

Addis Ababa
University
(Since 1950)



Addis Ababa University

School of Commerce

**The Effect of Organizational Culture on Employee
Engagement: The Moderating Role of Organizational
Justice at Action Against Hunger Ethiopia**

Name: Sosina Seyoum Mengistu

Department: HRM, Extension Class

ID number: GSE/5646/14

Advisor: Dr. Dereje Abi

June 2025

Addis Ababa, Ethiopia

Table of Contents

CHAPTER ONE	1
INTRODUCTION	1
1.1. Background of the study	1
1.2 Statement of the problem	3
1.3. Research Questions	5
1.4. Objectives of study	5
1.4.1 General objective	5
1.4.2 Specific objectives	5
1.5. Significance of Study	6
1.6 Scope of the Study	7
1.7. Organization of the study	7
1.8. Limitations of the study	7
CHAPTER TWO	9
RELATED LITERATURE REVIEW	9
2.1 Theoretical Literature Review	9
2.1.1. The Concept of Organizational Culture	9
2.1.2. Models of Organizational Culture	11
2.2. Employee Engagement	16
2.2.1 Measurement and Indicators of Employee Engagement	18
2.2.2 Models of Employee Engagement	19
2.3. Empirical Review.....	21
2.4. Conceptual Framework	28
2.5. Hypothesis of the study	30
CHAPTER THREE	32
RESEARCH METHODOLOGY.....	32
3.1. Research Design.....	32
3.2. Research Approach	32
3.3. Population and Sampling Design	32

3.3.1. Target Population	33
3.3.2. Sample Size	33
3.3.3. Sampling Technique	33
3.4. Data Collection Instrument	34
3.5. Validity and Reliability	34
3.5.1 Instrument Validity	34
3.5.2 Instrument Reliability	35
3.6. Methods of Data Analysis	35
3.7. Ethical Consideration	36
CHAPTER FOUR	37
DATA PRESENTATION, ANALYSIS, AND DISCUSSION	37
4.1. Response Rate.....	37
4.2. Profile of Respondents	37
4.3. Reliability and Validity Analysis.....	41
4.4. Descriptive Analysis	41
4.5. Correlation Analysis.....	43
4.6. Multiple Linear Regression Analysis.....	44
4.6.1. Diagnostic Test of Multiple Regression.....	45
4.6.2. Coefficient of Multiple Regression Analysis	50
4.7. Moderation Analysis	54
4.8. Summary of Hypothesis Results.....	60
CHAPTER FIVE.....	63
CONCLUSION AND RECOMMENDATION.....	63
5.1 Conclusion	63
5.2 Implications of the Study	64
5.2.1 Practical Implications	65
5.2.2 Theoretical Implications	65
5.3 Recommendations- Suggestion for future studies	66
REFERENCES	68
APPENDIX I: RESEARCH QUESTIONNAIRE	7

DECLARATION

I, declare that this thesis entitled: **“The Effect of Organizational Culture on Employee Engagement: The Moderating Role of Organizational Justice at Action Against Hunger”** is my original work. I have undertaken the research work independently with the guidance and support of the research supervisor. This study has not been submitted for any degree or diploma program in this or any other institutions and all sources of materials used for the thesis have been duly acknowledged.

Name of Student

Signature

Date

CERTIFICATE

This is to certify that the thesis entitled: **“The Effect of Organizational Culture on Employee Engagement: The Moderating Role of Organizational Justice at Action Against Hunger”**, submitted in Addis Ababa University School of Commerce in partial fulfillment of the requirements for the award of the Degree of Master of Art in HRM and is a record of original research carried out by Sosina Seyoum Mengistu, under my supervision, and no part of the thesis has been submitted for any other degree or diploma. The assistance and help received during the course of this study have been duly acknowledged. Therefore, I recommend it to be accepted as fulfilling the thesis requirements.

Name of Advisor

Signature

Date

CERTIFICATE OF APPROVAL

This is to certify that the thesis prepared by Sosina Seyoum Mengistu entitled “**The Effect of Organizational Culture on Employee Engagement: The Moderating Role of Organizational Justice at Action Against Hunger**” and submitted in partial fulfilment of the requirements for the Degree of Master of Art in Human Resource Management complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

Signature of Board of Examiner`s:

_____	_____	_____
External examiner	Signature	Date
_____	_____	_____
Internal examiner	Signature	Date
_____	_____	_____
Dean, SGS	Signature	Date

ACKNOWLEDGEMENT

First and foremost, I give all glory and thanks to the Almighty God, whose grace and guidance enabled me to successfully complete this thesis.

I would like to express my heartfelt gratitude to my advisor, Dereje Abi (PhD), for his unwavering support, insightful guidance, and constructive feedback throughout every stage of this work.

My deepest appreciation also goes to my dad, Prof. Seyoum Mengistu, for his unconditional support and encouragement throughout my academic journey. His love and belief in me have always been a source of strength.

I am sincerely thankful to all the employees of Action Against Hunger who participated and provided responses for this study as well as for their valuable time and input, without which this research would not have been possible.

LIST OF TABLES

Table 4.1: Demographic Characteristics of Respondents.....	37
Table 4.2 Summary of scales & Cronbach's alpha values.....	41
Table 4.3. Results of Descriptive analysis.....	41
Table 4.4 Summary of correlation analysis results.....	43
Table 4.5 Results of Multicollinearity Test.....	45
Table 4.6 Results of Skewness and Kurtosis test	46
Table 4.7 Model Summary of Multiple Linear Regression Analysis.....	49
Table 4.8. Summary of ANOVA Table.....	49
Table 4.9 Result of Multiple regression analysis.....	50
Table 4.10: Model Summary for Moderation Analysis ($IC \times OJ \rightarrow EE$)	54
Table 4.11: Coefficients for (IC x OJ) Moderation Model.....	54
Table 4.12: Result of R^2 Change Due to Interaction.....	54
Table 4.13: Model Summary for Moderation Analysis ($CC \times OJ \rightarrow EE$)	55
Table 4.14: Coefficients for (CC x OJ) Moderation Model.....	56
Table 4.15: R^2 Change Due to Interaction.....	56
Table 4.16: Model Summary for Moderation Analysis ($AC \times OJ \rightarrow EE$)	57
Table 4.17: Coefficients for (AC x OJ) Moderation Model.....	57
Table 4.18: R^2 Change Due to Interaction.....	57
Table 4.19: Model Summary for Moderation Analysis ($MC \times OJ \rightarrow EE$)	58
Table 4.20: Coefficients for (MC x OJ) Moderation Model.....	58
Table 4.21: R^2 Change Due to Interaction.....	58
Table 4.22: Conditional Effects of MC at values of OJ.....	58
Table 4.23 Summary of Hypothesis test.....	60

LIST OF FIGURES

Figure 2.1 Conceptual Framework	29
Figure 4.1. Histogram and P-P Plot.....	47
Figure 4.2. Normal probability.....	47
Figure 4.3 Scatter plot for Linearity Test.....	48
Figure 4.4. Interaction plot of MC*OJ.....	59

LIST OF ACRONYMS

ANOVA	Analysis of Variance
SPSS	Statistical Package for the Social Sciences
VIF	Variance Inflation Factor
ACF	Action Against Hunger
IC	Involvement Culture
CC	Consistency Culture
AC	Adaptability Culture
MC	Mission Culture
OJ	Organizational Justice

ABSTRACT

This study explores the effect of Organizational Culture on Employee Engagement, with the moderating role of Organizational Justice. Data was collected from 120 employees from Action Against Hunger through a structured self-administered questionnaire. The four dimensions of Organizational Culture namely Involvement Culture, Consistency Culture, Adaptability Culture, and Mission Culture from Denison Organizational Culture Model, Employee Engagement and Organizational Justice were measured using validated Likert-scale instruments. Explanatory research design was employed to test the cause-and-effect relationship between Organizational Culture and Employee Engagement. In its approach, this study used quantitative analysis, specifically descriptive statistics to assess the level of employee's engagement, organizational justice and which culture is more dominant in Action Against Hunger. Moreover, the effect of organizational culture on employee engagement and the moderation role of organizational justice was tested using multiple regression analysis. SPSS version 30.0.0.0 and Process Macro were used to generate the outputs of the data.

The results revealed that Involvement Culture, Consistency Culture, Adaptability Culture, and Mission Culture all have a significant and positive effect on employee engagement. Additionally, organizational justice was found to have a marginal moderation on the effect between Mission Culture and employee engagement, suggesting that when employees perceive fairness within the organization, the positive impact of a shared mission on their engagement is amplified. However, the moderation effect of organizational justice in the relationship between involvement culture, consistency culture adaptability culture and employee engagement were found to not be significantly positive implying these variables have no interaction effect. To make this study more comprehensive suggestions for future research are forwarded.

Key words: *Organizational Culture, Organizational Justice, Employee Engagement, Involvement Culture, Consistency Culture, Adaptability Culture, Mission Culture*

CHAPTER ONE

INTRODUCTION

This chapter introduces the research topic, outlining the background, problem statement, research objectives, research questions, and hypotheses. It establishes the importance of studying organizational culture and its impact on employee engagement, along with the moderating role of organizational justice. The chapter sets the stage for understanding why this study is relevant, particularly within the context of Action Against Hunger in Ethiopia.

1.1. Background of Study

Organizational culture plays a pivotal role in influencing employee attitudes behavior and overall engagement. It encompasses the shared values, beliefs, and practices that shape how members of an organization interact, make decisions, and work towards achieving common goals (Mohammed & Mohsin, 2020). In today's increasingly competitive and globalized work environment, cultivating a positive organizational culture has become even more essential. While cultural differences across organizations make it difficult to establish a universal culture, culture remains a key factor in determining how well employees adapt to an organization. A well-developed organizational culture allows a company to resolve issues more efficiently and at a lower cost compared to one with a poorly developed culture. In the current organizational landscape, culture serves as a powerful tool that reflects various aspects of an organization (Rohan & Subathra, 2023).

