3 = Formal and organised methods; PC 4 = Stable and efficient environment; PC 5 = Competitive, high demand environment

The coefficient of multiple correlation (R) was strongly correlated with EE 1 and EE 2 with (R = .664) and (R = .638) respectively. These values indicated a strong correlation of the IVs' combined effects towards EE. Moreover, the coefficient of determination (R^2) indicated that 44.1% of the variation in EE 1 "Motivated, inspired, and satisfied," about the regression line were due to the variation in the perceived OC construct. A further 40.7% of the variance about the mean for EE 2 "Resilient, committed, and passionate" was due to the variance in the perceived OC construct (Schroeder, Sjoquist, & Stephan, 2018). The standard error around the regression line also indicated a higher degree of linear relationship existed between the perceived OC and EE 2, with the error value being lower (0.764) (Vogt, 2011).

Table 17 illustrated the collective confirmation and significant correlations of these regression results.

Table 17 - Hypothesis 1 multiple linear regression - ANOVA tables

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58,366	5	11,673	20,014	.000[b]
	Residual	85,157	146	0,583		
	Total	143,523	151			

a. Dependent Variable: EE 2 - resilient, committed, and passionate employee

b. Predictors: PC 1, PC 2, PC 3, PC 4, PC 5

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	75,844	5	15,169	23,069	.000[b]
	Residual	96,000	146	0,658		
	Total	171,845	151			

a. Dependent Variable: EE 1 - Motivated, inspired, and satisfied employee

b. Predictors: PC 1, PC 2, PC 3, PC 4, PC 5

The significance values in the ANOVA tables indicated that variance in the IV construct was a statistically significant predictor of the variance in both EE1 and EE2 with ($p < 0.01$) (Schroeder, Sjoquist, & Stephan, 2018).

Table 18 provides more insight into the specific perceived constructs that influenced EE.

Table 18 - Hypothesis 1 multiple linear regression - Coefficients tables

Employee Engagement 1					
	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2,355	0,358		6,584	0,000
PC 1	**0,401**	**0,082**	**0,465**	**4,864**	**0,000**
PC 2	0,069	0,089	0,080	0,774	0,440
PC 3	0,028	0,076	0,032	0,372	0,710
PC 4	0,055	0,087	0,056	0,630	0,530
PC 5	**0,127**	**0,059**	**0,164**	**2,165**	**0,032**
Employee Engagement 2					
	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3,225	0,337		9,571	0,000
PC 1	**0,416**	**0,078**	**0,529**	**5,367**	**0,000**
PC 2	0,069	0,084	0,087	0,820	0,413
PC 3	-0,049	0,072	-0,060	-0,680	0,498
PC 4	-0,118	0,082	-0,131	-1,436	0,153
PC 5	**0,203**	**0,055**	**0,287**	**3,676**	**0,000**

For EE 1, the independent variables PC 1 “Semi-autonomous rewards, concern for employees and dynamic responses” and PC 5 “Competitive, high demand environment” had a statistically significant impact on the autonomy and trust of employees. The significance was at the $p < 0.01$ and $p < 0.05$ (two-tailed) levels respectively. Furthermore, by examining the standardised beta coefficients, a move of one standard deviation in PC 1 resulted in a deviation of 0.465 units about the mean for EE 1. One standard deviation change in PC 5 resulted in a less significant deviation of 0.164 units about the mean for EE 1 (Schroeder, Sjoquist, & Stephan, 2018).

Similar to EE 2, the variables PC 1 and PC 5 were both statistically significant at the $p < 0.01$ level (two-tailed). When PC 1 moved with one standard deviation, EE 2 deviated by 0.529 units. Furthermore, when PC 5 moved with one standard deviation EE 2 changed about the mean by 0.287 units (Schroeder, Sjoquist, & Stephan, 2018).

Conclusions

From the above, the following three noteworthy discussion factors and conclusions can be drawn for Hypothesis 1:

1. The perceived OC factor 1 has stood out as the highest perceived factor towards predicting both engagement levels EE1 and EE2. PC 1 states that employees perceive an environment that embodies autonomy and trust aspects with a supportive and mentoring nature.
2. The other perceived factor worth mentioning was PC5. A perceived nature of hard driving, no nonsense, competitive and results-orientated aspects make up the component. These aspects had a less significant effect on EE1 and EE2.
3. The perceptions of the existing culture held by employees generally displayed a higher degree of linear relationship with EE.

5.4.4 Hypothesis 2 – Inferential statistics

Hypothesis 2 states that the preferred OC will moderate the relationship (i.e., influence the level and direction) between the perceived OC and employee engagement. The conducting of a moderated hierarchical multiple regression analysis will test the moderating effect of the preferred OC. All multiple regression assumptions underwent testing in Chapter 4 before conducting the tests and were within the limits (Sim, 2018).

Table 19 presents the model summary results for EE1. Model 1 introduced the perceived OC construct, has a statistically significant correlation ($p < 0.01$) with EE 1, and accounts for 42.2% of the variance.

Table 19 – Hypothesis 2 unstandardised values EE 1 - Model summary

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	.664[a]	0,441	0,422	0,811	0,441	23,069	5	146	0,000
2	.698[b]	0,487	0,447	0,794	**0,046**	2,076	6	140	**0,060**
3	.699[c]	0,489	0,445	0,795	**0,002**	0,607	1	139	**0,437**

a. Model 1 (Predictors) – Perceived OC

b. Model 2 (Predictors) – Perceived OC_Preferred OC

c. Model 3 (Predictors) – Perceived OC_Preferred OC_Perceived OC_x_Preferred OC

The addition of model 2 however was not statistically significant and only correlated with 4.6% of variance in the DV. To understand the effect of the product term (i.e., Perceived OC x Preferred OC) on the outcome variable, there was an addition of the Perceived OC x Preferred OC term as model 3. By multiplying the Preferred construct into the Perceived, all additional influence from the Preferred IV is added to the Perceived construct's ability in predicting EE (Schroeder, Sjoquist, & Stephan, 2018).

The results show that additional of the product term produced a non-existent R square change (R^2 change = 0.002) with no statistical significance (Schroeder, Sjoquist, & Stephan, 2018) (Hajovsky & Reynolds, 2018) (Shuck & Reio Jr, Employee Engagment and well being: A Moderation Model and Implications for Practice, 2014).

Table 20 presents the model summary results in for EE2. Model 1, which introduced the perceived OC construct, had a statistically significant correlation ($p < 0.01$) with EE 2 and predicted 38.6% of the variance in EE 2.

Table 20 - Hypothesis 2 unstandardised values EE 2 - Model summary

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	.638[a]	0,407	0,386	0,764	0,407	20,014	5	146	0,000
2	.683[b]	0,466	0,424	0,740	**0,060**	2,602	6	140	**0,020**
3	.683[c]	0,466	0,420	0,742	**0,000**	0,020	1	139	**0,888**

a. Model 1 (Predictors) – Perceived OC

b. Model 2 (Predictors) – Perceived OC_Preferred OC

c. Model 3 (Predictors) – Perceived OC_Preferred OC_Perceived OC_x_Preferred OC

The addition of model 2 was also statistically significant at the $r < 0.05$ significance level with a weak R square change of only 6%. The addition of the product term model 3 showed no R square change resulted (R^2 change = 0.000), as well as no statistical significance (Schroeder, Sjoquist, & Stephan, 2018; Hajovsky & Reynolds, 2018).

From Appendix I, the VIF and tolerance values increased with the addition of models 2 and 3. This caused some concern and resulted in the use of standardised values for all models. There was incorporation of standardised Z values for Perceived OC and Preferred OC, from where the analysis was repeated (Schroeder, Sjoquist, & Stephan, 2018). Tables 21 and 22 provide the repeated moderated hierarchical multiple regression test results.

Table 21 - Hypothesis 2 standardised values EE 1 - Model summary

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	.664[a]	0,441	0,422	0,811	0,441	23,069	5	146	0,000
2	.698[b]	0,487	0,447	0,794	**0,046**	2,076	6	140	**0,060**
3	.699[c]	0,489	0,445	0,795	**0,002**	0,595	1	139	**0,442**

a. Model 1 (Predictors) – Z_Perceived OC

b. Model 2 (Predictors) – Z_Perceived OC_Z_Preferred OC

c. Model 3 (Predictors) – Z_Perceived OC_Z_Preferred OC_Z_Perceived OC_x_Preferred OC

Table 22 - Hypothesis 2 standardised values EE 2 - Model summary

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	.638[a]	0,407	0,386	0,764	0,407	20,014	5	146	0,000
2	.683[b]	0,466	0,424	0,740	**0,060**	2,602	6	140	**0,020**
3	.683[c]	0,466	0,420	0,742	**0,000**	0,006	1	139	**0,939**

a. Model 1 (Predictors) – Z_Perceived OC

b. Model 2 (Predictors) – Z_Perceived OC_Z_Preferred OC

c. Model 3 (Predictors) – Z_Perceived OC_Z_Preferred OC_Z_Perceived OC_x_Preferred OC

The results concluded that the standardised variables resolved the multicollinearity problem. The adjusted R square and significance terms, however, did not change and displayed the same outcome as the unstandardised analysis. The moderating construct “preferred OC” had adequate testing and displayed no predictive significance towards the relationship between the independent and dependant variables.

The coefficients tables in Appendix J, however, provide some justification for the influence of the employees’ preferred view towards their engagement levels. PF 3 “Concern for employees, semi-autonomous teamwork, cutting edge future vision” and PF 4 “Risk taking, entrepreneurial, dynamic, and a nurturing, mentoring environment” had a significant predictor relationship with EE1. The standardised beta coefficients were positive (Beta = 0.190) and negative (Beta = -0.205) respectively. PF 2 “Growth potential, high trust, stability, and smooth-running processes” and PF 4 “Risk taking, entrepreneurial, dynamic, and a nurturing, mentoring environment” provided factor specific negative significance towards EE2. Their standardised beta coefficients were Beta = -0.183 and Beta = -0.212 respectively.

Conclusions

From the above, the following four noteworthy discussion factors and conclusions can be drawn for Hypothesis 2:

1. The interaction term (i.e., product term) consisting of the perceived and preferred combination had no statistical significance in predicting variance in both EE1 and EE2.
2. PF 3 “Concern for employees, semi-autonomous teamwork, cutting edge future vision” was a significant positive predictor of EE1.
3. PF 4 “Risk taking, entrepreneurial, dynamic, and a nurturing, mentoring environment” had a significant negative predictor relationship with EE1.
4. PF 2 “Growth potential, high trust, stability, and smooth-running processes” and PF 4 “Risk taking, entrepreneurial, dynamic, and a nurturing, mentoring environment” provided factor specific negative significance towards EE2.

5.4.5 Hypothesis 3 – Descriptive statistics

Examination of the cultures revealed the highest perceived culture to be hierarchy (N = 58), followed by Market (N = 43), Clan (N = 40) and Adhocracy (N = 11). The highest preferred culture was Clan (N = 66), followed by Hierarchy (N = 38), Adhocracy (N = 37) and Market (N = 11). Appendix K presents the culture descriptive statistics for hypothesis 3.

5.4.5.2 Inferential statistics

Hypothesis 3 stated that the further apart the perceived and preferred OC views were the lower the employee engagement; the inverse relationship is also argued, which states that the closer the perceived and preferred views are the more engaged employees will be. To test the hypothesis there was the formulation of a radar graph, as per the literature guidance in Cameron and Quinn. There was a further correlation matrix and mean plots were generated to determine the level of EE (i.e., Very Low, Low, Average, High, Very High) towards each culture type. The EE construct consisted of two sub variables (i.e., EE1 and EE 2) and were correlated with the independent variables, which consisted of the four different culture types (Clan, Adhocracy, Market and

Hierarchy) (Hartnell, Ou, & Kinicki, 2011). From Figure 7 the radar plot indicates that hierarchy and market cultures were the highest perceived cultures of this study. A preference towards a Clan and Adhocracy culture also resulted.

