

## Development of a Conceptual Model of Organizational Culture Engagement: A Literature Synthesis Approach

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### **Keywords:**

*Social Exchange Theory, Organizational Culture, Employee Engagement; Organizational Culture Engagement; Conceptual Management Model*

### ***Abstract***

*This study aims to construct and develop a conceptual model of Organizational Culture Engagement through a literature synthesis approach. Three important steps were taken during the process: 1. Editing and rechecking the collected data, especially regarding completeness, clarity of meaning, and consistency of meaning between variables. 2. Organizing and arranging the data collected into the required structure. 3. Analyzing: applying accepted theories, methodologies, and principles to further analyze the results of data organization to reach conclusions that answer the research objectives. According to the study's findings, employee engagement and organizational culture dimensions interact to generate organizational culture engagement. The work environment that affects employee behavior and attitudes is shaped by aspects of organizational culture, including roles, accomplishments, support, innovation and risk-taking, attention to detail, results orientation, people orientation, team orientation, stability, and aggressiveness.*

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## INTRODUCTION

Organizations can take a proactive approach in creating organizational culture and increasing employee engagement (Deloitte 2016). Organizational culture serves as a guide for the behavior of all members, namely a set of values and norms that apply within the organization (Kusumawardani 2010). Organizational culture is defined as a pattern of basic assumptions learned by organizations when addressing issues of external adaptation and internal integration, which to date are considered to have a positive impact (Schen 2004). Therefore, this must be communicated to new members as the right way to understand, think, and feel about these issues. Meanwhile, employee engagement is defined as the psychological involvement of organizational members physically, cognitively, and emotionally in their work (Kahn 1990).

Currently, both government agencies and private companies recognize and care about the importance of employee engagement for their businesses. Employee engagement is a complex concept, covering mental, emotional, and physical aspects. When someone is emotionally attached to others and consciously aware, engagement occurs. When employees are engaged, they understand the reasons behind their work and are inspired to work as well as possible. Highly engaged employees feel comfortable in their workplace. Three common behaviors increase when employees feel engaged with the company: (3S) Say (speak well of the company), Stay (remain with the company), and Strive (be inspired to work harder) (Adiawaty 2021). One of the advantages of employee engagement is that it can help businesses succeed in various ways, including through employee performance (Baumruk 2006). Employee engagement reduces the desire to leave the organization by increasing employee loyalty (Siddhanta and Roy 2010). Because they are more engaged, employees are less likely to want to leave the company (Macey et al. 2009).

One important aspect of this study is the relationship between the concepts of corporate culture and employee engagement, which will be discussed. Organizational commitment, which describes a person's mindset and attachment to the company where they work, is different from engagement. Engagement refers to a person's mood or psychological participation, not just attitude. In addition, OCB encourages informal voluntary activities that benefit the company and coworkers.

One of the most important conceptual frameworks for understanding behavior in the workplace is Social Exchange Theory (SET). According to theorists, social exchange involves a series of interactions that generate obligations (Emerson 1976). These interactions are generally understood in SET as behaviors that are interdependent on each other's actions (Blau 1964b). SET also emphasizes that, although this only occurs in certain situations, these interdependent transactions have the potential to produce high-quality relationships. When an organizational actor, in this case a supervisor or coworker, treats a particular individual well or poorly, the social exchange process begins (Eisenberger et al. 2004; Farrell and Rusbult 1981). According to the SET model, interpersonal relationships—also known as social exchange relationships—are rooted in the workplace (Cropanzano et al. 2001). The process of resource exchange is reciprocal, meaning that one party usually gives something back to the other, either positively or negatively (Gergen 1969; Gouldner 1960b).

The problem-solving approach used in this research is in-depth in nature, focusing on information sourced from journals or previous studies. Social Exchange Theory (SET) is the theoretical basis used to construct the framework and synthesize the relevant variables and indicators. This research is library research (qualitative), the stages in this research basically examine the terminology of SET theory as a foundation along with its derivatives to achieve equivalent variations of concepts, namely organizational culture and engagement. Many important topics in organizational behavior have been analyzed through the lens of SET theory. For example, commitment (Bishop et al. 2000), fairness (Tepper and Taylor 2003), supervision, and organizational support (Ladd and Henry 2000) have been well explored using this conceptual model.