Another significant issue in management theory and practice is Employee Engagement. Employee engagement refers to the emotional commitment employees have towards their organization, which directly affects their motivation, productivity, and job satisfaction (Schaufeli & Bakker, 2010). Kampaso and Sridevi (2010) stated that when employees are engaged, they also get more involved and emotionally attached to their job with high enthusiasm, going the extra mile in making sure the success of the employer beyond the employment contractual agreement. In addition, employee engagement not only has a positive relationship with productivity output, but also with the commitment one has with an organization and the willingness and intentions to stay

(Salleh, 2016; Kazimoto, 2016). After all, employee engagement is the best method for organizations to gain competitive advantages and stay competitive (Rashid et al., 2011).

Research has demonstrated that organizational culture can greatly increase employee engagement by offering a sense of belonging, increasing trust, and creating an environment that resonates with employees' beliefs and aspirations (Reis & Story, 2016; Sun & Bunchapattanasakda, 2019). Different organizational cultures, such as involvement, consistency, adaptability, and mission, have varied influences on employee engagement. For example, cultures that prioritize flexibility, empowerment, and teamwork typically result in higher employee engagement levels (Denison, 1990; Reis, Trullen, & Story, 2016). The relationship between organizational culture and engagement has been acknowledged, but the role of other contextual factors, like organizational justice, has not been thoroughly investigated.

Organizational justice has been identified as a key moderating factor in shaping employees' perceptions and reactions to organizational culture (Cropanzano et al., 2017). Fair distribution of resources, fair decision-making, and fair treatment make the employees feel valued and engaged in their work (Colquitt et al., 2001). Organizational justice, as per research findings, can enhance the advantages of organizational culture by encouraging a climate of mutual respect and trust, thus increasing an employee's commitment (Li & Cropanzano, 2009). On the contrary, even the most positive organizational culture may not be able to engage people when justice is viewed as missing (Cropanzano et al., 2017).

Action Against Hunger, a humanitarian organization working in Ethiopia, offers a meaningful example for studying how different workplace factors affect employee engagement. The organization is deeply committed to improving the lives of vulnerable communities, and this mission relies heavily on the dedication and involvement of its staff. Despite the challenging nature of humanitarian work and the difficult conditions in some parts of Ethiopia, the organization's internal culture and employees' sense of fairness may play an important role in shaping how engaged they feel in their work.

This study aims to check whether organizational justice moderates the relationship between organizational culture and employee engagement in Action Against Hunger-Ethiopia. The study intends to extend the knowledge of organizational behavior about how perceptions of fairness alter an effect of organizational culture on employee engagement, and to provide additional insight for the humanitarian organization struggling to enhance employee commitment and performance.

1.2 Statement of the problem

In today's dynamic and competitive organizational landscapes, employee engagement has become a vital factor for organizational success, impacting productivity, job satisfaction, and overall performance (Reis & Story, 2016). Nevertheless, in spite of its importance, it is difficult for organizations to foster high levels of employee engagement, particularly in challenging and complex work settings. Another critical element in enhancing the degree of employee engagement is the organizational culture, which defines employees' attitudes, behaviors, and interactions in the organization, with tremendous effects on the degree of satisfaction they realize through work and their engagement in such (Mohammed et al. 2017). Despite the fact that employee engagement and organizational culture have been thoroughly investigated, there is still a substantial knowledge gap on how this relationship is moderated by elements such as organizational justice.

According to research, organizational culture plays an important role but cannot contribute to employee engagement when workers think they are being treated unfairly at work (Sun & Bunchapattanasakda, 2019). Organizational justice, which includes distributive, procedural, and interactional fairness, plays an important moderating role in influencing the strength of the connection between organizational culture and employee engagement (Cropanzano et al., 2017). Studies (Li & Cropanzano, 2009; Dai & Qin, 2016; Cropanzano et al., 2017) have shown that when there is fairness in resource distribution, decision-making processes, and treatment/leadership styles by supervisors, employees are more likely to be engaged in their work, even in organizations that prioritize autonomy, collaboration, or stability. On the other hand, when there is no fairness exercised, even a positive organizational culture could fail to enhance employee engagement, underscoring the importance of fairness perceptions in shaping the overall effectiveness of organizational culture (Sun & Bunchapattanasakda, 2019).

Previous studies have shown mixed results when it comes to the link between organizational culture and employee engagement. While some researchers have found a clear positive relationship between the two without considering how organizational justice might play a role (Bilalli et al., 2023) others suggest that perceptions of fairness can actually influence this connection, either by strengthening or weakening the effect of organizational culture on engagement (Cropanzano et al., 2017). This inconsistency indicates a gap in the current literature, indicating the need for further research to clarify the role of organizational justice in moderating the relationship between organizational culture and employee engagement. Specifically, more research is required to examine how various dimensions of organizational culture such as involvement, consistency, adaptability, and mission interact with perceptions of organizational justice to influence employee engagement.

Within Action Against Hunger Ethiopia, these challenges are even more pronounced. As a humanitarian organization operating in an area with limited resource and high-pressure setting, it makes it difficult to engage its employees. Many staff members are likely working under very high-stress conditions, where engagement may not just be affected by organizational culture but also by individual perceptions of fairness regarding decision-making, resource allocation, and treatment by others. It has presented a very practical and theoretical dilemma as it is yet to be clarified whether the organizational culture interacts with justice perceptions or whether they individually impact employee engagement, placing further unknowns on how to deal with Action Against Hunger's various challenges. Not paying attention to fairness perceptions would be an impediment for Action Against Hunger in achieving the full potential of employee engagement, motivation, and high attrition, consequently leading to systemic failure to accomplish combating poverty and improving lives in Ethiopia.

It has presented a very practical and theoretical dilemma as it is yet to be clarified whether the organizational culture interacts with justice perceptions or whether they individually impact employee engagement, placing further unknowns on how to deal with Action Against Hunger's various challenges. Not paying attention to fairness perceptions would be an impediment for Action Against Hunger in achieving the full potential of employee engagement, motivation, and

high attrition, consequently leading to systemic failure to accomplish combating poverty and improving lives in Ethiopia.

Therefore, this study aims to fill the existing gap by examining how organizational culture influences employee engagement and how organizational justice moderates this relationship in a humanitarian organization operating in Ethiopia.

1.3. Research Questions

Based on the problem, the study will be framed to answer the following research questions:

- 1) What are the dominant cultural practices?
- 2) What is the level of employee engagement?
- 3) What is the perception of employees about organization justice?
- 4) How does organization culture affect employee engagement?
- 5) Does organization justice moderate the relationship between organizational culture and employee engagement in Action Against Hunger?

1.4. Objectives of Study

This section outlines the objectives that shaped the direction and focus of the research. By clearly stating the intended goals, the study establishes the foundation for the research design, data collection, and analysis processes. The following general and specific objectives reflect the key areas the study seeks to address.

1.4.1 General Objective

The general objective of this study is to examine the effect of organizational culture on employee engagement and to examine whether the relationship between organizational culture and employee engagement is moderated by organizational justice in Action Against Hunger- Ethiopia.

1.4.2 Specific Objectives

The specific objectives of this study are:

- 1) To identify the dominant cultural practices in Action Against Hunger Ethiopia.
- 2) To assess the level of employee engagement in Action Against Hunger Ethiopia.
- 3) To assess employee's feeling about organizational justice at Action Against Hunger in Ethiopia.
- 4) To test the effect of Involvement Culture, Consistent Culture, Adaptability Culture and Shared Mission Culture on employee engagement.
- 5) To test the moderating role of organizational justice in the relationship between Involvement culture, Consistent Culture, Adaptability Culture and Shared Mission Culture and employee engagement.

1.5 Significance of Study

This study is of significant value both for organizations and academic research. For organizations, the findings will provide practical insights into how to enhance employee engagement through effective cultural practices and the promotion of fairness. Human resource managers and organizational leaders can use the results to refine organizational culture, ensuring that fairness in decision-making and employee treatment is prioritized. This focus on fairness can lead to improved employee morale, performance, and retention. Additionally, the study's findings can inform organizational interventions designed to create a work environment that is not only culturally supportive but also just, which is essential for fostering high employee engagement, especially in humanitarian and non-profit organizations.

From an academic perspective, the study will contribute to the existing literature by offering a deeper understanding of the relationship between organizational culture and employee engagement. Past research has explored the direct effects of organizational culture on engagement. This study will add a new value by examining the moderating role of organizational justice. By exploring how perceptions of fairness influence the impact of organizational culture on employee engagement, the study addresses a critical gap in the literature, offering fresh insights into the complexities of these relationships. This will expand knowledge in the field and offer valuable contributions to both theoretical and practical applications.

1.6 Scope of the Study

The study will be geographically confined to Action Against Hunger's operations in Ethiopia, specifically focusing on staff members across various departments and roles. Employees from both the field offices and the head office will be included, ensuring representation from a wide range of job functions and organizational levels. The research will primarily address the moderating role of organizational justice and will not explore other potential factors that may affect the relationship between organizational culture and employee engagement, such as leadership style, employee motivation, or external environmental influences. However, the study's findings are expected to provide valuable insights into how perceptions of fairness can strengthen the impact of organizational culture on employee engagement.

1.7. Organization of the Study

The study is classified into five chapters. Chapter one mainly focuses on the introduction part. It contains the background to the research study, the statement of problems, and the research objectives. In addition, it also includes the significance and the scope of the study as well. Chapter two will contain the theoretical review, empirical review of previous studies and conceptual framework of study. Chapter three will present the research methodology adopted in this study. Chapter four will discuss the data analysis and interpretation of the outputs. Chapter five will present the summary of the finding, conclusions, recommendations and further research suggestions.

1.8. Limitations of the Study

The main limitation of this study is the data being collected only from ACF. This may limit the generalizability of the finding to other similar NGO's and other industries. The generalizability would be better had more data been collected from other NGO's and industries.