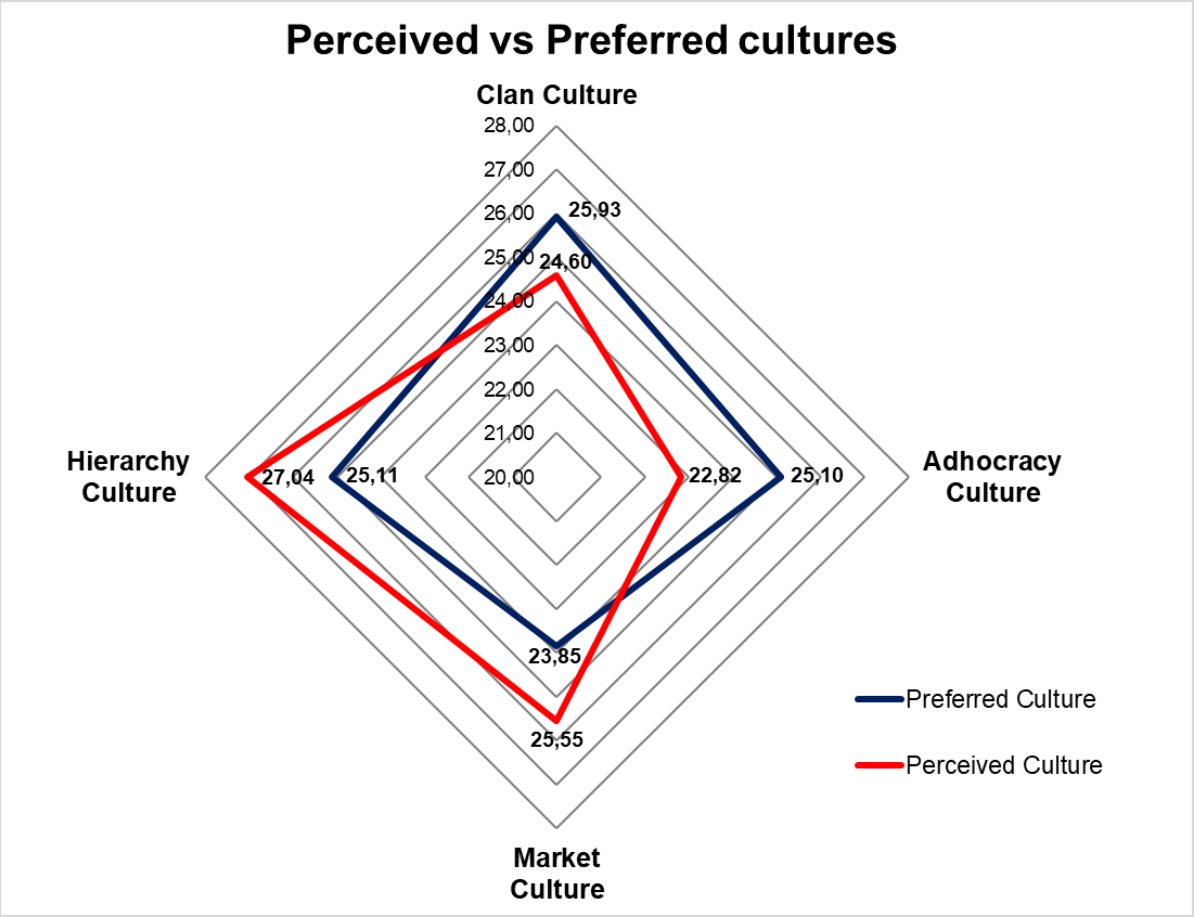

Figure 7 -Perceived and Preferred culture differences

To examine the impact of the difference between perceived and preferred culture groups, a one-way ANOVA test obtained the mean values for each engagement factor. All ANOVA assumptions were tested and justified in Chapter 4 before performing the test.

The EE construct was converted into an ordinal dataset consisting of engagement levels (i.e., Very Low, Low, Average, High, Very High). Following this was the plotting of the means per culture type difference. Appendix I presents all engagement level means. Figure 8 shows the influence of various culture differences on the first engagement factor.

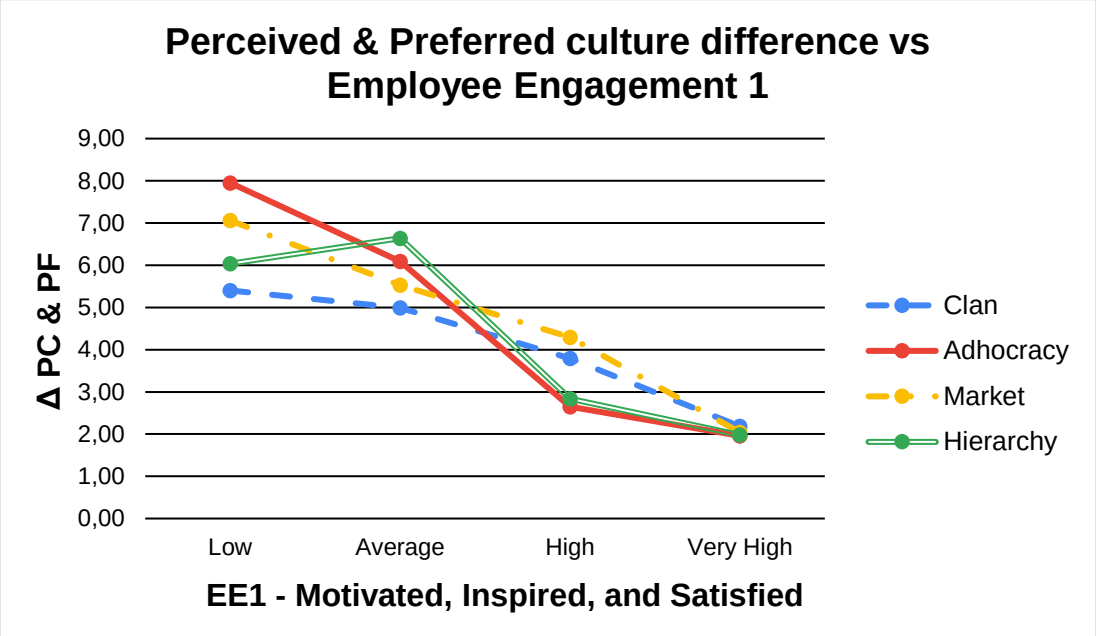

Figure 8 - Perceived and Preferred culture difference vs Employee Engagement 1

Results provided a clear indication of the inverse relationship between perceived and preferred cultural differences and engagement levels. Employees experienced increased levels of motivation, inspiration, and satisfaction towards their companies as the gap closes between cultural perceptions and preferences. Figure 9 provides insight into the resilience, commitment, and passion an employee portrayed as the cultural differences varied.

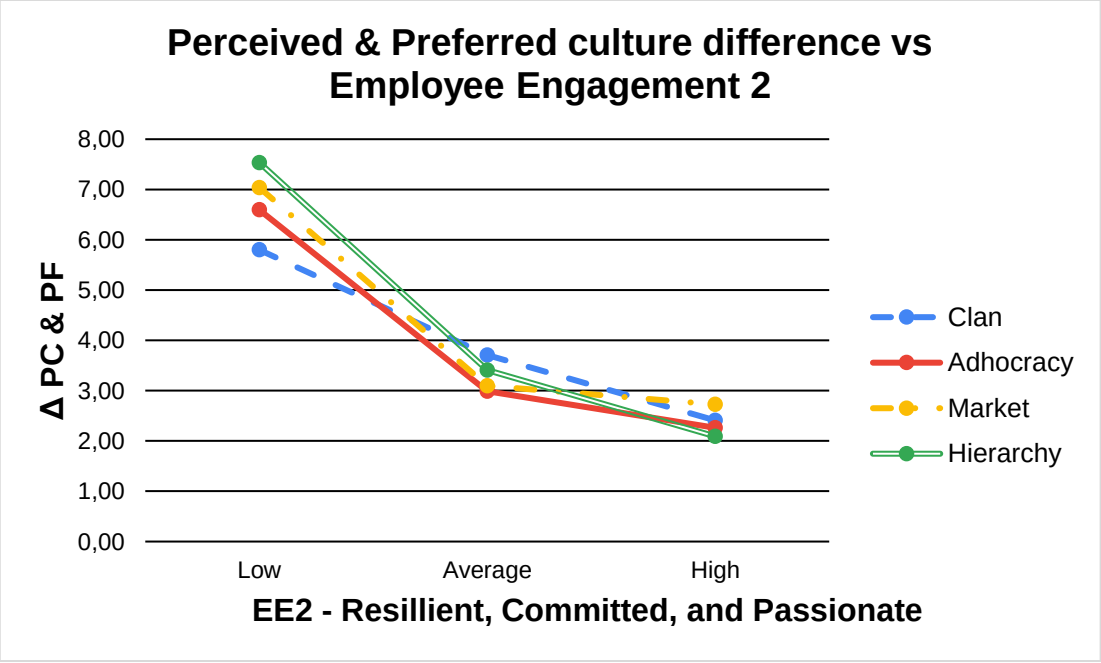

Figure 9 - Perceived and Preferred culture difference vs Employee Engagement 2

Similarly, employees face subjection to the inverse relationship between the preferred and perceived culture views with how engagement is experienced. The graph depicts higher engagement levels as the views regarding culture in the workplace converge.

Table 23 illustrates the validation of these findings by means of the Pearson correlation matrix.

Table 23 - Hypothesis 3 - Pearson correlation

	A - Clan (difference)	B - Adhocracy (difference)	C - Market (difference)	D - Hierarchy (difference)
EE1	-.350**	-.456**	-.437**	-.436**
EE2	-.367**	-.400**	-.376**	-.443**

**Correlation is significant at the 0.01 level (2-tailed).

EE1 – Estimated marginal Means of EE1 - Motivated, Inspired and Satisfied employee

EE2 - Resilient, committed, and Passionate employee

Results revealed a statistically significant correlation between all perceived and preferred culture differences and the engagement factors. These correlations were all moderate in strength and clearly validates the inverse relationship.

Conclusions

From the above, the following two noteworthy discussion factors and conclusions can be drawn for Hypothesis 3:

1. The current OC was perceived to be strongly directed towards the Hierarchy and Market cultures, while Clan and Adhocracy cultures were preferred by the sample.
2. There exists a negative correlation between EE, and the difference between PC and PF. In simpler terms, specific preferred OC factors does have an impact on EE and provide managers with areas of improvement.

CHAPTER 6: RESULTS DISCUSSION

6.1 Introduction

The formulation of the result discussion chapter was around the stated hypotheses in Chapter 3. Chapter 5 forms the foundation for this results discussion and brings together the focus of the intended study. The purpose of the study was to examine the effect of perceived and preferred views from an employee's perspective towards the OC they find themselves in. The constructs that formed the basis of the study were the employees' perceived view of their current OC, their preferred choice regarding an OC and lastly the effect on the engagement levels of employees.

6.2 Demographic discussion

Demographics play a significant role in the engagement of employees at work and dictates individual's dissatisfaction levels with current positions (Wöcke & Heymann, 2012). In this study the demographics revealed two variables with statistical significance at the ($p = 0.01$) significance level towards EE (see Table 14). These variables are age and level of education. Pearson correlations between the demographic data and two EE factors (i.e., EE1 - Motivated, inspired, and satisfied, EE 2 - Resilient, committed, and enthusiasm), revealed a moderate negative correlation between the levels of education and an employee's motivation, satisfaction and whether they are inspired at work ($r = -.325$). HLE also revealed a weak negative correlation towards an employee's resilience, enthusiasm and committed behaviour ($r = -.256$) (Onwuegbuzie, Daniel, & Leech, 2011).

These findings indicate that an inverse relationship exists between levels of education and EE, in other words when an individual achieves or obtains higher levels of education their engagement levels decrease. These findings are similar to those of Wöcke and Heymann (2012), which stated that higher educated employees have more market options, resulting in a higher probability to consider leaving a company. There is also the contrary stated, conveying the reduced probability of less educated individuals to leave their current positions.

The second significant correlation was between respondent's age and engagement levels. The study revealed weak positive correlations with both the EE 1 ($r = .249$) and

EE 2 (r = .223) engagement factors. The correlation indicates older employees are more likely to express engaged behaviour than are younger individuals. An explanation of the phenomenon could be the different life stages individuals reach as life progresses. A younger employee has less responsibilities and commitments than do older established employees, which will dictate whether a career move is considered. Younger individuals also portray the latest technological skills and abilities, which makes them more susceptible to various pull factors of industry. Due to these factors, an employee's engagement levels fluctuate and adapts (Wöcke & Heymann, 2012).

These findings underline the notion that an engagement criteria redesign is necessary. Employee traits and unique individual circumstances need in the employment criteria which forms the basis of the psychological contract between employer and employee (Wöcke & Heymann, 2012).

Therefore, I conclude that age and education support existing literature and need to become part of the organisation's strategy as recruitment and retention tools.

6.3 Hypothesis 1 discussion

Hypothesis 1 (H1): Perceived Organisational Culture will be strongly and significantly related to overall employee engagement

Literature has revealed that employees have defined perceived and preferred views of the cultural profile they work in. These cognitive filters an individual interprets influences their environment by causing a sensory experience in the current work environment. Experiences bring about various behaviours and establishes an attitude that guides an employee toward potential engaged behaviours (Demir, Ayyildiz Unnu, & Erturk, 2011). The current culture possesses multiple underlying factors that directs an organisation and cultivates engagement (Kwon, Farndale, & Park, 2016).