In this research, organizational culture, employee engagement, and SET theory are three important aspects that will be examined. Organizational culture is no longer the “values” written in the organization's vision and mission documents, but has become something more dynamic that can encourage or hinder transformation/change within the organization. Therefore, a comprehensive understanding and strategic management of organizational culture is a necessity in the current era. Employee engagement has evolved into a strategic component that plays a role in the long-term success of an organization. The novelty in this research is a new concept/variable that will be synthesized or constructed through a literature review of previous studies related to this topic.

## **METHODS**

The research methodology in this study is library research, which is defined as research conducted by gathering information from scientific publications about the research object, collecting information in the form of literature, or conducting studies to address an issue that is fundamentally based on critical and in-depth analysis of relevant library materials.

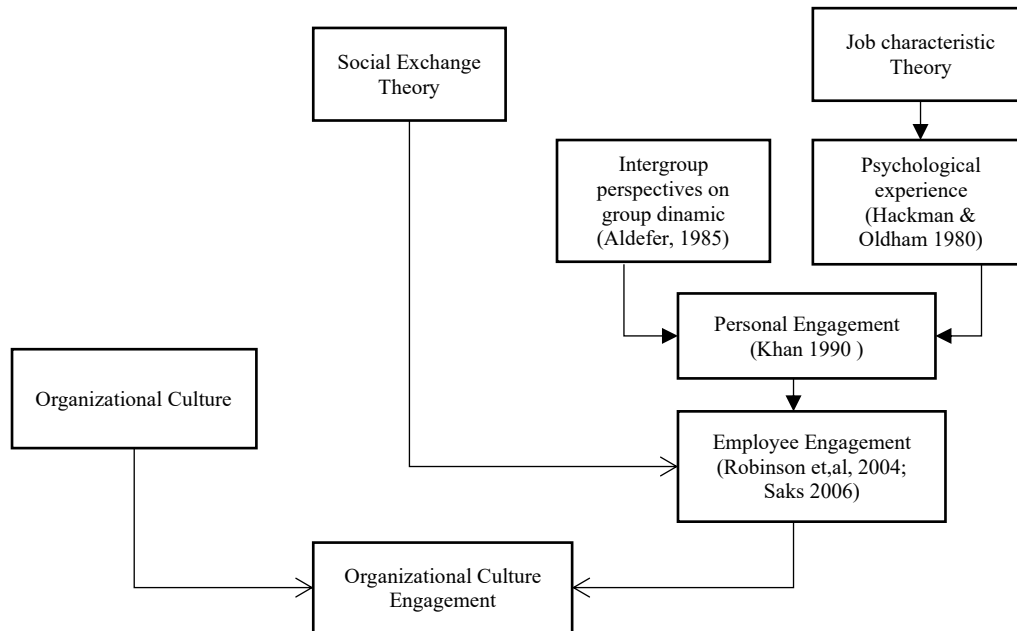
This research began with formulating the research problem. This involved identifying knowledge gaps or interesting phenomena that required further exploration related to the concepts to be

studied in terms of SET theory, organizational culture, and employee engagement. This stage was essential given that this research used a grounded theory approach aimed at developing new theories or concepts. The next stage is data collection and analysis, which aims to analyze (previous research, texts, related theories). This data is then interpreted to understand the meaning, patterns, and relationships between themes. The next stage is the preparation of the research report. This stage is important because it analyzes the theoretical and practical implications of the findings, relates them back to the existing literature, and highlights new contributions or findings. The final stage is conclusions and implications. This section will fill gaps and offer new perspectives on the concepts to be studied.

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## RESULTS AND DISCUSSION

This study is a literature review to gain a fundamental understanding of the concepts/theories that will form the basis of a new concept. This study attempts to combine organizational culture and employee engagement by raising the variable of organizational culture engagement. Organizational culture engagement is defined as the psychological involvement of employees in thinking and behaving in accordance with the basic values and ways of solving problems that have been continuously guided in the organization where they work. Organizations can take a proactive approach in creating culture and increasing employee engagement (Deloitte 2016). Organizational culture is a behavioral guideline for all its members, namely a set of values and norms that apply in an organization (Kusumawardani 2010). (Schen 2004) also explains that organizational culture is defined as a pattern of shared basic assumptions learned by a group when solving external adaptation and internal integration problems, which have worked well enough to be considered valid and, therefore, must be taught to new members as the right way to understand, think, and feel in relation to those problems. Meanwhile, employee engagement is defined as the psychological involvement of organizational members physically, cognitively, and emotionally in their work (Kahn 1990).



**Gambar 1 Kerangka Organizational Culture Engagement**

The relationship between the concepts of organizational culture and employee engagement developed in this paper is a very important part. Engagement is different from organizational commitment, where organizational commitment refers to a person's attitude and attachment to the organization where they work. Engagement is not an attitude, but an individual's feelings or psychological involvement. And while OCB involves voluntary and informal behaviors that can help coworkers and the organization.