The study was intentionally limited to a single organization, Action Against Hunger, to allow for a focused and in-depth examination of organizational culture, employee engagement, and organizational justice within a specific organizational context. By concentrating on one organization, the research could account for the unique cultural, structural, and operational

characteristics that might not be comparable across different organizations. This approach ensured consistency in environmental factors, leadership style, and organizational mission, which are critical influences on organizational culture and engagement. While this limits the generalizability of the findings to other settings, it enhances the internal validity and contextual relevance of the results.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

In this chapter the researcher reviews relevant literature on theoretical, empirical and conceptual framework issues which are found to be essential to the research inquiry. Thus, the first section discussed theoretical framework related to the study variables which were considered to lay solid foundation for the research. Then a summary of some of the related previous work on this study was discussed. In the final analysis, the chapter reviewed the literature related to the key study variables as presented in the conceptual framework.

2.1. Theoretical Literature Review

This section presents the theoretical foundations that underpin the study. By examining relevant theories and conceptual models, the review aims to provide a deeper understanding of the relationships between organizational culture, employee engagement, and organizational justice. These theoretical perspectives offer valuable insights into how these variables interact within organizational settings, forming the basis for the study's framework and hypotheses.

2.1.1 The Concept of Organizational Culture

Different scholars define organizational culture in different ways and perspectives. For instance, for Magee (2002) Organizational culture is assumptions shared by members of an organization. The assumptions are mainly beliefs and values. Beliefs mainly focus on reality and come from experience while values are about ideals that are worthy and desirable enough to strive for. It is a specific collection of principles that are shared by everyone in the organization. This in turn controls the way these people blend with each other and with outsiders. The sharing of these beliefs and values creates a business culture (Cameron & Quinn, 2006).

According to Schneider and Barbera (2014), the term organizational culture is commonly used, but its meaning can sometimes feel unclear or open to interpretation. They emphasize that the concept of culture is originally derived from a metaphor of the organization as 'something cultivated'. Pinto (2010) describes organizational culture as a shared perception within a company, shaped by its

unique traits that distinguish it from others. Similarly, Krog (2014) defines organizational culture as an underlying system of values that subtly influences employees' decisions and actions within the organization.

Kerr and Slocum (2005) argue that organizational culture is a shared system that unites members and gives the organization its unique identity. However, there is considerable debate over what exactly is shared, whether it's norms, values, beliefs, philosophies, expectations, or traditions. Another challenge is measuring how strongly these shared elements influence members. For instance, some question whether an organization has a single, unified culture or multiple subcultures. There is also disagreement on whether organizational culture is something employees are fully aware of or if it operates more subtly in the background.

Sydow (2014) also defined organizational culture as a system of shared meaning held by members that distinguishes the organization from other organizations. And the writers described culture in seven basic features or characteristics. First, innovations and risk taking which is the extent to which employees are allowed or encouraged to be innovative risk takers. Second, attention to detail is the extent to which employees are required to show precision, analysis, and attention to detail. Third, outcome orientation-the extent to which the employer focuses on results or outputs instead of the technique and processes used to achieve them. Fourth, people orientation- the extent to which the employer's decision considers the result on the people of the organization. Fifth, team orientation-the extent to which job tasks are assigned around teams rather than individual. Sixth, the extent to which people are aggressive and competitive rather than easy going. Seventh, the extent to which organizational activities emphasize maintaining the status quo in contrast to growth.

Overall, all of the definitions listed above revolve around what organizational members have in common. Thus, it can be said that organizational culture is a bound that holds members together; it is what makes them think and act as one. For the purpose of this study, the researcher adopted the definition of organizational culture provided by Schein (2006) describes culture as a set of unspoken, shared beliefs that a group develops over time while solving challenges both inside and outside the organization. When these ways of thinking and acting prove effective, they become

accepted as the right approach and are passed down to new members as the proper way to understand and respond to similar situations.

The implications of the above definition by Schein (2006) includes that first, we understand culture is stable and not easy to change once it's developed since it's manifested as composite knowledge thinking, feeling and perceiving the environment which made up the organizations successful. Second, the crucial component of culture is invisible and that is why usually members of an organization can't tell you what kind of culture exists in their organizations. Organizations also do culture assessment research since it's difficult to list down what type of culture exists through simple observation. Third, we realize that there is no right or wrong culture by its own, it all depends on the tacit assumptions of situation in which the culture is to be applied.

2.1.2 Models of Organizational Culture

Organizational culture is a critical determinant of how organizations function, influencing employee behaviors, decision-making processes, and overall performance. Scholars have long studied organizational culture, developing models to explain its structure, impact, and role in shaping workplace dynamics. These models give several insights on how culture influences employee engagement, satisfaction, and overall organizational performance. This section explores key frameworks, including Schein's theory, Hofstede's cultural dimensions, Cameron and Quinn's competing values framework, Handy's typology, and the Denison model. Each offers valuable insights into how culture develops within organizations and affects their success.

Schein's Theory of Organizational Culture

Schein's (1975) model of organizational culture is one of the most widely referenced frameworks, valued for its ability to simplify complex cultural dynamics. Rooted in a functionalist perspective, the model defines culture as a set of fundamental assumptions that a group creates, discovers, or develops while navigating external and internal challenges. When these assumptions prove effective, they become accepted as the right way to think, perceive, and respond, eventually being passed down to new members as the organization's standard approach.

According to the author, understanding the organization's culture may start from observing its artifacts: its physical environment, employee interactions, company policies, reward systems, and other observable characteristics. However, simply looking at these tangible aspects is unlikely to give a full picture of the organization, since an important chunk of what makes up culture exists below one's degree of awareness. The values and deeper, the assumptions that shape the organization's culture can be uncovered by observing how employees interact and the choices they make, as well as by inquiring about their beliefs and perceptions regarding what is right and appropriate behavior (Schein, 2004).

Schneider and Synder (1975) presented three different levels of an organizational culture. The first level that is called artifacts, which was represented as the most visible level is easily observable, but sometimes hard to understand or interpret. It shows an outward view of an iceberg and contains elements like products, behaviors, arts, ceremonies, and norms etc. The second level called values and beliefs has an inward view which is not visible and represents the underwater part of the iceberg. It represents individual thinking, feelings, beliefs, ethics, mind sets and ideologies. The third level is called underlying assumptions which is the foundation of a culture, that also has an inward view, and these assumptions provide pathways for basic aspects of life and society (Schneider and Synder, 1975).

Schein (2004) argues that we shouldn't rely solely on the obvious symbols to understand a culture, as they can easily be misunderstood. If we only focus on what's visible, we risk missing the deeper, core assumptions that truly define the culture. Likewise, even the stated beliefs and values may only represent what a culture aspires to, rather than what it truly embodies.

Hofstede's Model of Organizational Culture

According to Hofstede (1980), organization culture is comprised of the various ideologies, beliefs (values, mission vision) and practices of an organization which make it unique from others. The culture of a workplace shapes how employees interact with one another and with people outside the organization. In addition, it also decides their involvement in productive tasks. Accordingly, he has identified six factors which influence the culture of the workplace.

The first factor, Power Distance Orientation, refers to how workplace culture varies based on the level of authority and power given to employees. Some organizations believe in delegating team leaders or team managers who are responsible for their respective teams and have the challenge of getting the best out of the team members (Hofstede, 1980). The second factor, Masculinity vs Femininity, refers to the effect the differences in male and female values on the culture of the organization. In organizations where men are more dominant than women, the policies are likely to differ from those in organizations where women play a larger role in decision-making. Male employees tend to be more aggressive, while female employees are often seen as more nurturing and compassionate (ibid).

The third factor, Individualism Vs Collectivism: refers to the degree to which an organization integrates a group mentality and promotes a strong sense of community (as opposed to independence) within the organization. Some organizations strongly rely only on teamwork. Here individuals with a common interest come together and work as a team. The fourth factor, Uncertainty Avoidance: refers to how much an organization is comfortable with risk-taking. Risk and return are largely inter-relational in the business environment; therefore, it is particularly important for organizations to enforce a consistent level of comfort while taking risks (ibid).

The fifth factor, Long Term Orientation: the degree to which an organization or culture plans pragmatically for the future or attempts to create short-term gains. Some organizations focus on long-term relationships with their employees. The sixth factor is Tolerance vs. Restraint, which relates to how much freedom there is in spending and fulfilling needs. For instance, a more restrained culture may have strict rules and regulations when it comes to using company resources (ibid).

Cameron and Quinn Model

The culture model presented by Cameron and Quinn (2011) places organizations in a continuum of four core values, called Flexibility, Stability, Differentiation, and Integration. “What is notable about these four core values is that they represent opposite or competing assumptions. Each continuum highlights a core value that is opposite from the value on the other end of the

continuum” (Cameron & Quinn 2011). The authors have named the quadrants in a way that vibrates well with managers and researchers alike that have some knowledge in organizational culture frameworks. The authors identified four types of cultures which include: clan culture, adhocracy culture, market culture, and hierarchy culture.

Clan Culture which is full of shared values and common goals, an atmosphere of collectivity and mutual help, and an emphasis on empowerment and employee involvement. A kind of organizational culture where the sense of family strongly exists. Teamwork is emphasized and leader’s role are as a mentor, market culture, and hierarchy culture. The Adhocracy Culture is like a temporary institution, which is dismissed whenever the organizational tasks are ended, and reloaded rapidly whenever new tasks emerge. Adhocracy is an organizational culture which gives a lot more opportunity for individuals to develop in their own way, as long as they are consistent with the organization goals, The Market Culture focuses on the transactions with the environment outside the organization instead of on internal management. The organizational goal is to earn profits through market competition. Market culture is a type of culture which stresses the effectiveness on goal achieving. The fourth category; the Hierarchy Culture has a clear organizational structure, standardized rules and procedures, strict control, and well-defined responsibilities. This culture can be simply identified through the domination of rules, systems and procedures. Stability inside the organization is a prime orientation which should be maintained through a set of fixed and tight rules (Cameron & Quinn 2011).