The complete Perceived OC construct provided noteworthy regression results. The linear regression determined through the coefficient of determination (R^2) that 44.1% of the variation in the first EE factor; EE 1 "Motivated, inspired, and satisfied," about the regression line were due to the variation in the Perceived OC construct. The study further concluded a 40.7% of the variance about the mean regression line for EE 2 "Resilient,

committed, and passionate" was due to the variance in the perceived OC construct (Schroeder, Sjoquist, & Stephan, 2018). These results support the hypothesis from an overall Perceived OC perspective towards EE levels. Significant predictive power is captured in an organisation's perceived current culture and meaningly influences the direction and magnitude of employees.

Unravelling of the Perceived OC construct revealed certain perceived items for consideration. The sample respondents perceived existing semi-autonomous and trust factors within their current culture to be present. Results confirmed that these perceptions are statistically significant with their engagement levels. The higher the levels of group autonomy and trust are within an organisation, the greater the confidence becomes within employees. The "Semi-autonomous reward, concern for employees and dynamic response" factor (i.e., PC1) are given in Figure 10.

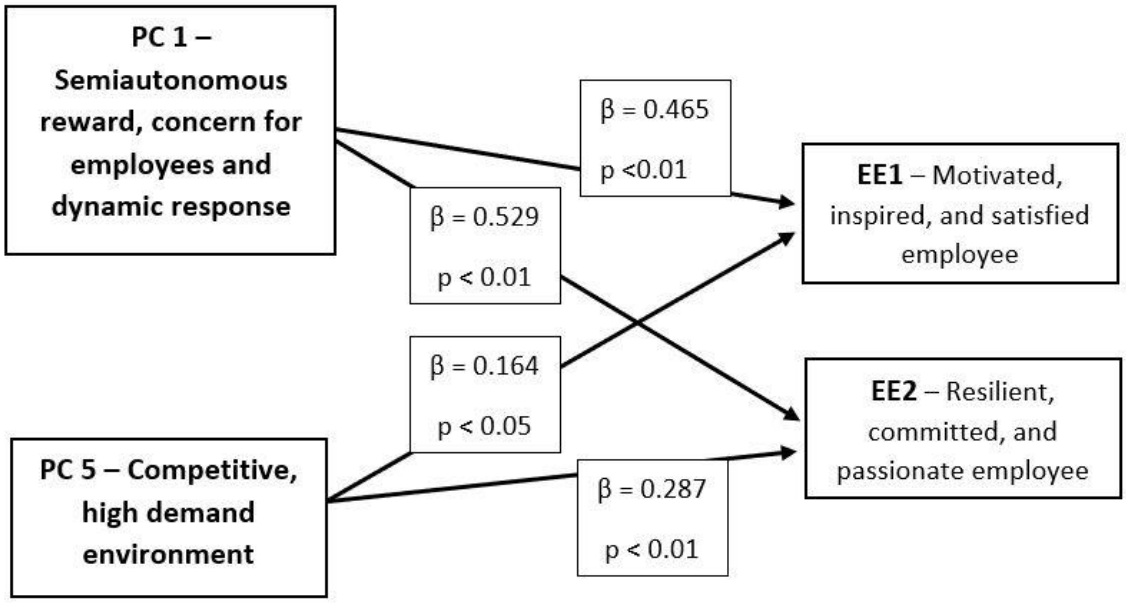

Figure 10 - Hypothesis 1 – Discussion

According to Tong and Arvey (2015), the internal environment an employee conducts himself in notably contributes to the employee and manager relationship. Employees will inherently feel their contribution and knowledge is enough for their designated position when they have the autonomy and voice to lead tasks and manage time between projects. In addition, Parke and Seo (2017) highlight that with strong cultural values, where there is acknowledgement and consideration of employees' opinions and tenures, a strong sense of belonging and security results. This mindset fosters a mutual trust that

will produce lasting confidence. The autonomy and trust factor also embodies the clannish culture perspective whereby internally related issues and changes depict the outcome on employee engagement level (Demir, Ayyildiz Unnu, & Erturk, 2011). The sample perceived PC1 to be the most prevalent culture factor and indicated a level of participative behaviour and semi-autonomous voice engagement in the various current environments does exist. These findings link up with the Clan and Adhocracy cultures, emphasising perception among employees where new ideas, suggestions and views are encouraged (Kwon, Farndale, & Park, 2016). Furthermore, employees and human beings in general long for the prospect to contribute in a meaningful manner. When these contributions are seen as unique, innovative and meaningful additions, an employee is motivated, inspired and resilient at producing more and improved contributions (Kahn, 1990) (Shuck, Reio, & Rocco, Employee engagement: an examination of antecedent and outcome variables, 2011).

The linear regression further revealed that employees perceived their work environment to be a competitive, no nonsense, results oriented environment with high demand and achievement standards. The perceived factor PC5 in Figure 10 highlights these perceptions. The more challenged employees are to display competitive behaviour and to engage in result-oriented projects, the more they will be satisfied and motivated.
According to Shuck, Reio and Rocco, Employee engagement: an examination of antecedent and outcome variables (2011), employees who perceive a work environment to be appropriately challenging with supportive and involved managers, engages in behaviour that constitutes “going the extra mile.” These actions speak of motivated, inspired and committed employees. Emphasis is on the appropriate levels of challenge and competitiveness a task at work consists of. Unchallenging tasks cause employees to become disengaged and uninterested (Shuck, Reio, & Rocco, Employee engagement: an examination of antecedent and outcome variables, 2011).

Therefore, I conclude that the perceived culture views from an employees’ perspective support existing literature and is statistically significant with overall engagement levels. There were two potential valuable areas highlighted as portals towards higher engagement. Improving the teamwork, semi-autonomous nature, and commitment towards employees (i.e., Clan and Adhocracy) as well as providing appropriate work challenges and managerial support will yield favourable engagement levels (i.e., Market) (Cameron & Quinn, 1999).

6.4 Hypothesis 2 discussion

***Hypothesis 2 (H2)*: Preferred organisational culture will moderate the relationship (i.e., influence the level and direction) between the perceived organisational culture and employee engagement.**

According to Demir, Ayyildiz Unnu and Erturk (2011), an organisation will benefit from aligning or attempting to close the gap between the current perceived OC and the culture preferred by the employee. Demir's study found that the ingress of the preferred culture will reduce the confrontation between employer and employee for the fact that the power distance will be reduced. Employee voice action will also improve as the preferred culture is incorporated, owning to the trust and respect given to what the employee prefers (Kwon, Farndale, & Park, 2016).

Hypothesis 2 testing, however, provided contradictory insights to whether the preferred views from an employee's perspective had a significant influence in the engagement levels obtained. From section 5.4.4, Tables 21 and 22, the perceived OC construct significantly predicted the outcome variables EE1 and EE2 at the $p < 0.01$ level. The Perceived OC construct predicted 42.2% for EE1 and 38.6% for EE2 respectively. Addition of the preferred construct as well as the product term, however, resulted in a decrease in predictive power. Addition of the Preferred OC construct added 4.6% and 6% predictive capacity towards EE1 and EE2 respectively from where the product term added zero.

Results revealed insights into the interaction between perceived and preferred views. Employees' preferred fluctuations of what they ideally would gravitate towards has no influence on the fluctuation or variance within an employee's perceived view of the company culture. In simpler terms, the employee's preference, and perception of OC, are not aligned. Employee preferred views of OC thus does not act as a moderator between perceived culture and engagement and merely highlight certain preferences to be considered for an improved work experience.

In addition, the employee preference, did produce three factors within the main construct that highlighted trends and were statistically significant with EE. Figure 11 provides these factors.

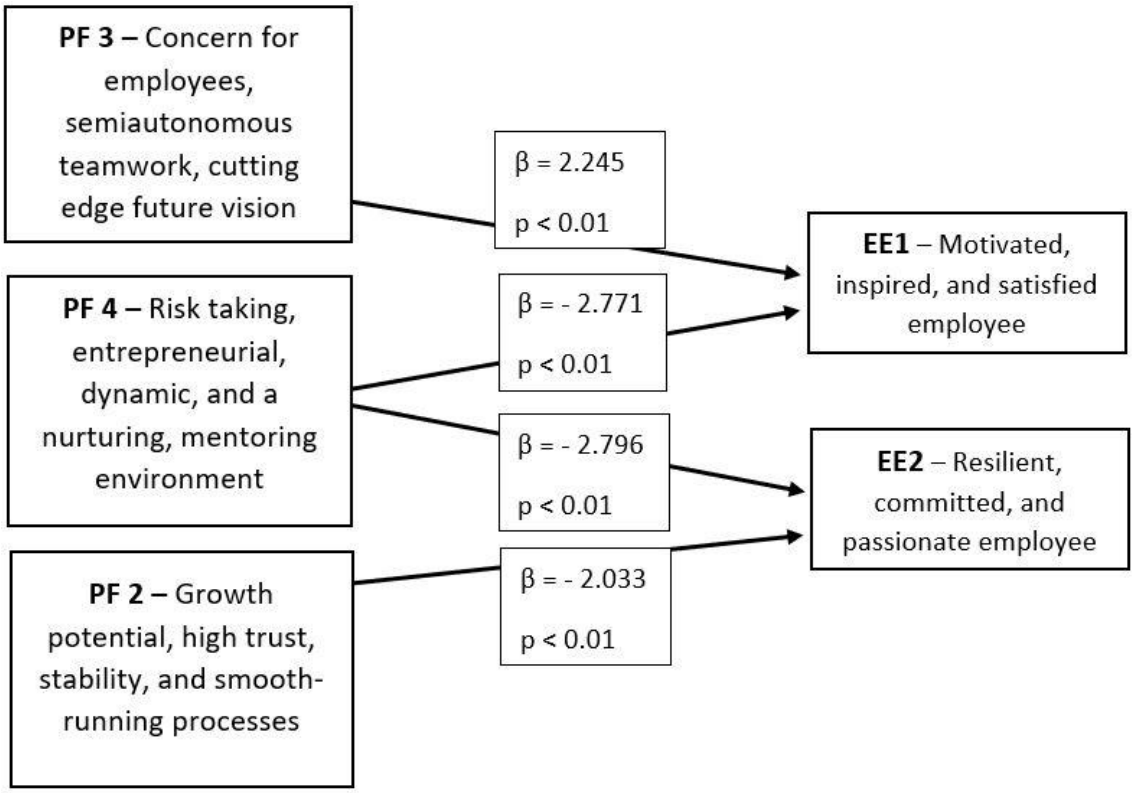

Figure 11 - Hypothesis 2 - Preferred factor influence

Company involvement and concern towards employees with emphasis on innovative future visions and teamwork were positively related to an individual's motivation, inspiration, and satisfaction levels. Clan and Adhocracy culture aspects are present in this preferred factor. Shuck, Reio, & Rocco, Employee engagement: an examination of antecedent and outcome variables (2011), validated these results when examining the antecedents affecting EE. The results conclude that whenever employees perceive their work to be meaningful, motivating and equipped with adequate opportunities and resources, they are less likely to leave the company. These results highlight management responsibility to establish future stability and team based semi-autonomous targets, which are validation for the findings in Hypothesis 1.

EE supposedly decreases as the risk taking, and entrepreneurial nurturing environment improves. The specific preferred factor focuses on Clan and Adhocracy aspects. As literature suggests, people who are committed and engaged will consider their positions to be of great value and would prefer not to experience organisational modes of control in the form of risks, mentoring, nurturing, rules, procedures, and guidance that might harm their personal opinions and livelihoods (Wöcke & Heymann, 2012; Smith & Bititci, 2017; Gill, 2019). Smith and Bititci (2017) further state that performance management and measurement in modern companies do not have a negative impact on engagement,

but rather the way these measures or modes are implemented that influences engagement. Internal competition, frequency of control measure implementation and magnitude of measures are the technical aspects that influence social behaviour and ultimately engagement. According to Gill (2019), these reactions to modes of control are subjectively experienced, and for this specific sample of respondents, seem to be a source of suffering causing disengagement.

The study's sample may provide insights into the relationship when considering the age groups and gender division. According to Wöcke and Heymann (2012), White males displayed the highest degree of loyalty and lowest perceived mobility rates within a South African context. Furthermore, the study's 42.8% White male portion may suggest the intolerance towards any risks or modes of organisational control. These findings are exacerbated by the study's age split which reported 50% of respondents to be 40 years or older. These are established employees with reduced appreciation for occupational risks.

PF 2 alludes to organisational success with teamwork and smooth-running efficiencies at the forefront. This specific, preferred factor focuses on organisational and leadership perspectives and included Clan and Hierarchy culture questions. The structured chain of command from the Hierarchy culture and the group focus with semi-autonomous individual action of the Clan culture, might have been in contrast with the various individual perspectives of the sample respondents (Rukh & Qadeer, 2018). The organisational targets where high trust, growth potential and participation are valued, puts strain on individual performance, which can lead to burnout or disengaged employees due to the increased modes of control and less autonomy associated with the formal procedures that govern people (Gill, 2019).