#### Organizational Culture Dimensions

1. Power Orientation
2. Role Orientation
3. Achievement Orientation
4. Support Orientation

To measure the concept of organizational culture, researchers measure using characteristics such as those stated by (Robbins and Judge 2018) which state that the indicators of organizational culture are: Innovation and risk taking, Attention to detail, Outcome orientation, People orientation, Team orientation, Aggressiveness, Stability.

The explanation of organizational culture characteristics according to (Robbins and Judge 2018) is as follows:

1. Innovation and risk taking means that an innovative attitude and the courage to take risks must exist within the organization.
2. Attention to detail means that within the organization, attention must be paid to all regulations, analysis, and attention to detail regarding surrounding matters.
3. Outcome orientation means focusing on results or income rather than the techniques and processes used to achieve those results.

4. People orientation means taking into account the impact of results on employees within the organization.
5. Team orientation means the ability to work together in a team.
6. Aggressiveness means that individuals or people within the organization have a competitive nature.
7. Stability means that the organization's activities emphasize maintaining the status quo in order to continue to grow and develop.

#### Dimensions of Personal Engagement

1. Meaningfulness

Meaningfulness means feeling invested in one's role performance. Psychological meaning can be seen as the feeling that one receives cognitive or emotional energy. People experience such meaningfulness when they feel valuable, useful, and precious as if they make a difference and are not taken for granted. They feel capable of giving to others and to the work itself in their role and can also receive.

2. Safety

Safety is the ability to express and use oneself without fear of negative consequences to one's self-image, status, or career. Psychological safety is experienced as the ability to express and use oneself without fear of negative consequences to one's self-image, status, or career. People feel safe in situations where they believe they will not suffer because of their personal engagement.

3. Availability

Availability is the feeling of having the emotional and psychological resources necessary to invest oneself in role performance. Availability is the feeling of having the physical, emotional, or psychological resources to engage personally at a given moment. It measures how ready people are to engage, given the distractions they experience as members of a social system.

Additionally, (Bakker and Albrecht 2018) explain three components of work engagement that can be seen from the attitudes shown by employees, including:

1. Vigor, defined as a condition in which employees have great energy when working, a sincere willingness with mental resilience in working, and sincerity and persistence in working
2. Dedication, a condition characterized by employees being strongly involved in the performance of their work, marked by a sense of meaning, inspiration, and great enthusiasm.
3. Absorption, defined as employees who are highly concentrated on their work, making it difficult for them to detach themselves from their work, so that time passes quickly without them noticing.

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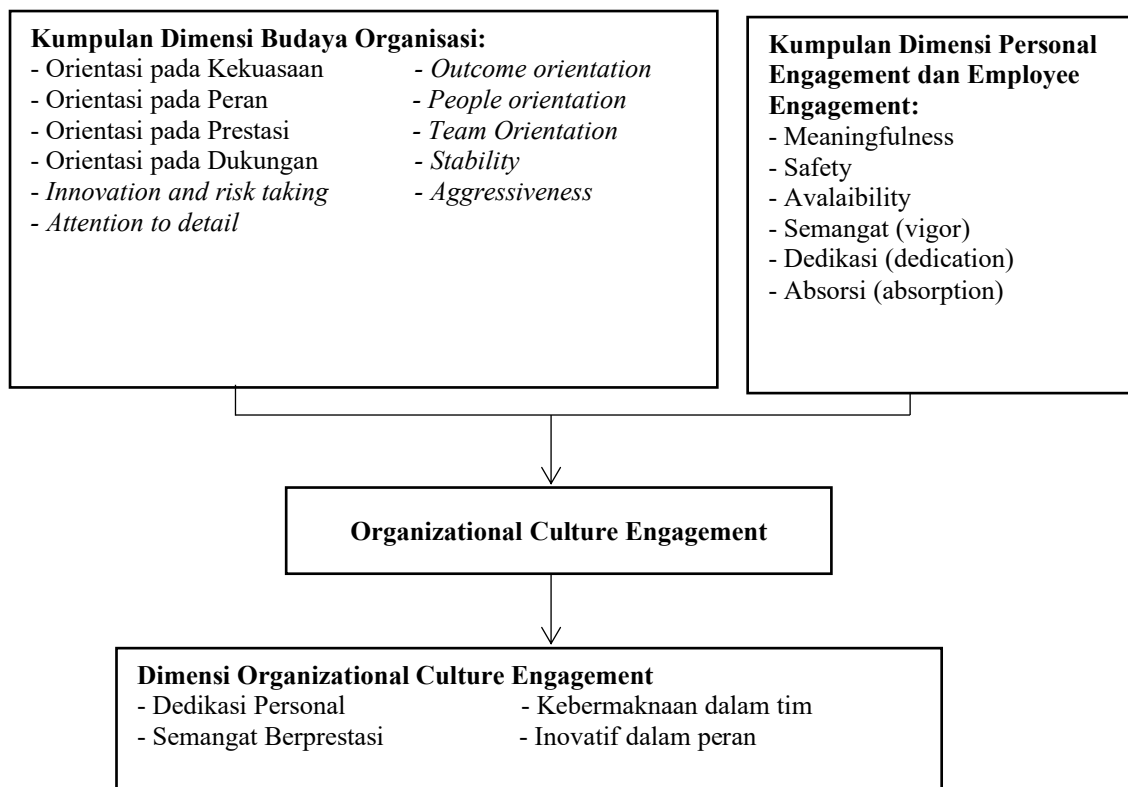
## DISCUSSION