Charles Handy Model

A model which is called Charles Handy is developed by Dolan & Lingham (2012), Organizational structure is the foundation for this model to classify organizational culture into four categories: Power Culture, Role Culture, Task Culture and Person Culture.

Power Culture describes the concentration of power within few and control radiate from the center like a web. Power Cultures have few rules and little bureaucracy. The role culture is characterized by people has clearly delegated authorities within a highly defined structure. Typically, these organizations form hierarchical bureaucracies thus, power derives from a person's position and

little scope exists for expert power. In a Task Culture team are formed to solve particular problems. Power derives from expertise as long as a team requires expertise. These cultures often feature the multiple reporting lines of a matrix structure. The Person Culture exists where all individuals believe themselves superior to the organization. Survival can become difficult for such organizations, since the concept of an organization suggests that a group of like-minded individuals pursue the organizational goals (Dolan & Lingham, 2012).

Denison Organizational Culture Model

It is developed based on 20 years of studies and research. The Denison Model of organizational culture describes a theory of organizational behavior that emphasizes the strong link between culture and performance. The American Professor Denison, the creator of this model, has emphasized the following cultural dimensions: Involvement, Consistency, Adaptability and Mission.

Involvement: Involvement reflects the degree to which employees feel valued, included, and empowered within the organization. It encompasses aspects such as employee participation in decision-making, open communication, and recognition of individual contributions (Denison, 1990). High involvement cultures creates a sense of ownership and commitment within employees, which leads to increased motivation, creativity, and problem-solving abilities.

Consistency: Consistency means the congruence among an organization's values, systems, and behaviors. This includes such things as clarification of roles and responsibilities, adherence to established processes, and consistency of management practices (Denison, 1990). A high consistency culture provides a sense of stability and predictability that enables employees to perform their work.

Adaptability: Adaptability is the extent to which an organization learns quickly and responds easily to outside changes and challenges. It includes openness to new ideas, willingness to experiment, and flexibility to adapt to market conditions (Denison, 1990). The adaptable culture allows an organization to innovate, learn from experience, and flourish in dynamic environments.

Mission: Mission embodies the goal for which it was created and developed; and represents the overarching purpose that binds and rallies an organization together. This means having a clear vision and strategy; embracing a strong collective identity; and having a commitment to common organizational goals (Denison, 1990). A strong mission culture gives direction and motivation, motivating individuals toward the organization's goals.

For this study, the researcher uses Denison's organizational culture model as the guiding framework. This model outlines four key dimensions of culture that, when understood and effectively managed, can help leaders build a work environment that supports high performance, innovation, and adaptability ultimately helping the organization reach its long-term goals. Denison's model is especially fitting for examining the link between Organizational Culture and Employee Engagement, as it offers a comprehensive and performance-oriented approach. It connects cultural traits to specific behaviors and outcomes, making it easier to analyze how different aspects of culture shape employee attitudes and actions.

2.2. Employee Engagement

In any organization, employees have varying levels of engagement, which highly influences the commitment and focus they bring to their jobs. Employee engagement is a relatively recent subject that has gained importance over the last two decades (Rafferty, Maben, West & Robinson, 2005). This concept is broad and doesn't have a single, universally accepted definition, which is not uncommon for many psychological constructs that initially struggle with precision in the social sciences (Macey & Schneider, 2008). The rise of "positive psychology" has spurred interest in studying engagement in the workplace, emphasizing human strengths and optimal functioning rather than deficiencies and dysfunctions (Macey & Schneider, 2008).

While most researchers acknowledge the importance of work engagement, there are varying perspectives on its conceptual framework (Bakker, Schaufeli et al., 2008). However, many agree that employee engagement has roots in earlier concepts like employee commitment, job satisfaction, and organizational citizenship behavior (Robinson, Perryman & Hayday, 2004).

Though related to these concepts, employee engagement encompasses a broader range of elements and can be described in multiple ways.

Gibbons (2006) proposed that employee engagement represents "a heightened emotional and intellectual connection" that an employee forms with their organization, manager, or colleagues, motivating them to exert additional discretionary effort in their work. Schaufeli, Salanova et al. (2002) defined it as "a positive, fulfilling, work-related state of mind" characterized by vigor, dedication, and absorption. Baumruk (2004) described engagement as the willingness and ability of employees to support their company's success through sustained discretionary effort. It is also characterized by the emotional and intellectual commitment employees demonstrate toward their organization and the effort they invest in their work tasks.

Employee engagement signifies that members of an organization consistently deliver their best performance by investing extra time, energy, and cognitive resources to achieve organizational goals. Anitha (2014) is a notable scholar who introduced this concept, suggesting three psychological conditions essential for engagement: psychological meaningfulness, which reflects employees' perceptions of the value and worth of their work; psychological safety, or the degree to which employees feel comfortable in their roles; and psychological availability, which refers to the accessibility of resources, tools, and skills necessary for performing their duties (Davis, 2023).

Engaged employees are deeply involved in their roles and demonstrate enthusiasm for contributing to the organization's success, as they genuinely care about its future (Seijts & Crim, 2006). This has led to the characterization of engaged individuals as fully committed and enthusiastic about their work, as well as being satisfied and involved in their tasks (Harter & Schmidt, 2008).

Ultimately, employee engagement reflects how committed employees are to their work, their sense of belonging within the organization, and their motivation to help it succeed. There are various strategies and approaches to fostering employee engagement, which will be explored further.

2.2.1. Measurements and Indicators of Employee Engagement

Numerous research has looked into different ways to measure and evaluate employee engagement, using a variety of metrics to convey its complexity. The Gallup Q12 survey is one of the most widely used instruments for this purpose. It comprises 12 questions that assess various facets of employee engagement, such as expectations clarity, learning and growth opportunities, and how employees perceive the organization's mission and purpose (Harter, Schmidt, & Hayes, 2002). The Utrecht Work Engagement Scale (UWES), developed by Schaufeli et al. (2002), is another popular tool that gauges engagement in three areas: vigour, devotion, and absorption. Absorption shows a state of intense focus and satisfaction in one's job; vigour denotes high energy levels and resilience at work; and devotion is characterized by a sense of significance, excitement, and challenge.

The majority of employee engagement measures include both behavioral and attitudinal elements. Performance metrics, absenteeism rates, and intents of turnover are examples of behavioral indicators. According to research, engaged workers are more likely to stay with their organization, show higher levels of productivity, and have lower absenteeism rates (Schaufeli & Bakker, 2004). Attitude measures, on the other hand, include motivation, organizational commitment, and work satisfaction. According to Robinson, Perryman, and Hayday (2004), engaged workers frequently express about their high levels of job satisfaction and a deeper sense of loyalty to their organization, which in turn promotes increased motivation and output.

A measurement tool used to assess employee engagement in organizations is the ISA Engagement Scale (Soane et al., 2012). This scale was created by the "Institute for Social and Academic Advancement," or ISA, to measure emotional, cognitive, and behavioral facets of employee engagement. The scale typically includes a series of Likert-type statements or questions that employees respond to, indicating the extent of their agreement or disagreement with each statement.

Employees' cognitive involvement in their work and the intellectual stimulation they receive are referred to as intellectual engagement. This dimension highlights how motivated, mentally challenged, and engaged employees feel in their positions. While social engagement focusses on

the quality of employees' relationships with coworkers, managers, and the greater organizational community, affective engagement refers to the emotional ties and commitment employees have to their work and the organization, highlighting their feelings of enthusiasm, passion, and dedication to their jobs (Soane et al., 2012).

This study employs the Schaufeli (2007) engagement scale, a measurement tool designed to evaluate employee engagement within organizations with three dimensions: vigor, dedication and absorption. According to Schaufeli (2007) when a person has vigor, it means they have high levels of energy and cognitive resilience while working and a desire and inclination to put a lot of effort into the work and persists even when there are apparent difficulties. When employees are engaged, they show high levels of commitment to a point where they feel that the work they are delivering is very important to them. Schaufeli (2007) refers to dedication as the state of being intensely involved in one's own work, where they feel a high sense of passion, inspiration, pride, a sense of worth as well as feel challenged by their work. Absorption happens when an employee feels that the work has filled them and almost taken over them. Schaufeli (2007) states that it refers to being undividedly absorbed in one's own work while being happy to be doing it at the same time, so that one loses track of time and find it hard to detach herself/himself from the work they're doing.

2.2.2 Models of Employee Engagement

Understanding employee engagement requires an exploration of the various models that have been developed to explain its dimensions, drivers, and outcomes. This section presents key models of employee engagement that offer valuable insights into how organizations can foster a committed and motivated workforce. These models serve as a foundation for identifying the factors that influence engagement and guide the interpretation of the study's findings.

Andrews Brown Engagement Model

The Andrews Brown Engagement Model offers a hierarchical framework to understand employee engagement, emphasizing the progression from basic satisfaction to full engagement. According to Brown, as cited by Kangure (2014), satisfaction is the foundational level of engagement and

pertains to employees' basic contentment with their jobs, including their ability to perform tasks, satisfaction with pay, and overall work environment. Employees at this level may not necessarily exhibit a desire to go beyond their basic responsibilities. Moving upward, motivation represents the second level, where employees are driven to excel and feel a sense of pride in their work. Motivation is more personal and individual-focused. Commitment, the next level, involves employees feeling a sense of belonging and alignment with the organization's goals, creating ambassadors who advocate for their workplace. The highest level, advocacy, reflects employees' proactive promotion of their organization and its products or services. This results in benefits such as enhanced sales and recruitment through credible word-of-mouth recommendations. Full engagement, as per this model, is achieved when employees exhibit satisfaction, motivation, commitment, and advocacy, resulting in significant organizational benefits (Kangure, 2014).