Therefore, I conclude that the employees' preferred culture views contradict findings in existing literature and do not statistically moderate the relationship between the perceived culture and the engagement levels. Further analysis, however, did reveal a preferred factor for positive engagement influence and two preferred factors to be toned-down or de-prioritised for improved engagement.

6.5 Hypothesis 3 discussion

***Hypothesis 3 (H3)*: A significant difference exists in engagement levels between participants who reported a larger difference between preferred and perceived OC, than those who reported a closer score.**

More specifically:

- **The further away the Preferred OC is from the Perceived OC, the lower the respondent's engagement levels.**
- **The closer the Preferred and Perceived OC scores are to each other the higher the reported engagement levels will be.**

The study revealed a perception of the current culture mainly consisted of the Hierarchy and Market types. These cultures highlight the perceived bureaucratic internal processes with emphasis on rules, conformity, and regulations. The perception of the external view was to provide evidence of the competitive nature of the organisation with priorities to lead the Market. The study also revealed an overall preference towards Clan and Adhocracy cultures, which translates into more freedom towards employees to self-manage, innovate, and express their ideas. These findings correspond with the literature findings.

According to Kwon, Farndale and Park (2016) and Rukh and Qadeer (2018), high power distance culture (i.e., Hierarchy and Market) create an environment less likely for employees to engage and voice their opinions; this is due to the power distances that exist between various hierarchical levels in the organisation. Employees are thus in contrast with these cultures as they are not favourable for employees to effectively voice their opinions. Kwon, Farndale and Park (2016) also elaborate on the Clan and Adhocracy cultures, which are more prevalent in establishing a perception among employees where new ideas, suggestions and views are encouraged. Furthermore, Rukh and Qadeer (2018) validated the preferred and perceived culture through a mixed method study where both quantitative and qualitative aspects of the study revealed Hierarchy as the perceived and Clan as the preferred organisational culture.

Final testing of the hypothesis revealed that the closer an employee's perceived and preferred views are regarding the existing culture, the higher the engagement levels. These interactions are not statistically significant but provide a trend towards higher engagement levels. The Pearson correlation validated this statement with an inverse significant relationship.

The study by Demir, Ayyildiz Unnu and Erturk (2011) validates the findings, revealing that organisations who maintain and foster a “preferred” culture are likely to experience higher levels of performance and engagement from employees.

By comparing cultures within an organisational setting and finding preferences and perceptions, does not mean the ignoring or disregarding of other culture types; instead, one should consider emphasis or de-emphasis to manipulate and challenge the existing status quo that will lead to an all-inclusive and engaging culture makeup (Rukh & Qadeer, 2018). These amendments to an existing culture do not mean neglecting discipline or teamwork principles, but rather need reconsidering and adjusting to fit the organisation’s requirements (Rukh & Qadeer, 2018).

Therefore, I conclude that by reducing the gap between perceived and preferred cultural views, establishes a trend that guides improved levels of engagement and employee-organisation fit. These findings are in support of existing literature (Demir, Ayyildiz Unnu, & Erturk, 2011).

CHAPTER 7: CONCLUSION AND RECOMMENDATIONS

7.1 Introduction

The three hypotheses were evaluated and concluded as per Chapter 5 and 6. The main conclusion will follow in this chapter, as well as what implications for relevant stakeholders may exist. Theoretical contributions are discussed from where the chapter concludes with research limitations and future research suggestions.

7.2 Principal conclusions and Managerial recommendations

Portrayed below are the main findings in relation to this study:

The findings revealed the preferred construct was an insignificant predictor of EE and contradicted the existing literature. The relationship as illustrated in Chapter 3 Figure 2 was insignificant. Employees thus generate a preferred view of OC but according to the research provide no bargaining power towards establishing a favourable culture that is aligned with their preferred view. This finding can be argued in the following manner:

According to Heritage, Pollock and Roberts (2014), comparable results have been found in their validation analysis of the CVF framework. They stated that the ideal culture factors (i.e., preferred culture) were not significant job satisfaction predictors. Heritage, Pollock and Roberts (2014), continued by stating that OC is only meaningful at organisational level, not at individual level. The preferences of an employee are thus in contrast with OC, described as a strictly organisational characteristic. The preference of an individual may therefore produce non-existing relationships with job satisfaction when conceptualised on a larger organisational level.

The argument by Heritage, Pollock and Roberts (2014) can, however, be countered by referring to the essence of what EE stands for. EE as DV in this study speaks to the fundamental relationship between organisation and employee. The aim of EE is to establish through quantitative, qualitative, and emotional methods the nature of the relationship and how they complement each other. Moreover, employee preferences and perceptions as they are subjected to the OCAI framework has a common denominator

(i.e., existing OC). Whether the preference is provided by an individual or in a team setting, the specific culture as reference point remains the same (Griffin, 2015; Schneider, Yost, Kropp, Kind, & Lam, 2017; Williams & Bland, 2020).

The latter argument nullifies the separation claims from Heritage, Pollock and Roberts and highlights the importance of the interaction between employee preferred and perceived views. A preference would not have existed nor been cultivated had there been no OC to begin with. OC cultivates the lens through which employees find conclusions and make informed decisions regarding how they will behave and what tenure dedication they will implement (Kwon, Farndale, & Park, 2016). This theorised argument is further exacerbated by the significantly strong relationship between engagement and the current culture as revealed in the study; Perceived OC construct predicted 44.1% of variance in EE1 and 40.7% of variance in EE2. The significance of perceived OC towards EE illuminates how powerful the established OC can be. Employees are at the mercy of the culture they enter and only possess the opportunity to change the culture if a significant leadership position is held. To that end, there exists a level of permanence when employees enter an established work culture where any preferences have insignificant power to influence (Thomas & Lindsay, 2003).

These notions lead to the uncertainty of how an OC is created and maintained. According to Kwon, Farndale and Park (2016), the ASA model provides insight into what is important and how OC is cultivated. The framework speaks to the process where individuals are attracted to an organisation, selected by the company, and gradually attrition from it. The model speaks to managerial decision making and how managers, CEOs, and important influencers in a company hand pick individuals with similar characteristics.

The study thus proposes an implementation model that suggests that these initial selection criteria, implemented by managers and owners hold the answer to improving engagement and changing OC in the long term. Employers essentially hire a culture as time progresses.

The culture - recruitment framework displayed in Figure 12, provides employers with essential criteria measures to leverage off the ASA and recruit the correct individuals. The model also delivers on measures that aim to change existing culture and align it with those recruited individuals.

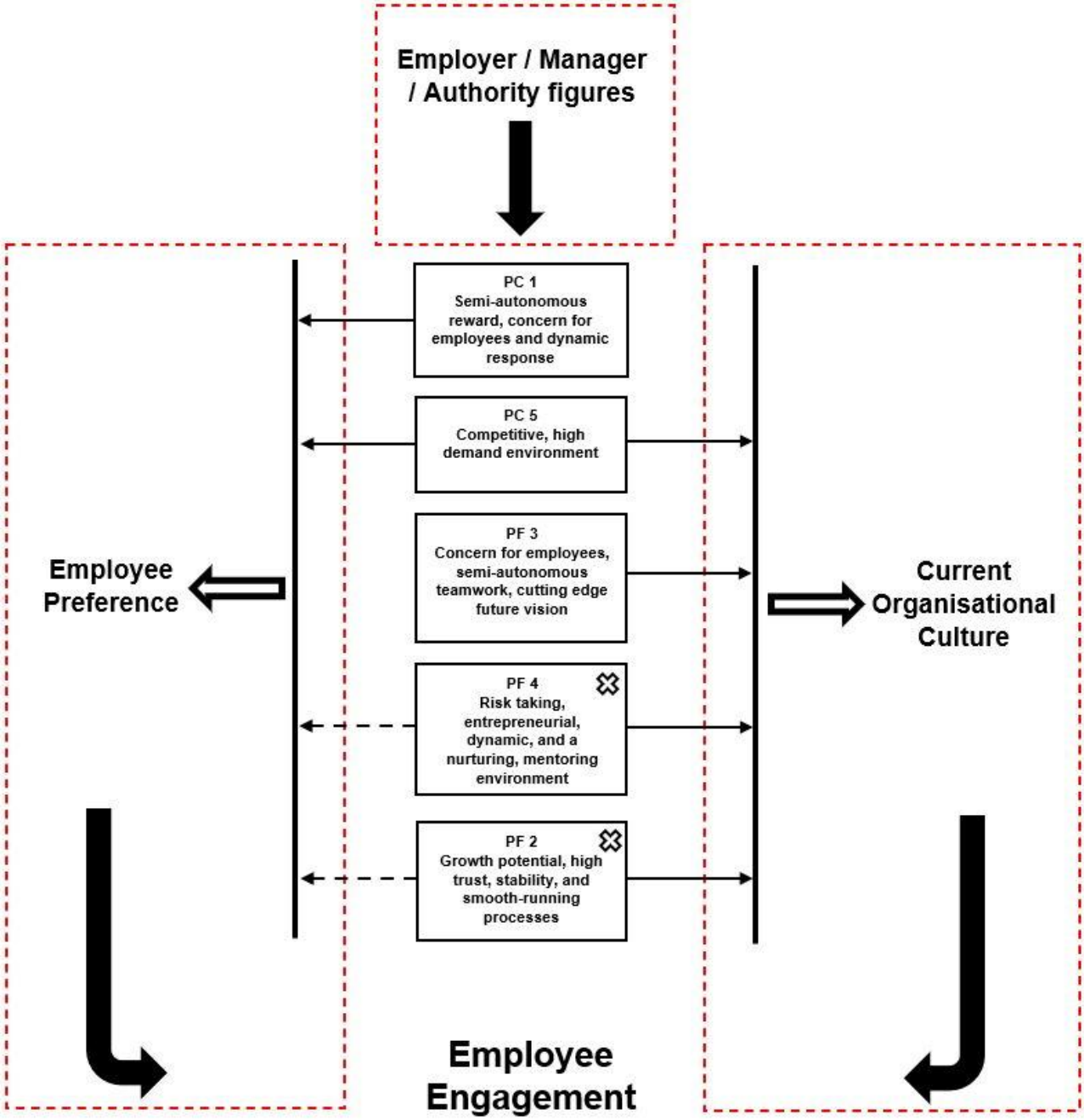

Figure 12 – Culture - Recruitment Framework

The model focusses on guiding employers to implement the statistically significant views as found in the study. Employers are the power holders in an organisation and as Figure 12 highlights, influence the unique preferences employees generate. Employers also possess the power to direct an OC in a specific direction. By applying the perceived and preferred factors, an employer can engineer a desired culture as well as hire for the same characteristics to achieve EE.

Employer / Manager / Authority figures

The employers or managerial figures in an organisation are the power holders and influence employees with how they conduct themselves. Managers and supervisors are responsible for maintaining a full complement and is directly involved with recruitment and remuneration decisions. Employees pay close attention to how their superiors engage and respond to their inputs. Perceptions within employees are also shaped by managers and supervisors, meaning that the influencing power to change a culture resides with authority figures (Janssen & Gao, 2015). Rukh and Qadeer (2018), goes further to substantiate the influence managers and leaders have in moving a culture away from the status quo toward set goals. They argued that newly demonstrated attitudes and behaviours from a leader provide employees with a more vision and motivation than formal training.

Individual Preference and Current Culture

Tests concluded that when the perceived and preferred views are closer in existence, the engagement levels are higher. Therefore, an inverse relationship exists that supported existing literature. The correlations were, however, found to be non-significant. In this regard, there was more emphasise instilled on the importance of implementing the additional found factors from Hypotheses 1 and 2.

The study illuminated the importance of employers to focus on the shared values and cohesion within an organisation. The term “we-ness” and “agility” personifies the culture type where there is deployment of semi-autonomous trust towards employees, and company commitment towards individuals. Managers are urged to hire for these collaborative characteristics and consider individuals with a preference for semi-autonomous team recognition, innovation and who exerts a dynamic fast thinking work approach (i.e., PC 1).

Furthermore, these factors describe an environment where there is promotion of employee voice behaviour within a team setting, where a sense of involvement clearly promotes engagement within employees (Kwon, Farndale, & Park, 2016). To that extent, management is required to establish an organised anarchy with disciplined imagination and space for entrepreneurship, innovation and pioneering, where less supervision and oversight is required (i.e., PF 3) (Cameron & Quinn, 1999: Rukh & Qadeer, 2018).

Findings also provided focus areas around a Market type culture where organisations are prompted to focus on productivity measures with clear and aggressive strategies.