Based on the dimensions described above, the indicators used to describe organizational culture engagement are as follows:

1. Personal Dedication is the involvement of individuals/employees in the organization by

devoting their energy, thoughts, and time, as well as high enthusiasm in working to achieve organizational goals.

2. Achievement Motivation is defined as the attitude of employees who have a strong desire to achieve success in accordance with the organization's core values.
3. Meaningfulness in the team is a condition where a person feels valued and useful when involved in working in a group or team.
4. Innovative in role is the ability to express oneself without fear of being judged negatively for innovating.



**Gambar 2 Sintesis Kumpulan Dimensi OCE**

The image above illustrates that Organizational Culture Engagement is formed from the interaction between organizational culture and employees' psychological engagement in their work.

### 1. The Role of Organizational Culture Dimensions

Organizational culture is a factor in the work environment that influences how employees behave and work. The cultural dimensions shown in the image include:

- a. Power orientation: the existence of a clear authority structure and decision-making process.
- b. Role orientation: each employee has defined duties and responsibilities.
- c. Achievement orientation: the organization emphasizes the achievement of targets and high performance.
- d. Support orientation: the existence of mutually supportive working relationships between members of the organization.

- e. Innovation and risk-taking: the organization encourages creativity and the courage to try new things.
- f. Attention to detail: work is carried out with precision and high quality standards.
- g. Results orientation: focus on output or work results achieved.
- h. People orientation: the organization pays attention to the welfare and needs of employees.
- i. Team orientation: work is carried out collaboratively.
- j. Stability: the organization maintains consistency and sustainability in its work systems.
- k. Aggressiveness: a competitive spirit to achieve organizational goals.

This culture creates a work environment that influences employee behavior and motivation.

## 2. The Role of Personal Dimensions and Employee Engagement

This dimension describes the psychological condition of employees at work, namely:

- a. Meaningfulness: employees feel that their work is important and valuable.
- b. Safety: employees feel safe to express their ideas or opinions.
- c. Availability: employees are physically and mentally ready to work.
- d. Vigor: the level of energy and enthusiasm at work.
- e. Dedication: commitment and pride in one's work.
- f. Absorption: full involvement so that employees are highly focused on their work.

This dimension determines the extent of employees' emotional and psychological involvement in their work.

These two dimensions interact with each other and produce Organizational Culture Engagement, which is then reflected in several key employee behaviors, namely: Personal dedication; Motivation to achieve; Meaningfulness within the team and Innovation in roles.

In essence, the stronger the positive organizational culture and the higher the personal engagement of employees, the higher the engagement with the organizational culture, which encourages employees to be more dedicated, achieve more, work together in teams, and innovate in their work.

## CONCLUSION

Based on the results of this study, Organizational Culture Engagement is formed from the interrelationship between organizational culture dimensions and employee engagement dimensions. Organizational culture dimensions such as orientation towards power, roles, achievements, support, innovation and risk-taking, attention to detail, results orientation, people orientation, team orientation, stability, and aggressiveness play a role in shaping the work environment that influences employee behavior and attitudes.

The interaction between a positive organizational culture and employee psychological engagement will result in strong Organizational Culture Engagement. This condition is reflected in several supporting indicators, namely personal dedication, enthusiasm for achievement, meaningfulness in teamwork, and the ability to innovate in carrying out job roles.

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