Hewitt's Drivers of Engagement Model

Hewitt's Drivers of Engagement Model, proposed by Hewitt (2005), defines engagement as the degree of an employee's emotional and intellectual commitment to their organization and its success, embodying a "hearts and minds" philosophy. Hewitt (2005) asserts that employee experiences within the company result in behaviors that fall into the categories of "say," "stay," and "strive." Positive opinions about their jobs, their employers, and the company are shared by workers who engage in "say" behavior, which helps with hiring and improves the company's reputation. The possibility of long-term retention is increased by the "stay" behavior, which indicates an emotional connection to the company. Last but not least, "strive" behavior demonstrates that workers are willing to go above and beyond the call of duty in order to contribute to the success of the company (Hewitt, 2005).

Social Exchange Theory

Social Exchange Theory (SET) provides a context for understanding how reciprocal interactions in relationships enhance trust, commitment, and mutual support, which in turn influences behavior and attitudes within an organization. According to Blau (1964), social exchange theory is founded on the reciprocity principle, which states that people create and sustain connections in the hope

that the advantages they acquire will eventually be returned. These exchanges may not be looking at it from a contractual standpoint but are based on trust and goodwill.

Social Exchange Theory (SET), when applied to organizational settings, suggests that employees tend to respond positively to the way they are treated by their organization (Cropanzano & Mitchell, 2005). When employees feel supported, recognized, and aligned with the organization's culture, especially when they experience fairness, they are more likely to express through increased engagement and commitment to their work. Organizational culture plays a key role in shaping this dynamic by promoting shared values, norms, and practices, which help create a workplace environment that encourages these positive social exchanges.

From the viewpoint of social exchange theory, we can better understand the link between corporate culture and employee engagement. According to Brenyah and Obuobisa (2017), the quality of relationships at work is directly impacted by organizational culture. A positive culture promotes collaboration, trust, and mutual respect, encouraging employees to form strong bonds with their colleagues and the organization as a whole. This cultural framework acts as a catalyst for social exchanges, providing employees with necessary resources and emotional support. In turn, employees are likely to exhibit higher levels of engagement, commitment, and performance.

The relevance of SET in studying the impact of organizational culture on employee engagement lies in its ability to explain why and how employees respond positively to supportive cultural practices. For instance, when employees feel valued and supported within a cohesive culture, they reciprocate by being more dedicated and engaged in their roles. This reciprocal relationship underscores the importance of fostering a positive organizational culture to drive employee engagement and overall organizational success.

2.3. Empirical Review

Various studies have examined the relationship between organizational culture and employee engagement, revealing valuable insights into how culture influences employee outcomes. Gene, et al (2010) stated that the organizational culture of Wright Petterson, Ohio, USA Air Force Base

was closely related to employee engagement. Organizational culture is operationalized according to the Air Force wingman construct (i.e., trustworthy environment, supportive attitude, tolerant of risk). Having an organizational culture that focuses on this organizational goal allows the personnel to try new things and be confident in their actions. Likewise, the results of research conducted by Naidoo and Martins (2014). They concluded that all dimensions of organizational culture in information and communication technology companies in South Africa have a positive correlation with the dimension of work engagement.

Another study on the relationship between organizational culture and work engagement: A multilevel investigation by Krog (2014) carried out in 35 Norwegian organizations showed that culture affects individuals, and that clan culture and engagement are moderately related. Similarly, the market culture and the hierarchy culture didn't show any major negative correlation with work engagement. In both quoted studies, the researchers did not quite identify the organizational cultures that influence engagement and what determines and manifests as engagement.

Similarly, Baye Kassahun (2020) assessed Horizon Addis Tyre S.C., concluding that organizational culture perspectives significantly and positively affect employee engagement. The study highlighted the importance of teamwork and diversity but noted deficiencies in communication flow. Recommendations included improving internal communication and providing training to boost engagement.

In a study by Parent & Lovelace (2015) on how employee engagement and a positive organizational culture affect an individual's ability to adapt to change, they found that a positive organizational culture can boost adaptability to change. They also discovered that organizations with a positive culture promote both job and organizational engagement among employees, but those with high job engagement tend to be less adaptable to change.

Kene Belete (2018) investigated the mediating role of employee engagement between organizational justice and turnover intention at Commercial Bank of Ethiopia. The study found that distributive, procedural, and interactional justice negatively relate to turnover intention and

positively to employee engagement. However, employee engagement did not mediate the relationship between organizational justice and turnover intention.

Research on Oromia International Bank S.C. demonstrated that involvement, consistency, adaptability, and mission dimensions of organizational culture positively affect employee commitment. Consistency was the most influential, suggesting that clear and reliable cultural practices enhance commitment.

Reis, Trullen & Story (2016) conducted a study with 890 professionals from graduate and postgraduate programs at a business school in Brazil, focusing on perceived organizational culture and engagement, particularly the role of authenticity. They found that environments viewed as more inclusive and participatory, which encourage autonomy (such as clan and adhocracy cultures), don't necessarily promote or hinder authenticity. On the other hand, cultures that emphasize control, order, and stability (like hierarchy and market cultures) are negatively linked to authenticity. As a result, employees who are able to express themselves more authentically at work tend to be more engaged with their jobs.

Similarly, Elizabeth (2017) explored the effects of organizational culture types hierarchy, market, clan, and adhocracy on job satisfaction at the Ministry of Science and Technology. Employing a mixed-method design and statistical tools such as Pearson correlation and multiple regression, the study revealed that adhocracy culture was dominant and positively related to employee job satisfaction. The higher satisfaction levels were attributed to the ministry's focus on innovation, risk-taking, and unique performance.

Mohammed et al. (2017) conducted research to explore the factors that enable or prevent employee engagement in banks in Saudi Arabia. The research used a qualitative approach, specifically grounded theory, with data gathered through an issue-focused method. An interview with bank line managers and subordinates were conducted. According to the findings, the key boosters of employee engagement were training and development, organizational communication, and reward and recognition. The study also emphasized that Islamic culture plays a role in shaping employee

engagement in Saudi banks, particularly in relation to non-interest-bearing transactions and the rule of female exclusion.

In a study conducted by Hajima (2018) also conducted study on the relationship between organizational culture and employee performance in the Addis Ababa Abattoirs Enterprise. She used both quantitative and qualitative methods to conduct her research. The research findings indicate that a supportive organizational culture highly enhanced employee performance. Furthermore, Mersen (2016) examined the effect of four organizational culture traits involvement, consistency, adaptability, and mission on employee commitment at Ethiopian Airlines. The findings show a significant positive relationship between adaptability, mission, and involvement with employee commitment. However, consistency had no significant effect. This study emphasized the importance of adaptability and mission-driven initiatives for promoting commitment.

Abraham (2019) examined the effects of organizational culture on employees' commitment at the Commercial Bank of Ethiopia (CBE). The study was conducted with the use of quantitative approach and explanatory research design. The study enforced regression analysis and found a positive relationship between organizational culture and employee commitment. The study recommended CBE to focus on empowering employees, reinforcing team orientation, embracing integration, organizational learning, and core values, as well as implementing competence development programs to enhance employee commitment.

Alias et al. (2022) developed a quantitative study to find the effects of organizational culture types: clan, adhocracy, hierarchy, and market influences on employee engagement in a Malaysian manufacturing company. Research data were collected using a questionnaire from a sample of 127 respondents out of a total population of 190. It was found that both clan, adhocracy, and market cultures had a significantly positive relation with employee engagement, but a significantly negative relation was discovered between hierarchy culture and employee engagement.

Bilalli, Mustafi, and Islami (2023) conducted research to provide a view of the connection among three dimensions of employee engagement-vigor, dedication, and absorption-and the major

elements of organizational culture- involvement, consistency, flexibility, and mission. A total of 152 employees from the public secondary education system of the Republic of North Macedonia were surveyed to carry out the study. The study revealed organizational culture components are significantly correlated with engagement dimensions, including employee vigor, dedication, and absorption. It concluded that organizational culture plays a significant role in enhancing employee engagement metrics inside and outside the classroom.

Using organizational commitment as an intervening variable, Agus (2023) also carried out research to examine the impact of organizational culture on employee engagement. In order to determine the link between the research variables, this study employed a quantitative technique and the data analysis tool PLS-SEM. According to the study's findings, employee engagement is positively and significantly impacted by organizational culture. The relationship between organizational culture and employee engagement is positively and significantly mediated by organizational commitment.

Rohan and Subathra (2023) explores the impact of organizational culture on employee engagement and job satisfaction in higher education institutions. The research methodology involved quantitative data collection and analysis through surveys and analysis of ANOVA test. The result revealed that organizational culture has a large and complex impact on employee engagement and job satisfaction in higher education institutions. The result also showed work-life balance policies, professional development opportunities, and sustainability practices are further activities that can improve organizational culture and have a beneficial impact on employee engagement.

Recently, Brijball (2024) conducted a study to explore the relationship between organizational culture and employee engagement in private hospitals in Ghana. The study involved 155 respondents selected through simple random sampling, with an additional 15 respondents chosen purposively from private hospitals in Accra. The results showed that employees had positive perceptions of both organizational culture (involvement, consistency, adaptability, mission) and employee engagement (vigor, absorption, dedication). The study concluded that there is a significant relationship between organizational culture and employee engagement, with notable intercorrelations between the components of organizational culture and the dimensions of employee engagement.

I. Involvement and Employee Engagement

Involvement within an organization is defined by the degree of employee participation, empowerment, and teamwork. Organizational cultures that prioritize involvement create environments where employees feel valued, contributing to a sense of ownership and responsibility. Research shows that high levels of involvement enhance employee engagement by fostering deeper emotional and psychological connections to the organization. Studies such as Tessema, Ready, and Embaye (2013) and Rofcanin et al. (2018) support this idea, showing that participative environments have an influence on higher job satisfaction and organizational commitment, which are vital forces of engagement. Employees are more likely to exhibit greater dedication on their work when they actively engage in decision making and activities within the organization.