These organisational traits correspond with the correct level of challenge employees are longing to experience (Shuck, Reio, & Rocco, Employee engagement: an examination of antecedent and outcome variables, 2011). For increased engagement levels, employers may want to identify individuals with high tolerance and preference for demanding environments, and design an environment sufficiently challenging (i.e., PC 5).

The study also concluded there was a negative affinity towards risk-taking and modes of control. Individual views of the age and gender dominant sample gravitated towards a risk averse environment with increased autonomy. These findings have implications towards employers' methods of enforcing structure and suggests they are in disconnect with employee preferences.

The PF 2 factor identified in the testing of hypothesis two, illuminated the powerful negative influence of hierarchy aspects within a culture. The long-term concern of an organisation should be to include employees and their interests without whom no future opportunities are possible. A negative correlation suggests to employers that necessary hierarchical rules, procedures, and growth potential need to be re-evaluated and toned down to increase engagement. These re-evaluations need to conform to every unique organisation and no general rule exists.

Employers are urged to consider the negative effects a Clannish and Adhocracy environment might have on employees. An environment with increased management controls and performance management tools, induces trust issues and instil a sense of "Am I good enough?" within employees. Employers must establish to what extent the organisation will use modes of control and identify individuals with a preference for formal monitoring, appraisals, and work procedures (I.e., PF 4). The aim is to find the happy medium between driving individual productivity, providing adequate support without undermining the provided autonomy and trust (Cameron & Quinn, 1999).

Concluding recommendations

Objectively consider the investments deployed towards employees. Be cognisant of the findings that highlighted the increased affinity of educated and younger employees towards their intention to turnover. Look after your educated employees due to their affinity to move to more favourable position elsewhere. Also pay close attention to the number of skills carried over to employees (i.e., training courses and upskilling programmes). This might be within the company's strategy and beneficial for growth and efficiency, however, might also create expectations and indirectly create push factors (Wöcke & Heymann, 2012).

There exists a clear invitation towards leaders, managers, and practitioners to improve the workplace culture in their respective organisations. All organisations are unique and facilitate diverse cultural antecedents, which make up the culture. It is thus imperative that there is understanding and incorporation of specific geographic and ethnic culture convictions for prosperity to prevail.

7.3 Theoretical contribution

Literature clearly articulated the benefits and need for organisations to move towards the employee preferred view of OC. These literature findings were, however, contradicted on an overall construct scale. Preferred views from employees did not display noteworthy influence on the relationship between the perceived culture and engagement of employees. The research adds to the field of social studies and recommends to academics and human resource managers, to remain cognisant of the insignificant effect employees' preferred view of OC has on the overall engagement levels.

The research also recommends an implementation model for practitioners to consider when recruiting employees or changing current cultures. These considerations provide employers with tangible aspects towards redesigning OC and cultivating aligned employee preferences.

7.4 Limitations of the research

- The length of statements used by Cameron and Quinn, in the description of the various cultural archetypes, introduced repetition of certain opinions and views. The possibility thus existed that respondents may feel they are answering the same question with only a minor change and thus provide conflicting degrees of agreement. A bias towards the first “perceived” mindset might have lingered and caused the “preferred” section with inadequate respondent attention in focus (Heritage, Pollock, & Roberts, 2014; Cameron & Quinn, 1999).
- The research study being cross-sectional, posed a potential limiting factor for the fact that the “snapshot” in time may limit or influence the respondents’ opinion in that specific instance. Personal external factors or out of the ordinary internal work-related circumstances may have influenced the study. The topic discussed also seeks to accumulate opinions of both managerial and employee perspectives which in some cases are a sensitive topic to begin with. Biases and personal revenge seeking emotions might have influenced or caused deviation of decisions compared to normal thought processes.
- The similarity of questions in both the PC and PF sections of the questionnaire may have posed limiting factors on the findings. To avoid the double barrelling to an extent, remedial action attempted to initiate the question towards the required mindset. These attempts might not have been adequate in inducing the correct mindset before answering.
- The researcher was also not an expert in research, distribution of surveys as well as data analysis techniques, which might have had an impact on the collection, processing, and interpretation of data.
- The distribution of an existing questionnaire model using a snowball sampling technique might have posed potential sample size problems. The study incorporated a structural equation model with a moderating effect. The sample size of 152 might have had limiting effects on the specific research model.
- EFA initiated the study’s data processing given the recommended CFA cut-off limits were not met. There could have been possible limiting effects introduced when certain items were grouped differently than the CFA method.

7.5 Suggestions for future research

- For the study to highlight the effects of the preferred employee view, a company specific repeat of this study is necessary. A single organisation will vividly contextualise a certain culture type more and make findings more tangible in terms of whether the employees' preference effects the existing culture.
- Validation of the non-significant preferred interaction can be a future study. The suggestion is to implement only the preferred section from the OCAI instrument to measure corresponding engagement levels.
- Future researchers should consider researching the possible mediators or moderators that will explain the significant difference that exists between an employee's preferred and perceived view of culture. Results disproved the moderating effect of the preferred view of culture, directing the attention to how the preferred view can be relevant. Future researchers may investigate EE as a moderating effect between an employee's perceived and preferred views.
- As suggested by Demir, Ayyildiz Unnu and Erturk (2011), future research may include the differentiation between unionised and non-union members and evaluate their preferences and perceptions in relation culture and engagement.

7.6 Concluding remarks

Employee engagement and relevant antecedents contributing thereto, causes extensive friction within organisations and has no formal handbook that will guide employers to understand this complex work dimension. Every organisation has a unique cultural theme that requires company specific attention and tailor-made solutions.

The study has contributed to understanding the two cognitive biases of employees. The perceived view towards OC has its roots set in how things have always been and alludes to the importance of the current culture. Employees are to a certain extent overwhelmed by the existing culture where their personal preferences fall victim and is rendered insignificant.

Employers and managers alike have the task of establishing an environment where employees have a semi-autonomous fare voice within a group setting. The comradery perspectives, where concern for individual views and contributions are valued, are

managerial aspects to consider. Managers can, furthermore, aim to cultivate an environment where these team activities embody leading future initiatives, which will fundamentally ground an employee's perception of a stable occupation. Employees aim for the assurance that their current positions are under no threat, which tasks employers with the duty to ensure productivity and company results.

Organisational culture requires constant work and effective leadership to be driven from the top down. The disconnect experienced in South Africa requires citizens to embrace the cultural diversity and strive towards building grand opportunities in the quest to achieve common ground.

"Opportunities are made, they do not just lie around waiting for someone to grab them"

----------*Mohammed bin Rashid Al Maktoum*----------

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APPENDICES

Appendix A - CVF – Organisational Culture Assessment Questionnaire (Cameron & Quinn, 1999)

1.	Dominant Characteristics	*Now*	*Preferred*
A	The organisation is a very personal place. It is like an extended family. People seem to share a lot of themselves.		
B	The organisation is a very dynamic and entrepreneurial place. People are willing to 'stick their necks out' and take risks.		
C	The organisation is very results oriented. A major concern is with getting the job done. People are extremely competitive and achievement oriented.		
D	The organisation is a very controlled and structured place. Formal procedures generally govern what people do.		

2.	Organizational Leadership	*Now*	*Preferred*
A	The leadership in the organisation is generally considered to exemplify mentoring, facilitating, or nurturing.		
B	The leadership in the organisation is generally considered to exemplify entrepreneurship, innovation, or risk taking.		
C	The leadership in the organisation is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.		
D	The leadership in the organisation is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.		

3.	Management of Employees	*Now*	*Preferred*
A	The management style in the organisation is characterised by teamwork, consensus, and participation.		
B	The management style in the organisation is characterised by individual risk taking, innovation, freedom, and uniqueness.		
C	The management style in the organisation is characterised by hard-driving competitiveness, high demands, and achievement.		
D	Management style in the organisation is characterised by security of employment, conformity, predictability, and stability in relationships.		

4.	Organisation Glue	*Now*	*Preferred*
A	The glue that holds the organisation together is loyalty and mutual trust. Commitment to this organisation runs high.		
B	The glue that holds the organisation together is commitment to innovation and development. There is an emphasis on being on the cutting edge.		
C	The glue that holds the organisation together is the emphasis on achievement and goal accomplishment.		
D	The glue that holds the organisation together is formal rules and policies. Maintaining a smooth-running organisation is important.		

5.	Strategic Emphases	*Now*	*Preferred*
A	The organisation emphasises human development. High trust, openness, and participation persist.		
B	The organisation emphasises acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.		
C	The organisation emphasises competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.		
D	The organisation emphasises permanence and stability. Efficiency, control, and smooth operations are important.		

6.	Criteria of Success	*Now*	*Preferred*
A	The organisation defines success based on the development of human resources, teamwork, employee commitment, and concern for people.		
B	The organisation defines success based on having the most unique or newest products. It is a product leader and innovator.		
C	The organisation defines success based on winning in the marketplace and outpacing the competition. Competitive market leadership is key.		
D	The organisation defines success based on efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical.		

Appendix B - Work and Well-being Survey (UWES-17)

The following 17 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your work. If you have ever had this feeling, cross the '1' as an option. If you have had this feeling, indicate how often you feel it by crossing the number (from 2-7) that best describes how frequently you feel that way (Schaufeli & Bakker, 2004).

1	2	3	4	5	6	7
Never	Almost Never	Rarely	Sometimes	Often	Very often	Always
	(A few times a year or less)	(Once a month or less)	(A few times a month)	(Once a week)	(A few times a week)	(Every day)

1. _____ At my work, I feel bursting with energy (VI1)
2. _____ I find the work that I do full of meaning and purpose (DE1)
3. _____ Time flies when I am working (AB1)
4. _____ At my job, I feel strong and vigorous (VI2)
5. _____ I am enthusiastic about my job (DE2)
6. _____ When I am working, I forget everything else around me (AB2)
7. _____ My job inspires me (DE3)
8. _____ When I get up in the morning, I feel like going to work (VI3)
9. _____ I feel happy when I am working intensely (AB3)
10. _____ I am proud on the work that I do (DE4)
11. _____ I am immersed in my work (AB4)
12. _____ I can continue working for exceptionally long periods at a time (VI4)
13. _____ To me, my job is challenging (DE5)
14. _____ I get carried away when I am working (AB5)
15. _____ At my job, I am very resilient, mentally (VI5)
16. _____ It is difficult to detach myself from my job (AB6)
17. _____ At my work I always persevere, even when things do not go well (VI6)

Appendix C - Questionnaire pilot test questions

Question 1 - Length of questionnaire? How long did it take you to complete?

Question 2 - Was it clear what the study is about?

Question 3 - Were all the section introductions clear and did it make sense?

Question 4 - Did you understand the expectations in every section?

Question 5 - Were all the questions understood and did it read well / fluently?

Question 6 - Did all personal information options (Section A) make sense and accommodate your selection?

Question 7 - Was the flow of the questionnaire disruptive or well received when you moved from the (Organisational Culture Part 1) to (Well-being section) to (Organisational Culture Part 2)?

Question 8 - Were there any spelling mistakes observed?

Question 9 - Any other comments or suggestions that will help me improve this survey?