II. Consistency and Employee Engagement

The meaning of Consistency in an organizational culture is that the values, norms, and practices are all aligned and create a work environment that feels stable and predictable. A culture that is consistent builds trust, reduces confusion, and helps ensure that the goals of individuals match up with the vision of the organization. Research, like that of Smith and Lee (2017) and De Jong et al. (2021), shows that this kind of consistency boosts employee engagement. It creates an environment where employees understand what is expected of them and feel secure in their roles. When people trust that their efforts align with the company's goals, they become more committed and engaged in their work. In cultures that are stable and clear, employees are more motivated because they know how their work supports the organization's overall mission.

III. Adaptability and Employee Engagement

Adaptability is about how well an organization can handle change, come up with new ideas, and stay flexible in a world that's always changing. When a company's culture values adaptability, it encourages employees to keep learning and growing, which makes the workplace feel more active and exciting. Lee, Park, and Koo (2017) and Chan et al. (2019) show that organizations that are open to change can boost employee engagement by giving people chances to be creative, grow personally, and feel like they're making a real difference. In these kinds of environments,

employees usually feel more connected to their work because they're trusted to help the organization move forward and are given space to share new ideas. This kind of culture helps employees feel like they matter and that their role plays a big part in where the organization is headed.

IV. Mission and Employee Engagement

An organization's mission sets the direction for where it's going and what it stands for. It gives employees a sense of purpose and helps them find meaning in what they do. When people clearly understand the mission and can connect it with their own personal goals, they're more likely to feel engaged in their work. Studies by Ogbonna and Harris (2000) and Kim et al. (2020) show that having a strong, clear mission helps employees see how their work fits into the bigger goals of the organization. It also makes their job feel more meaningful because they know their efforts are important for the company's success. This feeling of purpose encourages employees to stay committed and feel more connected to the organization's overall vision.

V. The Moderating Role of Organizational Justice

Organizational justice plays an important role in shaping how culture and employee engagement are connected. It acts like a filter that affects how these two things influence each other. Justice includes fairness in how resources are shared, how decisions are made, and how people are treated. These all have a big impact on how employees feel about their work and how engaged they are. Fair treatment has always been a key part of workplace life. According to research by Dai and Qin (2016), when employees feel they're being treated fairly, they're more likely to have positive attitudes toward their jobs, their results, and their leaders.

Social Exchange Theory (Blau, 1964) helps explain this connection. It suggests that when employees experience fairness, they tend to respond by putting more effort and energy into their work especially if the organization's culture matches their own values. Justice Climate Theory builds on this idea by showing that fairness isn't just a personal experience. How employees as a

group view fairness also affects how they respond to the organization's culture and efforts (Naumann & Bennett, 2000).

When employees believe that things are fair like how resources are shared, how decisions are made, and how they're treated they're more likely to feel valued and connected to their work (Colquitt et al., 2001). But even if a company promotes teamwork and gives employees a voice, it might not fully engage them if fairness is missing (Cropanzano et al., 2017). On the flip side, when employees see fairness in the workplace, it can boost the positive effects of a good culture by increasing trust and commitment (Li & Cropanzano, 2009).

The Group Value Model explains that employees view fairness as a sign of how much they matter to the organization. When they feel treated fairly, they believe their work is appreciated and that they're trusted this builds their own trust in the organization. That trust helps create a stronger sense of belonging and connection, which leads to greater engagement (Ardebilpour et al., 2024). In this way, fairness becomes the foundation for building support in the workplace, helping employees feel secure and motivated to meet organizational goals.

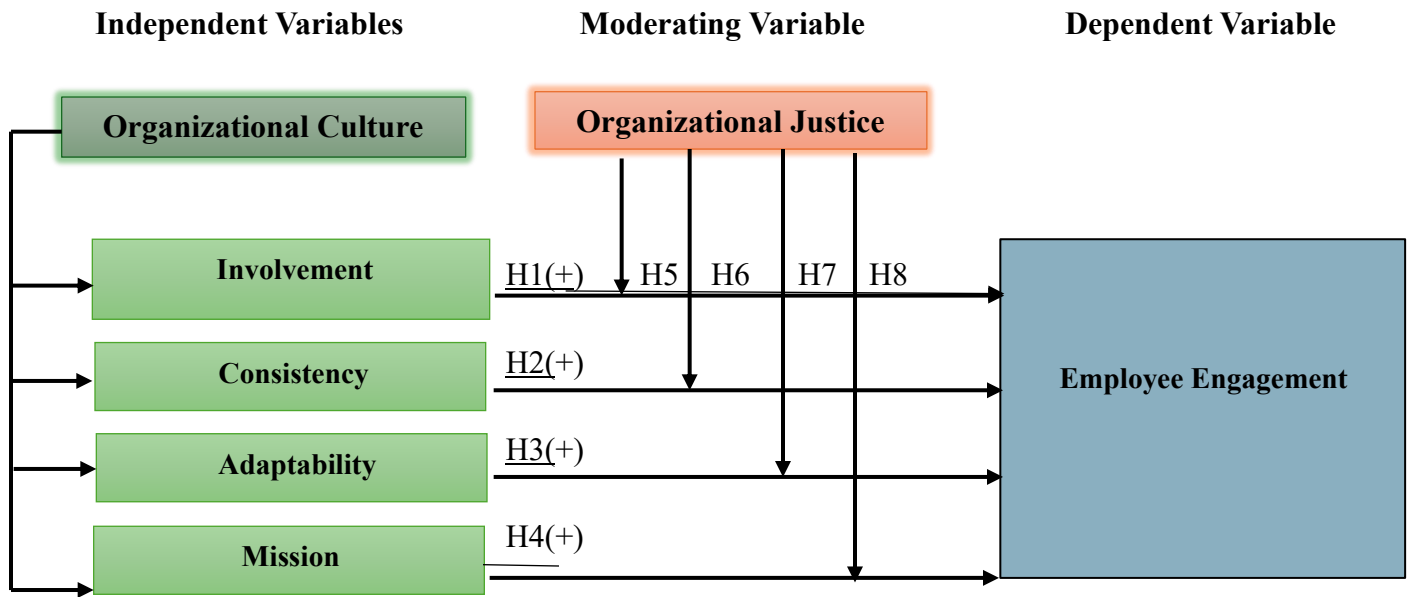
Research backs up this idea. Rasool et al. (2019) found that procedural justice played a moderating role between a mission-focused culture and employee engagement, especially in fast-paced and high-pressure industries. Similarly, Choi et al. (2014) showed that organizational justice helped strengthen the link between a collaborative culture and employee engagement in Korean companies.

Organizational justice in this study is set to be a single higher observable variable without its dimensions.

2.4. Conceptual Framework

A conceptual framework is a useful part of research because it helps organize key ideas and shows how different variables are connected (Kombo & Tromp, 2009). In this study, the framework focuses on organizational culture as the independent variable, employee engagement as the

dependent variable, and organizational justice as the moderating variable. Organizational culture is examined using the Denison Organizational Culture Model, which looks at four main areas: involvement, consistency, adaptability, and mission (Denison, 1990). As explained by Sun and Bunchapattanasakda (2019), employee engagement is seen as a positive and meaningful state of mind related to work marked by energy, focus, and dedication, all of which are closely connected.



Source: Researcher's own conceptualization (2025)

Figure 2.1 Conceptual Framework

The framework further proposes that organizational justice, encompassing distributive, procedural, and interactional fairness, moderates the relationship between organizational culture and employee engagement (H5-H8). The four dimensions of organizational culture (involvement, consistency, adaptability, mission) are hypothesized to have a direct positive impact on employee engagement (H1-H4). Specifically, Involvement is expected to positively affect engagement by fostering a sense of ownership and participation (H1), Consistency is hypothesized to contribute to engagement through alignment and trust (H2), Adaptability is thought to drive engagement by enabling innovation and growth opportunities (H3), and Mission is expected to enhance engagement by providing a sense of purpose and direction (H4). By exploring these relationships, the framework aims to provide a comprehensive understanding of the mechanisms through which

organizational culture affects employee engagement and how fairness perceptions influence this dynamic.

2.5. Hypothesis of the Study

Based on the theoretical and empirical reviews in the previous sections of this chapter, the following hypothesis are forwarded:

Hypothesis 1 (H1): The effect of employee involvement culture on employee engagement is statistically significant and positive.

Hypothesis 2 (H2): The effect of Consistent culture on employee engagement is statistically significant and positive.

Hypothesis 3 (H3): The effect of culture of shared mission on employee engagement is statistically significant and positive.

Hypothesis 4 (H4): The effect of adaptable culture on employee engagement is statistically significant and positive.

Hypothesis 5 (H5): The effect of employee Involvement Culture on Employee Engagement is stronger for organizations with higher Organizational Justice as opposed to those with lower Organizational Justice.

Hypothesis 6 (H6): The effect of Consistency Culture on Employee Engagement is stronger for organizations with higher Organizational Justice as opposed to those with lower Organizational Justice.

Hypothesis 7 (H7): The effect of Adaptability Culture on Employee Engagement is stronger for organizations with higher Organizational Justice as opposed to those with lower Organizational Justice.

Hypothesis 8 (H8): The effect of Shared Mission Culture on Employee Engagement is stronger for organizations with higher Organizational Justice as opposed to those with lower Organizational Justice.

CHAPTER THREE

RESEARCH METHODOLOGY

The chapter will discuss the methodology that is used in the study, and it covers topics such as research design, research approach, source of data, method of data collection, population, sample size and sampling technique, method of data analysis and presentation, data processing and ethical consideration that will be considered in this research.