Appendix D - Questionnaire code book

Demographics

Age?	Coding
Younger than 20Years	1
20-29 years	2
30-39 years	3
40-49 years	4
50-59 years	5
60 or older	6
Other - Free text	

Ethnic group?	Coding
African	1
White	2
Coloured	3
Indian	4
Asian	4
Malaysian	4

Gender?	Coding
Female	1
Male	2
Prefer not to say	3

Current position at work?	Coding
Office worker	1
Junior manager	2
Middle manager	3
Senior manager	4
Executive	5
Technical/Professional	6
Factory worker	7
Other - Free text	

Nature of business your company is in?	Coding
Manufacturing	1
Finance	2
Consulting	3
Retail	4
Services	5
Education	6
Healthcare	7
Mining	8
Agriculture	9
Other – Free text	

Number of years employed at current company?	`Coding
Less than 1 year	1
1-5 years	2
6-10 years	3
11-15 years	4
15-20 years	5
More than 20 years	6

Number of years in your current position?	Coding
Less than 1 year	1
1-5 years	2
6-10 years	3
11-15 years	4
15-20 years	5
more than 20 years	6

Highest level of education?	Coding
Secondary education (High School)	1
Diploma/Certificate	2
Bachelor's degree and Honours	3
Master's degree	4
PhD	5
Other - Free text	

Section B **Your perceived view Organisational Culture Assessment (Part 1)**	Coding
1 - Strongly Disagree	1
2 - Disagree	2
3 - Somewhat Disagree	3
4 - Neutral	4
5 - Somewhat Agree	5
6 - Agree	6
7 - Strongly Agree	7

Section C - Work and Well-being	Coding
1 - Never	1
2 - Almost never (A few times a year or less)	2
3 - Rarely (Once a month or less)	3
4 - Sometimes (A few times a month)	4
5 - Often (Once a week)	5
6 - Very often (A few times a week)	6
7 - Always (Every day)	7

Section D **What I would like my company to look like - Organisational Culture Assessment (Part 2)**	Coding
1 - Strongly Disagree	1
2 - Disagree	2
3 - Somewhat Disagree	3
4 - Neutral	4
5 - Somewhat Agree	5
6 - Agree	6
7 - Strongly Agree	7

Appendix E - Statistical analysis assumptions testing

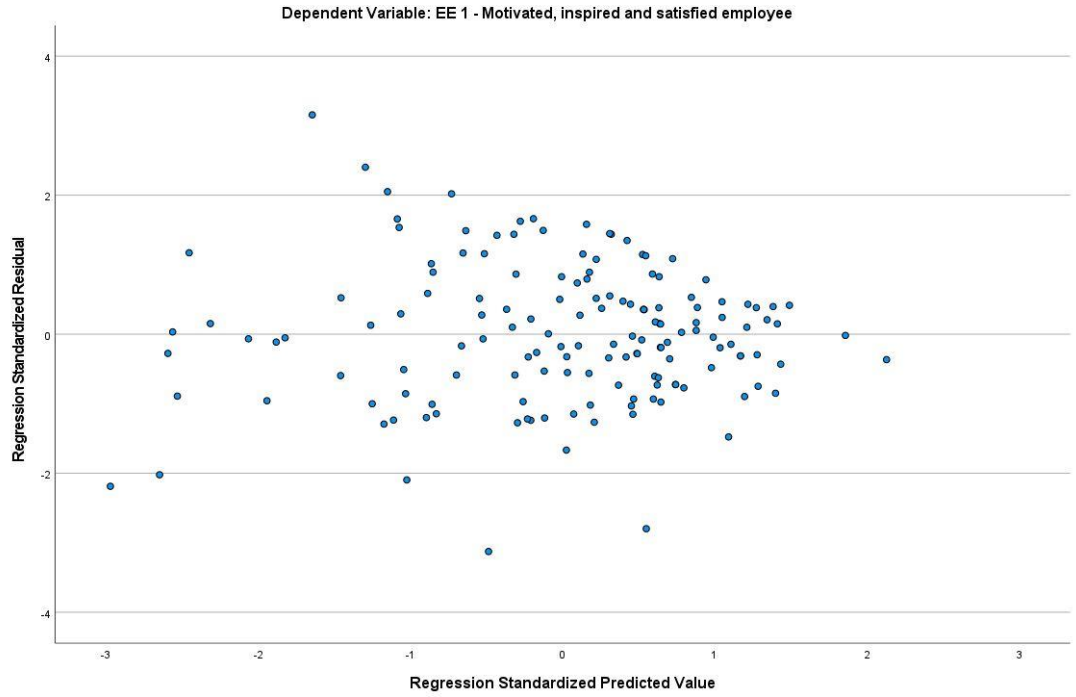

Figure 1 – Employee Engagement 1 - Scattered data plot

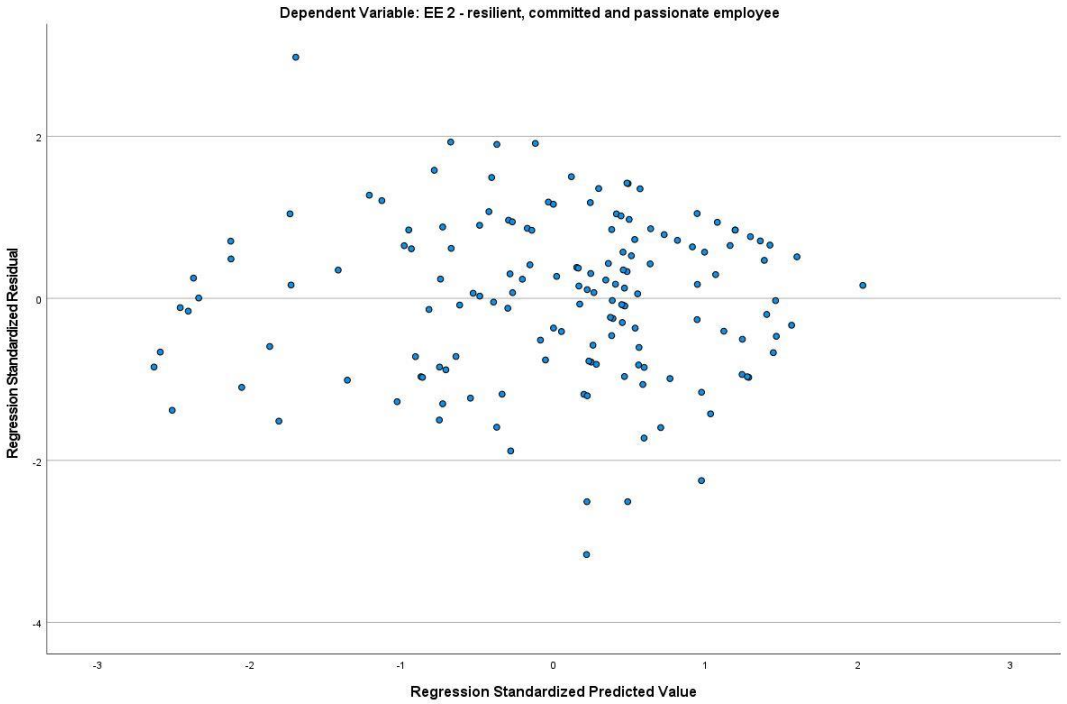

Figure 2 - Employee Engagement 2 - Scattered data plot

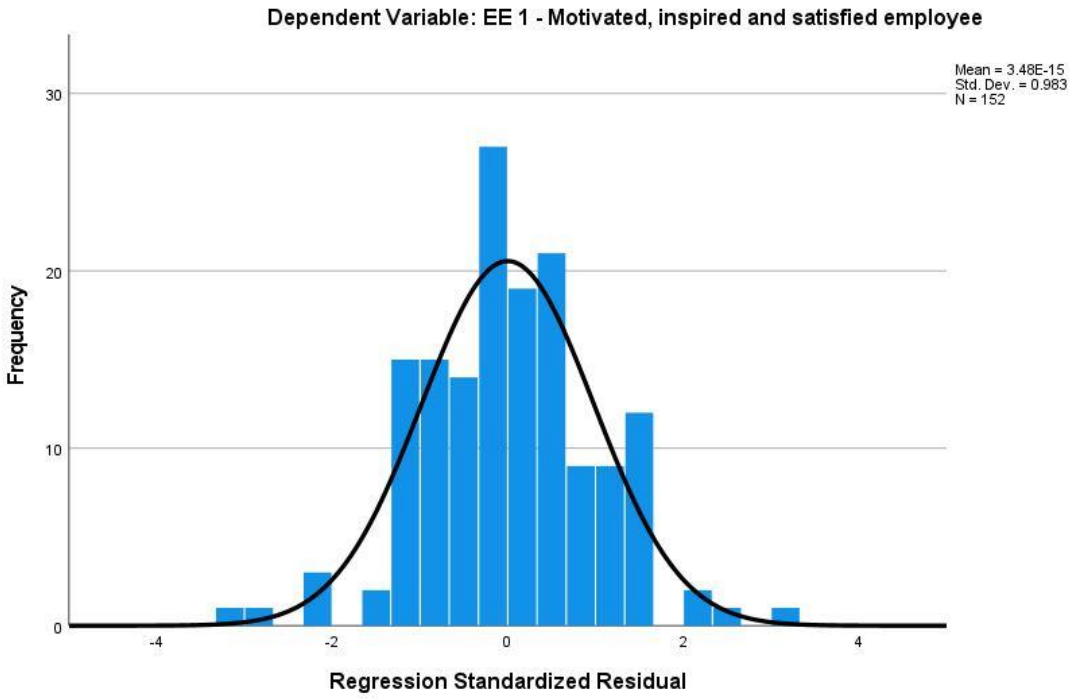

Figure 3 – Employee Engagement 1 - Histogram normality plot

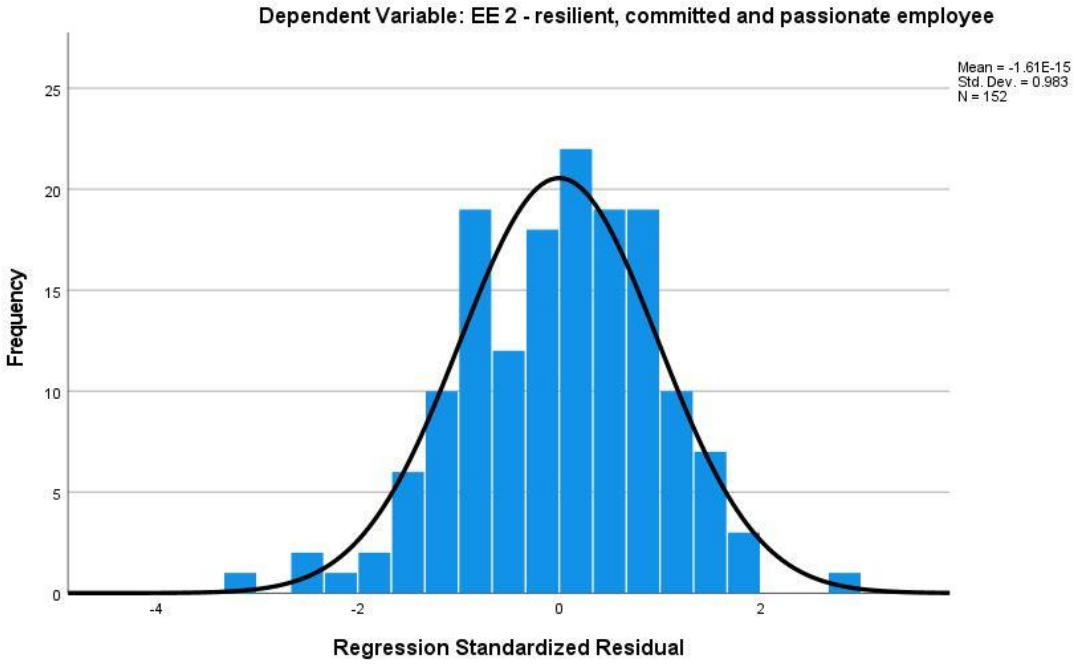

Figure 4 – Employee Engagement 2 – Histogram normality plot

Table 1 - Perceived Organisational Culture correlation matrix

	PC 1	PC 2	PC 3	PC 4	PC 5
PC 1	--				
PC 2	.701**	--			
PC 3	.595**	.581**	--		
PC 4	.621**	.613**	.610**	--	
PC 5	.330**	.558**	.369**	.395**	--

**Correlation is significant at the 0.01 level (2-tailed).

Table 2 - Preferred Organisational Culture correlation matrix

	PF 1	PF 2	PF 3	PF 4	PF 5	PF 6
PF 1	1					
PF 2	.569**	1				
PF 3	.540**	.570**	1			
PF 4	.419**	.396**	.497**	1		
PF 5	.607**	.591**	.494**	.226**	1	
PF 6	.410**	.499**	.415**	.317**	.469**	1

**Correlation is significant at the 0.01 level (2-tailed).

Table 3 – Independent Variable collinearity statistics

Perceived OC (Independent Variable)	Tolerance	VIF
PC 1	0,419	2,388
PC 2	0,361	2,769
PC 3	0,530	1,888
PC 4	0,492	2,034
PC 5	0,667	1,499

Note. Tolerance (> 0.2), VIF (< 10) (Neys, 2018).

Table 4 - Moderating variable collinearity statistics

Preferred OC (Independent Variable)	Tolerance	VIF
PF 1	0,504	1,985
PF 2	0,488	2,048
PF 3	0,531	1,884
PF 4	0,684	1,462
PF 5	0,497	2,013
PF 6	0,682	1,466

Note. Tolerance (> 0.2), VIF (< 10) (Neys, 2018).

Appendix F - Perceived Organisational Culture rotated component matrix

Rotated component matrix[a]	Component				
	1	2	3	4	5
1A - I currently view the organisation as a very personal place. It is like an extended family. People seem to share a lot of themselves.	0,675	-0,082	-0,076	0,413	0,079
1B - I currently view the organisation as a very dynamic and entrepreneurial place, People are willing to 'stick their necks out' and take risks.	0,685	0,397	0,062	-0,002	0,108
1C - I currently view the organisation as very results oriented. A major concern is with getting the job done. People are extremely competitive and achievement oriented.	0,308	0,399	0,367	0,260	0,290
1D - I currently view the organisation as a very controlled and structured place. Formal procedures generally govern what people do.	0,118	0,046	0,853	0,060	0,091
2A - I currently view the leadership in the organisation to exemplify a mentoring, facilitating, or nurturing nature.	0,763	0,223	0,325	0,130	0,062
2B - I currently view the leadership in the organisation to exemplify entrepreneurship, innovation, or risk taking.	0,649	0,416	0,184	-0,092	0,298
2C - I currently view the leadership in the organisation to exemplify a no-nonsense, aggressive, results-oriented focus.	0,063	0,190	0,095	-0,061	0,857
2D - I currently view the leadership in the organisation to exemplify a nature of coordinating, organising, or smooth-running efficiency.	0,543	0,224	0,572	0,236	0,217
3A - I currently view the management style in the organisation as being characterised by teamwork, consensus, and participation.	0,671	0,025	0,369	0,328	0,046
3B - I currently view the management style in the organisation as being characterised by individual risk taking, innovation, freedom, and uniqueness.	0,605	0,436	0,085	-0,031	0,224
3C - I currently view the management style in the organisation as being characterised by hard-driving competitiveness, high demands, and achievement.	0,122	0,359	0,129	0,292	0,681
3D - I currently view the management style in the organisation as being characterised by security of employment, conformity, predictability, and stability in relationships.	0,182	0,080	0,137	0,730	0,006
4A - I currently view the glue that holds the organisation together to be loyalty and mutual trust. Commitment to this organisation runs high.	0,668	0,187	0,019	0,504	0,034
4B - I currently view the glue that holds the organisation together as commitment to innovation and development. There is an emphasis on being on the cutting edge.	0,368	0,648	0,064	0,227	0,017
4C - I currently view the glue that holds the organisation together to be the emphasis on achievement and goal accomplishment.	0,358	0,596	0,191	0,323	0,294

4D - I currently view the glue that holds the organisation together to be formal rules and policies. Maintaining a smooth-running organisation is important.	0,122	0,357	0,763	0,136	0,052
5A - I currently view the organisation to emphasise human development. High trust, openness, and participation persists.	0,568	0,462	0,125	0,360	-0,118
5B - I currently view the organisation to emphasise the acquiring of new resources and creating of new challenges. Trying new things and prospecting for opportunities are valued.	0,426	0,649	0,173	-0,044	0,204
5C - I currently view the organisation to emphasise competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.	0,086	0,780	0,142	0,146	0,321
5D - I currently view the organisation to emphasise permanence and stability. Efficiency, control, and smooth operations are important.	0,370	0,300	0,422	0,459	0,172
6A - I currently view the organisation to define success on the development of human resources, teamwork, employee commitment, and concern for people.	0,605	0,405	0,294	0,184	-0,189
6B - I currently view the organisation to define success based on having unique or newest products. It is a product leader and innovator.	0,194	0,776	0,221	0,022	0,021
6C - I currently view the organisation to define success based on winning in the marketplace and outpacing the competition. Competitive market leadership is key.	0,123	0,748	0,098	0,126	0,319
6D - I currently view the organisation to define success based on efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical.	0,067	0,441	0,305	0,494	0,254
Extraction Method: Principal Component Analysis. **Rotation Method:** Varimax with Kaiser Normalisation.[a]					
a. 5 components extracted. Rotation converged in 11 iterations.					

Appendix G - Preferred Organisational Culture rotated component matrix

Rotated component matrix[a]	Component					
	1	2	3	4	5	6
1B - I would like the organisation to be a very dynamic and entrepreneurial place. People need to be willing to 'stick their necks out' and take risks.	0,325	0,071	0,442	0,538	-0,204	0,101
1C - I would like the organisation to be very results oriented with a major concern to get the job done. People need to be extremely competitive and achievement oriented.	0,699	0,170	0,076	0,238	0,018	0,091
1D - I would like the organisation to be a very controlled and structured place. Formal procedures generally need to govern what people do.	0,301	0,279	0,044	0,054	0,727	0,022
2A - I would like the leadership in the organisation to generally exemplify mentoring, facilitating, or nurturing aspects.	0,014	0,360	-0,026	0,705	0,288	-0,171
2B - I would like the leadership in the organisation to generally exemplify entrepreneurship, innovation, or risk taking.	0,166	0,092	0,239	0,827	-0,008	0,008
2C - I would like the leadership in the organisation to generally exemplify a no-nonsense, aggressive, results-oriented focus.	0,715	-0,095	-0,124	0,215	0,352	0,015
2D - I would like the leadership in the organisation to generally exemplify coordinating, organizing, or smooth-running efficiency.	0,270	0,740	-0,030	0,198	0,132	0,237
3A - I would like the management style in the organisation to be characterised by teamwork, consensus, and participation.	0,098	0,674	0,093	0,206	-0,009	0,188
3B - I would like the management style in the organisation to be characterised by individual risk taking, innovation, freedom, and uniqueness.	0,215	0,079	0,283	0,546	-0,064	0,601
3C - I would like the management style in the organisation to be characterised by hard-driving competitiveness, high demands, and achievement.	0,800	0,085	0,203	0,112	0,192	0,195
3D - I would like the management style in the organisation to be characterised by security of employment, conformity, predictability, and stability in relationships.	0,091	0,342	0,059	-0,113	0,226	0,793
4A - I would like the glue that holds the organisation together to be loyalty and mutual trust. Commitment to this organisation needs to run high.	0,124	0,557	0,574	0,007	-0,128	0,098

4B - I would like the glue that holds the organisation together to be commitment to innovation and development. There needs to be an emphasis on being on the cutting edge.	0,253	0,090	0,695	0,159	0,408	0,088
4C - I would like the glue that holds the organisation together to have emphasis on achievement and goal accomplishment.	0,556	0,323	0,492	-0,033	0,119	0,171
4D - I would like the glue that holds the organisation together to be formal rules and policies. Maintaining a smooth-running organisation needs to be important.	0,195	0,321	0,097	-0,163	0,608	0,439
5A - I would like the organisation to emphasise human development. High trust, openness, and participation needs to persist.	0,030	0,642	0,386	0,127	0,300	0,093
5B - I would like the organisation to emphasise acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities needs to be valued.	0,103	0,179	0,761	0,260	0,035	0,041
5C - I would like the organisation to emphasise competitive actions and achievement. Hitting stretch targets and winning in the marketplace needs to be dominant.	0,651	0,284	0,442	0,078	0,080	-0,006
5D - I would like the organisation to emphasise permanence and stability. Efficiency, control, and smooth operations need to be important.	0,470	0,531	0,201	-0,080	0,232	0,091
6A - I would like the organisation to define success based on the development of human resources, teamwork, employee commitment, and concern for people.	0,155	0,687	0,180	0,120	0,289	-0,043
6B - I would like the organisation to define success based on having the most unique or newest products. It needs to be a product leader and innovator.	0,319	0,012	0,438	0,145	0,500	0,201
6C - I would like the organisation to define success based on winning in the marketplace and outpacing the competition. Competitive market leadership needs to be key.	0,653	0,249	0,310	0,111	0,283	-0,131
6D - I would like the organisation to define success based on efficiency. Dependable delivery, smooth scheduling, and low-cost production needs to be considered as critical.	0,588	0,467	0,122	-0,162	-0,002	0,215
Extraction Method: Principal Component Analysis. **Rotation Method:** Varimax with Kaiser Normalisation[a]						
a. 6 components extracted. Rotation converged in 17 iterations.						

Appendix H - Employee Engagement rotated component matrix

Rotated Component Matrix[a]	Component	
	1	2
1 - At my work, I feel like bursting with energy.	0,730	0,122
2 - I find the work that I do full of meaning and purpose.	0,822	0,042
3 - Time flies when I am working.	0,532	0,457
4 - At my job, I feel strong and vigorous	0,696	0,437
5 - I am enthusiastic about my job.	0,786	0,332
6 - When I am working, I forget everything else around me.	0,504	0,477
7 - My job inspires me.	0,745	0,459
8 - When I get up in the morning, I feel like going to work.	0,659	0,510
9 - I feel happy when I am working intensely.	0,590	0,420
10 - I am proud of the work that I do.	0,516	0,480
11 - I am immersed in my work.	0,624	0,581
12 - I can continue working for exceptionally long periods at a time.	0,288	0,733
13 - My job is challenging enough.	0,417	0,567
14 - I get carried away when I am working.	0,412	0,628
15 - At my job, I am mentally strong.	0,395	0,603
16 - It is difficult to detach myself from my job.	0,058	0,744
17 - At my work I always persevere, even when things do not go well.	0,146	0,659
Extraction Method: Principal Component Analysis. **Rotation Method**: Varimax with Kaiser Normalisation.[a]		
a. Two Components extracted. Rotation converged in three iterations.		

Appendix I - Unstandardised Data

Coefficients[a] - EE 1								
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	2,355	0,358		6,584	0,000		
	PC 1	0,401	0,082	0,465	4,864	0,000	0,419	2,388
	PC 2	0,069	0,089	0,080	0,774	0,440	0,361	2,769
	PC 3	0,028	0,076	0,032	0,372	0,710	0,530	1,888
	PC 4	0,055	0,087	0,056	0,630	0,530	0,492	2,034
	PC 5	0,127	0,059	0,164	2,165	0,032	0,667	1,499
2	(Constant)	2,636	0,781		3,374	0,001		
	PC 1	0,387	0,082	0,449	4,696	0,000	0,400	2,498
	PC 2	0,102	0,091	0,118	1,118	0,266	0,331	3,019
	PC 3	0,064	0,077	0,072	0,836	0,404	0,495	2,021
	PC 4	0,032	0,087	0,033	0,368	0,713	0,469	2,130
	PC 5	0,099	0,060	0,128	1,648	0,102	0,610	1,639
	PF 1	0,198	0,111	0,160	1,788	0,076	0,460	2,176
	PF 2	-0,110	0,158	-0,061	-0,697	0,487	0,472	2,117
	PF 3	0,282	0,131	0,181	2,164	0,032	0,523	1,911
	PF 4	-0,290	0,106	-0,202	-2,741	0,007	0,673	1,487
	PF 5	-0,084	0,100	-0,076	-0,835	0,405	0,437	2,288
	Pf 6	-0,047	0,081	-0,044	-0,582	0,561	0,653	1,533
3	(Constant)	5,349	3,570		1,498	0,136		
	PC 1	0,282	0,158	0,328	1,787	0,076	0,109	9,145
	PC 2	-0,013	0,173	-0,015	-0,074	0,941	0,092	10,879
	PC 3	-0,059	0,176	-0,066	-0,334	0,739	0,095	10,537
	PC 4	-0,084	0,173	-0,085	-0,486	0,628	0,120	8,315
	PC 5	-0,016	0,159	-0,020	-0,099	0,921	0,087	11,483
	PF 1	0,121	0,149	0,097	0,811	0,418	0,255	3,918
	PF 2	-0,186	0,186	-0,103	-1,000	0,319	0,344	2,908
	PF 3	0,219	0,154	0,140	1,417	0,159	0,376	2,661
	PF 4	-0,372	0,149	-0,260	-2,490	0,014	0,338	2,958
	PF 5	-0,160	0,141	-0,147	-1,141	0,256	0,223	4,489
	Pf 6	-0,120	0,123	-0,111	-0,969	0,334	0,282	3,540
	PC_x_PF	0,003	0,004	0,665	0,779	0,437	0,005	198,649

a. Dependent Variable: EE 1 - Motivated, inspired and satisfied employee

Coefficients[a] - EE 2

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3,225	0,337		9,571	0,000		
	PC 1	0,416	0,078	0,529	5,367	0,000	0,419	2,388
	PC 2	0,069	0,084	0,087	0,820	0,413	0,361	2,769
	PC 3	-0,049	0,072	-0,060	-0,680	0,498	0,530	1,888
	PC 4	-0,118	0,082	-0,131	-1,436	0,153	0,492	2,034
	PC 5	0,203	0,055	0,287	3,676	0,000	0,667	1,499
2	(Constant)	4,521	0,728		6,209	0,000		
	PC 1	0,437	0,077	0,555	5,691	0,000	0,400	2,498
	PC 2	0,052	0,085	0,065	0,610	0,543	0,331	3,019
	PC 3	-0,024	0,072	-0,029	-0,332	0,740	0,495	2,021
	PC 4	-0,139	0,081	-0,154	-1,713	0,089	0,469	2,130
	PC 5	0,204	0,056	0,288	3,638	0,000	0,610	1,639
	PF 1	0,098	0,103	0,087	0,951	0,343	0,460	2,176
	PF 2	-0,301	0,147	-0,184	-2,043	0,043	0,472	2,117
	PF 3	0,227	0,122	0,159	1,863	0,065	0,523	1,911
	PF 4	-0,277	0,099	-0,211	-2,806	0,006	0,673	1,487
	PF 5	0,076	0,093	0,076	0,811	0,419	0,437	2,288
	Pf 6	-0,028	0,076	-0,029	-0,375	0,708	0,653	1,533
3	(Constant)	4,981	3,335		1,494	0,138		
	PC 1	0,420	0,148	0,533	2,843	0,005	0,109	9,145
	PC 2	0,032	0,162	0,041	0,200	0,842	0,092	10,879
	PC 3	-0,045	0,165	-0,055	-0,272	0,786	0,095	10,537
	PC 4	-0,159	0,161	-0,176	-0,986	0,326	0,120	8,315
	PC 5	0,184	0,149	0,260	1,238	0,218	0,087	11,483
	PF 1	0,085	0,139	0,075	0,612	0,541	0,255	3,918
	PF 2	-0,314	0,173	-0,191	-1,810	0,072	0,344	2,908
	PF 3	0,216	0,144	0,151	1,498	0,136	0,376	2,661
	PF 4	-0,291	0,140	-0,222	-2,082	0,039	0,338	2,958
	PF 5	0,063	0,131	0,063	0,478	0,634	0,223	4,489
	Pf 6	-0,041	0,115	-0,041	-0,352	0,725	0,282	3,540
	PC_x_PF	0,001	0,004	0,123	0,141	0,888	0,005	198,649