3.1. Research Design

The research design is shaped by the study's objectives (Newing, 2011). This study tries to examine the effect of organizational culture on employee engagement and whether organizational justice moderates the relationship between organizational culture and employee engagement. To achieve these objectives, an explanatory survey research design is used. This design is ideal for identifying causal relationships between independent and dependent variables, which aligns with the study's goals. The explanatory design is particularly useful for assessing cause-and-effect relationships between variables. Moreover, descriptive statistics is employed to assess the level of employee engagement, the dominant culture practices and the employee's perceptions of organization justice at Action Against Hunger.

3.2. Research Approach

This study used a quantitative research approach, focusing on the collection and analysis of numerical data to identify patterns, relationships, and trends. By using this approach, the study tried to measure the relationship between organizational culture and employee engagement, as well as the moderating role of organizational justice. This method is well-suited for hypothesis testing and offers statistical evidence to substantiate the findings.

3.3. Population and Sampling Design

This section describes the target population for the study and outlines the sampling design employed to select respondents. An appropriate sampling method is essential to ensure that the data

collected accurately represents the views and experiences of the broader population. The procedures for determining the sample size and selecting participants are presented in the following sub-sections.

3.3.1. Target Population

The target population for this study consists of employees of Action Against Hunger in Ethiopia that can provide measurable responds to this study. Employees with less involvement within the main operational activities have been excluded. Therefore, the group of employees that represents the target population of which data will be gathered for the study is approximately around 250.

3.3.2. Sample Size

To determine the sample size for this study, the researcher will use Taro Yamane's (1967) formula, which is commonly used to calculate sample sizes for a given population. The formula is as follows:

$$n = N/(1+N(e)^2)$$

Where:

- n is the sample size,
- N is the total population size (250 employees),
- e is the margin of error (commonly set at 0.05 or 5%).

Using this formula:

$$n = 250/(1+250*(0.05)^2) = 153$$

Using Taro Yamane's formula, the sample size for this study is approximately 153 employees.

3.3.3. Sampling Technique

This study utilized simple random sampling as its sampling technique. This approach ensures that each employee within the target population of 250 has an equal chance of being selected. While applying probability sampling methods in large organizations can be challenging due to logistical

issues, simple random sampling is well-suited for acquiring a representative sample. With a manageable sample size of 153, this method helps minimize biases and facilitates the generalization of the study's findings to the broader employee population of Action Against Hunger in Ethiopia.

3.4. Data Collection Instrument

For this study, a structured questionnaire is employed as the main data collection instrument. The questionnaire is carefully designed to gather essential information on organizational culture, employee engagement, and the moderating influence of organizational justice. It will consist of both closed-ended questions of likert scale type, enabling the collection of quantitative data.

The questionnaire is divided into three sections: the first will focus on organizational culture, asking employees about their perceptions of the organization culture in four dimensions, including: involvement, consistency, adaptability, and mission. The second section will assess employee engagement by evaluating employees' vigour, absorption and dedication towards their work and the organization. The final section will explore organizational justice, addressing employees' perceptions of fairness in the workplace, including procedural fairness, distributive justice, and interpersonal justice.

3.5. Validity and Reliability

Ensuring the validity and reliability of the research instruments is essential to guarantee the accuracy and consistency of the data collected. This section outlines the procedures undertaken to assess the extent to which the measurement tools accurately capture the intended variables (validity) and the degree to which they produce stable and consistent results across different instances (reliability).

3.5.1 Instrument Validity

Validity refers to the extent to which the scores from a measure represent the variable they are intended (Gakure, 2010). Validity refers to how well a measure represents the variable it is intended

to assess (Gakure, 2010). The validity test of the questionnaires will be done on its content, construct and face. The questionnaire used for this research is already tested in previous studies and proven to be valid and reliable.

3.5.2 Instrument Reliability

This study used Cronbach's alpha to check how reliable the questionnaire is. Cronbach's alpha is a common way to measure internal consistency, with values ranging from 0 to 1 where 0 means the questionnaire is not reliable at all, and 1 means it's perfectly consistent. The closer the alpha is to 1, the more reliable the questionnaire is considered to be (Oyerinde, 2011). To test reliability, Cronbach's alpha is calculated for each scale used in the questionnaire. The analysis is conducted using SPSS software, which will compute the correlation coefficients to make sure the questionnaire is consistent and trustworthy.

3.6. Methods of Data Analysis

The data analysis for this study began with descriptive statistics to summarize the characteristics of the dataset, including measures such as mean, standard deviation, minimum, maximum, frequency distributions, skewness, and kurtosis. These will provide insight into the central tendencies and normality of the variables. To assess the internal consistency of the measurement scales, Cronbach's Alpha (α) will be calculated for each construct.

To explore relationships between variables, Pearson correlation analysis is used to evaluate the strength and direction of associations between the four dimensions of organizational culture and employee engagement. The direct effect of organizational culture on employee engagement is assessed using multiple linear regression model, applying the equation: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$; for combined predictors, where:

Y= represents employee engagement

X= represent the culture dimensions.

To test the moderating role of Organizational Justice, PROCESS Macro for SPSS is utilized. This will allow the analysis of interaction effects using the model: $Y = \beta_0 + \beta_1X + \beta_2W + \beta_3XW + \varepsilon$ where:

X = is a culture dimension

W = is organizational justice

XW = is the interaction term.

ε = The leftover, unexplained part of Y .

Hypotheses is tested at a 95% confidence level, with p-values ≤ 0.05 used to determine statistical significance. Data processing and analysis will be conducted using SPSS software, and findings will be presented using tables and graphs for clarity.

3.7. Ethical Consideration

The researcher prioritized ethical considerations such as confidentiality, privacy, and informed consent. Consent was sought from the organization's administration after explaining the study's purpose and relevance. All participants were informed about the study's objectives, and verbal consent will be obtained before data collection begins. Participants were also made aware that they have the right to withdraw from the study at any time. To maintain confidentiality, interviewees' names was included on the questionnaires.

CHAPTER 4

DATA PRESENTATION, ANALYSIS, AND DISCUSSION

This section contains the outcome of the study based on data obtained from Action Against Hunger employees. The presentation of the results is followed by discussions of the information gathered from respondents and making use of evidence from literature to support the findings.

4.1. Response Rate

This study was designed to test the Effect of Organizational Culture on Employee Engagement with the Moderating Factor of Organizational Justice in the case of Action Against Hunger in Ethiopia. Data was collected from Action Against Hunger employees. Accordingly, 153 questionnaires were distributed and 120 were returned, which has a response rate of 78.43%. According to Mugenda (1999) a 50% response rate is adequate, 60% good and above 70% is rated very well so a 78.43 percent response rate is very good.

4.2. Profile of Respondents

The necessary information for this study was obtained from 120 managerial and non-managerial employees working at Action Against Hunger. The data is presented in the below table.

Respondents Characteristics	Categories	Frequency	Percent
Sex	Male	78	65.0
	Female	42	35.0
Age	18-25	12	10.0
	26-40	76	63.3
	41-55	31	25.8
	Over 55	1	0.8

Education level	Secondary School	0	0
	Diploma	6	5.0
	First degree	63	52.5
	Master & Above	51	42.5
Length of Experience	1-5 years	93	77.5
	6-10 years	20	16.7
	11-15 years	3	2.5
	Above 15 years	0	0
	Less than 1 year	4	3.3
Position in the organization	Professional	74	61.7
	Managerial	33	27.5
	Clerical	13	10.8
Based in	Addis Ababa	37	30.8
	Assosa	7	5.8
	Borena	9	7.5
	Gambella	13	10.8
	Hararghe	13	10.8
	Somali	3	2.5
	Tigray	11	9.2
	Waghimera	12	10.0

	Wollega	15	12.5
--	---------	----	------

Table 4.1: Demographic Characteristics of Respondents

The study involved 120 respondents, with the following demographic breakdown:

Sex: The demographic distribution of respondents by sex revealed that the majority were male, with 78 individuals representing 65.0% of the total sample. Female respondents accounted for the remaining 35.0%, totaling 42 individuals. This suggests that the sample was somewhat male dominated, which may reflect the gender composition of the organization or sector under study. Understanding the gender balance is important, as gender dynamics can influence perceptions of organizational culture and employee engagement.

Age: The age distribution of respondents showed that the majority fell within the 26–40 age group, accounting for 76 individuals (63.3%), indicating that a significant portion of the workforce is composed of mid-career professionals. Next up were respondents aged 41–55, who consisted of 25.8% of the sample, suggesting a good portion of experienced employees. Participants in the 18–25 age range (10.0%) consisted of small portions of the population, representing early-career individuals, while only 0.8% of respondents were aged over 55, highlighting a relatively limited number of late-career or near-retirement employees in the organization. This age distribution provides insights into the diversified age group of the workforce, which may have implications for how different age groups perceive and respond to organizational culture and engagement initiatives.

Education Level: The educational background of the respondents consists of a well-qualified workforce. Majority of participants hold a First Degree, totaling 63 respondents (52.5%), which indicates that more than half of the sample had completed undergraduate studies. This number of those with a Master’s degree or higher, is 51 respondents (42.5%), which shows a strong presence of highly educated professionals in the organization. Only 6 respondents (5.0%) reported holding a Diploma, and none of the respondents indicated secondary school as their highest level of education. This educational profile shows a highly educated employee population, which may influence their expectations, perceptions of organizational culture, and levels of engagement.

Length of Experience: Majority of respondents have 1 to 5 years of work experience within the organization, which consists of 93 participants (77.5%), which indicates that most employees are still in the early to mid-stages of their careers within Action Against Hunger. A smaller set of respondents, 20 individuals (16.7%) reported having 6 to 10 years of experience, suggesting a reasonable amount of mid-level professionals. Additionally, 4 respondents (3.3%) had less than 1 year of experience, reflecting a limited number of new hires. Only 3 participants (2.5%) reported having 11 to 15 years of experience, and none had more than 15 years of experience within the organization.