a. Dependent Variable: EE 2 - resilient, committed and passionate employee

Appendix J - Standardised Data

Coefficients[a] - EE 1								
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	5,607	0,066		85,250	0,000		
	Z_PC 1	0,496	0,102	0,465	4,864	0,000	0,419	2,388
	Z_PC 2	0,085	0,110	0,080	0,774	0,440	0,361	2,769
	Z_PC 3	0,034	0,091	0,032	0,372	0,710	0,530	1,888
	Z_PC 4	0,059	0,094	0,056	0,630	0,530	0,492	2,034
	Z_PC 5	0,175	0,081	0,164	2,165	0,032	0,667	1,499
2	(Constant)	5,607	0,064		87,114	0,000		
	Z_PC 1	0,479	0,102	0,449	4,696	0,000	0,400	2,498
	Z_PC 2	0,125	0,112	0,118	1,118	0,266	0,331	3,019
	Z_PC 3	0,077	0,092	0,072	0,836	0,404	0,495	2,021
	Z_PC 4	0,035	0,094	0,033	0,368	0,713	0,469	2,130
	Z_PC 5	0,136	0,083	0,128	1,648	0,102	0,610	1,639
	Z_PF 1	0,170	0,095	0,160	1,788	0,076	0,460	2,176
	Z_PF 2	-0,065	0,094	-0,061	-0,697	0,487	0,472	2,117
	Z_PF 3	0,193	0,089	0,181	2,164	0,032	0,523	1,911
	Z_PF 4	-0,216	0,079	-0,202	-2,741	0,007	0,673	1,487
	Z_PF 5	-0,082	0,098	-0,076	-0,835	0,405	0,437	2,288
	Z_PF 6	-0,047	0,080	-0,044	-0,582	0,561	0,653	1,533
3	(Constant)	5,586	0,070		79,774	0,000		
	Z_PC 1	0,488	0,103	0,458	4,746	0,000	0,395	2,529
	Z_PC 2	0,119	0,113	0,112	1,061	0,291	0,330	3,033
	Z_PC 3	0,062	0,094	0,058	0,661	0,510	0,474	2,108
	Z_PC 4	0,031	0,094	0,029	0,331	0,741	0,468	2,135
	Z_PC 5	0,131	0,083	0,123	1,577	0,117	0,606	1,650
	Z_PF 1	0,170	0,095	0,159	1,783	0,077	0,460	2,176
	Z_PF 2	-0,064	0,094	-0,060	-0,677	0,499	0,472	2,118
	Z_PF 3	0,203	0,090	0,190	2,245	0,026	0,514	1,947
	Z_PF 4	-0,219	0,079	-0,205	-2,771	0,006	0,671	1,490
	Z_PF 5	-0,081	0,098	-0,076	-0,829	0,408	0,437	2,288
	Z_PF 6	-0,042	0,080	-0,039	-0,525	0,601	0,649	1,540
	Z_PC_x_PF	0,003	0,004	0,050	0,771	0,442	0,868	1,153

a. Dependent Variable: EE 1 - Motivated, inspired and satisfied employee

Coefficients[a] - EE 2

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5,614	0,062		90,628	0,000		
	Z_PC 1	0,515	0,096	0,529	5,367	0,000	0,419	2,388
	Z_PC 2	0,085	0,103	0,087	0,820	0,413	0,361	2,769
	Z_PC 3	-0,058	0,085	-0,060	-0,680	0,498	0,530	1,888
	Z_PC 4	-0,127	0,089	-0,131	-1,436	0,153	0,492	2,034
	Z_PC 5	0,280	0,076	0,287	3,676	0,000	0,667	1,499
2	(Constant)	5,614	0,060		93,564	0,000		
	Z_PC 1	0,542	0,095	0,555	5,691	0,000	0,400	2,498
	Z_PC 2	0,064	0,105	0,065	0,610	0,543	0,331	3,019
	Z_PC 3	-0,028	0,086	-0,029	-0,332	0,740	0,495	2,021
	Z_PC 4	-0,151	0,088	-0,154	-1,713	0,089	0,469	2,130
	Z_PC 5	0,280	0,077	0,288	3,638	0,000	0,610	1,639
	Z_PF 1	0,084	0,089	0,087	0,951	0,343	0,460	2,176
	Z_PF 2	-0,179	0,088	-0,184	-2,043	0,043	0,472	2,117
	Z_PF 3	0,155	0,083	0,159	1,863	0,065	0,523	1,911
	Z_PF 4	-0,206	0,073	-0,211	-2,806	0,006	0,673	1,487
	Z_PF 5	0,074	0,091	0,076	0,811	0,419	0,437	2,288
	Z_PF 6	-0,028	0,075	-0,029	-0,375	0,708	0,653	1,533
3	(Constant)	5,612	0,065		85,792	0,000		
	Z_PC 1	0,542	0,096	0,556	5,644	0,000	0,395	2,529
	Z_PC 2	0,063	0,105	0,065	0,602	0,548	0,330	3,033
	Z_PC 3	-0,030	0,088	-0,031	-0,340	0,735	0,474	2,108
	Z_PC 4	-0,151	0,088	-0,155	-1,709	0,090	0,468	2,135
	Z_PC 5	0,280	0,078	0,287	3,606	0,000	0,606	1,650
	Z_PF 1	0,084	0,089	0,087	0,948	0,345	0,460	2,176
	Z_PF 2	-0,179	0,088	-0,183	-2,033	0,044	0,472	2,118
	Z_PF 3	0,156	0,084	0,160	1,849	0,067	0,514	1,947
	Z_PF 4	-0,206	0,074	-0,212	-2,796	0,006	0,671	1,490
	Z_PF 5	0,074	0,091	0,076	0,808	0,420	0,437	2,288
	Z_PF 6	-0,028	0,075	-0,028	-0,367	0,714	0,649	1,540
	Z_PC_x_PF	0,000	0,004	0,005	0,076	0,939	0,868	1,153

a. Dependent Variable: EE 2 - resilient, committed and passionate employee

Appendix K - Hypothesis 3 descriptive statistics

Perceive OC		Mean	Std. Deviation	N
Perceived Clan Culture	Preferred_Clan	5,87	0,85	21
	Preferred_Adhocracy	5,69	1,07	9
	Preferred_Hierarchy	6,13	0,83	8
	Preferred_Market	5,33	1,89	2
	Total	5,85	0,93	40
Perceived Adhocracy Culture	Preferred_Clan	5,30	0,92	5
	Preferred_Adhocracy	5,42	1,02	4
	Preferred_Hierarchy	5,25	0,12	2
	Total	5,33	0,81	11
Perceived Hierarchy Culture	Preferred_Clan	5,54	0,75	21
	Preferred_Adhocracy	4,85	1,28	13
	Preferred_Hierarchy	5,74	1,01	18
	Preferred_Market	5,69	0,90	6
	Total	5,46	1,02	58
Perceived Market Culture	Preferred_Clan	5,60	1,03	19
	Preferred_Adhocracy	6,00	0,89	11
	Preferred_Hierarchy	5,37	1,03	10
	Preferred_Market	5,94	0,59	3
	Total	5,67	0,97	43
Total	Preferred_Clan	5,64	0,88	66
	Preferred_Adhocracy	5,45	1,16	37
	Preferred_Hierarchy	5,70	0,97	38
	Preferred_Market	5,70	0,93	11
	Total	5,61	0,97	152

Dependent variable: EE2 – Resilient, committed, and passionate employee

Perceive OC		Mean	Std. Deviation	N
Perceived Clan Culture	Preferred_Clan	5,98	0,62	21
	Preferred_Adhocracy	5,56	1,37	9
	Preferred_Hierarchy	6,05	0,52	8
	Preferred_Market	4,73	2,19	2
	Total	5,83	0,93	40
Perceived Adhocracy Culture	Preferred_Clan	5,53	1,02	5
	Preferred_Adhocracy	5,39	1,31	4
	Preferred_Hierarchy	4,91	0,51	2
	Total	5,36	1,00	11
Perceived Hierarchy Culture	Preferred_Clan	5,47	1,20	21
	Preferred_Adhocracy	4,80	1,18	13
	Preferred_Hierarchy	5,93	1,30	18
	Preferred_Market	5,85	0,50	6
	Total	5,50	1,23	58
Perceived Market Culture	Preferred_Clan	5,58	0,87	19
	Preferred_Adhocracy	5,70	1,05	11
	Preferred_Hierarchy	5,26	1,08	10
	Preferred_Market	6,39	0,43	3
	Total	5,60	0,96	43
Total	Preferred_Clan	5,67	0,94	66
	Preferred_Adhocracy	5,32	1,22	37
	Preferred_Hierarchy	5,73	1,12	38
	Preferred_Market	5,79	0,99	11
	Total	5,61	1,07	152

Dependent variable: EE1 – Motivated, inspired, and satisfied employee

Appendix L - Mean plot figures

Descriptives

EE 1		N	Mean	Std. Deviation	Std. Error
A - Clan (difference)	Low	3	5,40	4,60	2,66
	Average	26	4,99	3,95	0,77
	High	40	3,80	3,67	0,58
	VeryHigh	82	2,18	2,23	0,25
	Total	151	3,16	3,22	0,26
B - Adhocracy (difference)	Low	3	7,95	1,21	0,70
	Average	26	6,09	5,83	1,14
	High	40	2,65	2,40	0,38
	VeryHigh	82	1,96	2,14	0,24
	Total	151	2,97	3,53	0,29
C - Market (difference)	Low	3	7,06	0,94	0,54
	Average	26	5,53	4,36	0,86
	High	40	4,29	3,76	0,59
	VeryHigh	82	2,04	2,12	0,23
	Total	151	3,34	3,40	0,28
D - Hierarchy (diffrence)	Low	3	6,04	5,02	2,90
	Average	26	6,64	6,70	1,31
	High	40	2,84	2,54	0,40
	VeryHigh	82	1,98	1,99	0,22
	Total	151	3,09	3,83	0,31

Descriptives

EE 2		N	Mean	Std. Deviation	Std. Error
A - Clan (difference)	Average	18	5,80	4,15	0,98
	High	40	3,71	3,65	0,58
	VeryHigh	93	2,41	2,44	0,25
	Total	151	3,16	3,22	0,26
B - Adhocracy (difference)	Average	18	6,60	5,92	1,40
	High	40	2,99	3,26	0,52
	VeryHigh	93	2,26	2,49	0,26
	Total	151	2,97	3,53	0,29
C - Market (difference)	Average	18	7,04	4,73	1,12
	High	40	3,10	3,12	0,49
	VeryHigh	93	2,73	2,73	0,28
	Total	151	3,34	3,40	0,28
D - Hierarchy (diffrence)	Average	18	7,54	7,69	1,81
	High	40	3,41	3,17	0,50
	VeryHigh	93	2,09	1,96	0,20
	Total	151	3,09	3,83	0,31

Gordon Institute of Business Science
University of Pretoria

Appendix M - Ethical Clearance Approval

Gordon Institute of Business Science
University of Pretoria

Willem Boshoff <20803258@mygibs.co.za>

Ethical Clearance Approved
1 message

Masters Research <MastersResearch@gibs.co.za> 20 July 2021 at 12:46
To: "20803258@mygibs.co.za" <20803258@mygibs.co.za>
Cc: Masters Research <MastersResearch@gibs.co.za>

Gordon Institute of Business Science
University of Pretoria

Ethical Clearance Approved

Dear Willem Boshoff,

Please be advised that your application for Ethical Clearance has been approved.
You are therefore allowed to continue collecting your data.
We wish you everything of the best for the rest of the project.

Ethical Clearance Form

Kind Regards

This email has been sent from an unmonitored email account. If you have any comments or concerns, please contact the GIBS Research Admin team.

Masters Research

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