Position in the Organization: 74 individuals (61.7%) reported working in positions that typically require specialized skills or expertise. This shows that a majority of the workforce is engaged in technical or professional tasks. Following this group, 33 respondents (27.5%) held managerial roles, which suggests a moderate representation of leadership and supervisory roles within the organization. Lastly, a smaller portion, consisting of 13 participants (10.8%), hold clerical or administrative roles, which generally involve routine office and support tasks. This distribution highlights a workforce structure where professionals dominate, supported by a reasonable proportion of managers and a smaller clerical staff.

Location (Based in): The respondents were geographically diverse, reflecting the widespread operational presence of the organization across Ethiopia. The highest recorded respondents are based in Addis Ababa, which is around 30.8% of the total sample. This suggests the capital city remains a central hub for the organization's activities and personnel. Other significant representations came from Wollega (12.5%), Borena (7.5%), Gambella (10.8%), and Hararghe (10.8%), indicating a substantial presence in these regional areas as well. Additionally, Tigray (9.2%), Waghimera (10.0%), and Assosa (5.8%) were home to smaller but notable proportions of the respondents. The Somali region had the least representation, with 2.5% of participants. Overall, the distribution illustrates the organization's broad reach and engagement across multiple regions, with a strong focus on both central and regional operational zones.

4.3 Reliability and Validity Analysis

Reliability and validity are key to making sure research tools are trustworthy and accurate. According to Mouton (2001), having reliable and valid measurement tools helps prove that the data collected is accurate. This, in turn, shows that the instrument is credible, and the research is genuine. One common way to check internal consistency is by using Cronbach’s Alpha, a statistical method that measures how well a group of items work together.

To test the internal consistency, **Cronbach’s Alpha** was used for each sub-dimension of organizational culture. A Cronbach’s Alpha value above 0.70 is generally considered acceptable for exploratory research, while values above 0.80 indicate good reliability, and those above 0.90 show excellent internal consistency (Gliem & Gliem, 2003).

Variables	Cronbach’s Alpha	Number of Items
Involvement Culture	.897	14
Consistency Culture	.907	9
Adaptability Culture	.904	9
Mission Culture	.862	6
Employee Engagement	.894	15
Organizational Culture	.920	15

Table 4.2 Summary of scales & Cronbach’s alpha values

These findings confirm that all scales used to measure organizational culture dimensions are reliable and internally consistent. Therefore, the items are suitable for further analysis.

To ensure validity of instruments in the current study, tested instruments in previous studies are used.

4.4 Descriptive Analysis

Variable	N	Min	Max	Mean	Std.Deviation
Involvement Culture	120	3.14	4.93	4.1518	.43626
Consistency Culture	120	2.67	5.00	4.1556	.54384
Adaptability Culture	120	2.78	4.89	3.9398	.54164
Mission Culture	120	2.83	5.00	4.1403	.53452

Employee Engagement	120	2.93	4.93	4.1044	.34965
Organizational Justice	120	3.20	5.00	4.2089	.43014

Table 4.3. Results of Descriptive analysis

Descriptive statistics was employed to assess the central tendency and variability of the five key variables used in this study: Involvement Culture, Consistency Culture, Adaptability Culture, Mission Culture, Organizational Justice and Employee Engagement. This analysis includes the number of respondents (N), minimum and maximum values, mean scores, and standard deviations for each variable, providing insight into how respondents perceived each construct.

Involvement Culture: The mean score for Involvement Culture is 4.15 (SD = 0.43), indicating that employees generally agreed that they feel involved and empowered within the organization. The minimum score of 3.14 suggests that while most respondents rated involvement positively, a few expressed slightly lower perceptions of inclusion and participation in decision-making processes.

Consistency Culture: The mean score for Consistency Culture is 4.15 (SD = 0.54), reflecting that employees generally perceive a strong presence of shared values, agreement, and coordination within the organization. The minimum score of 2.67 shows that some respondents may have experienced less consistency, but overall perceptions remain positive.

Adaptability Culture: The mean score for Adaptability Culture is 3.93 (SD = 0.54), suggesting that employees moderately agreed that the organization is responsive to change and encourages innovation. The minimum score of 2.78 indicates that while many respondents saw their organization as adaptable, a few perceived less flexibility or responsiveness to environmental demands.

Mission Culture: The mean score for Mission Culture is 4.14 (SD = 0.53), indicating that most employees agree their organization has a clear mission, direction, and strategic intent. The minimum score of 2.83 implies that although the majority recognize a strong sense of mission, a few respondents were less confident about the organization's purpose and goals.

Employee Engagement: The mean score for Employee Engagement was 4.10 (SD = 0.34), suggesting that employees are generally highly engaged in their work. The minimum score of 2.93 indicates that while engagement levels are strong overall, a few respondents reported lower levels of enthusiasm or connection with their roles.

Organizational Justice: The mean score for Organizational Justice was 4.20 (SD = 0.43), reflecting that employees perceive a high level of fairness in organizational practices and decision-making. The minimum score of 3.20 supports the overall positive view, with only minor variations in perceived fairness among respondents.

These findings are consistent with previous research that highlights the link between strong organizational culture and higher employee engagement. According to Cameron and Quinn (2011), a positive organizational culture fosters a sense of purpose, alignment, and motivation among employees, ultimately improving engagement and performance.

4.5. Correlation Analysis

Correlation analysis was conducted to examine the strength and direction of the relationship between Organizational Culture subdimensions and Employee Engagement. Pearson’s correlation coefficient was used to determine the linear association between variables. The following table presents the results:

		IC	CC	AC	MC	EE
Involvement culture	Pearson Correlation	1	.210	-.074	-.020	.341**
	Sig. (2-tailed)		.022	.421	.832	<.001
	N	120	120	120	120	120
Consistency Culture	Pearson Correlation	.210*	1	.099	.113	.427**
	Sig. (2-tailed)	.022		.280	.220	<.001
	N	120	120	120	120	120

Adaptability Culture	Pearson Correlation	-.074	.099	1	-.050	.394**
	Sig. (2-tailed)	.421	.280		.587	<.001
	N	120	120	120	120	120
Mission Culture	Pearson Correlation	-.020	.113	-.050	1	.339**
	Sig. (2-tailed)	.832	.220	.587		<.001
	N	120	120	120	120	120
Employee Engagement	Pearson Correlation	.341**	.427**	.394**	.339**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	
	N	120	120	120	120	120
*. Correlation is significant at the 0.05 level (2-tailed).						
**. Correlation is significant at the 0.01 level (2-tailed).						

Table 4.4 Summary of correlation analysis results

The correlation analysis indicates that all four dimensions of organizational culture; Involvement Culture (IC), Consistency Culture (CC), Adaptability Culture (AC), and Mission Culture (MC) have statistically significant and positive relationships with Employee Engagement (EE). Although Likert-scale data does not imply strong associations, the significant positive correlations suggest that these cultural dimensions are meaningfully related to how engaged employees feel in the organization.

These findings align with previous literature suggesting that a healthy organizational culture contributes positively to employees' emotional and psychological attachment to their work (Denison, 1990; Schein, 2010).

4.6. Multiple Linear Regression Analysis

Before proceeding with the multiple linear regression analysis, it is important to ensure that the key assumptions of the model are adequately met. Therefore, diagnostic tests assessing normality, linearity, multicollinearity, and homoscedasticity were conducted to verify the suitability of the data for regression analysis. Once these assumptions were confirmed, multiple linear regression was employed to examine the predictive power of the organizational culture dimensions on

employee engagement. The following sub-sections present the results of these diagnostic checks followed by the main regression analysis findings.

4.6.1. Diagnostic Test of Multiple Regression

Before interpreting the results of the multiple linear regression analysis, it is essential to assess whether the underlying assumptions of the model have been met. This section presents the diagnostic tests conducted to evaluate key assumptions such as normality, linearity, multicollinearity, and homoscedasticity. Ensuring these assumptions hold true is crucial to guarantee the validity and reliability of the regression results.

Multicollinearity Test

Multicollinearity occurs when two or more explanatory variables in a multiple regression model exhibit a high degree of linear correlation. It can be detected using diagnostic measures such as the Variance Inflation Factor (VIF) and tolerance statistics (calculated as $1/VIF$), among others. The table below presents the collinearity statistics, including the tolerance values and corresponding VIF scores.

Model	Collinearity Statistics	
	Tolerance	VIF
Involvement Culture	.944	1.059
Consistency Culture	.928	1.078
Adaptability Culture	.976	1.024
Mission Culture	.981	1.019
Dependent Variable: Employee Engagement		

Table 4.5 Results of Multicollinearity Test

To evaluate multicollinearity among the independent variables, Variance Inflation Factor (VIF) and Tolerance values were analyzed. As shown in the table, all VIF values range from **1.019** to **1.078**, and all Tolerance values range from **0.928** to **0.981**. These values are well within acceptable limits, being far below the commonly used thresholds of $VIF > 10$ and $Tolerance < 0.10$. This indicates that multicollinearity is not a concern in the model (Menard, 2001; Hair et al., 1995). Therefore,

the independent variables (Involvement Culture, Consistency Culture, Adaptability Culture, and Mission Culture) do not exhibit problematic overlap in predicting Employee Engagement.

Normality Test

Normality test is used to determine whether the error term is normally distributed. Visual inspection and a summary table are employed here using histogram and normal probability plots.

Model	N	Skewness		Kurtosis	
		Statistic	Std.Error	Statistic	Std.Error
Involvement Culture	120	-.261	.221	-.853	.438
Consistency Culture	120	-.196	.221	-.790	.438
Adaptability Culture	120	-.215	.221	-.758	.438
Mission Culture	120	-.246	.221	-.526	.438
Employee Culture	120	-.238	.221	1.177	.438
Organizational Justice	120	-.037	.221	-.888	.438
Valid N (listwise)	120				

Table 4.6 Results of Skewness and Kurtosis test

To assess the normality of the study variables, Skewness and Kurtosis statistics were examined. According to Kline (2011), values for skewness between -3 and +3, and kurtosis between -10 and +10 are considered acceptable in most social science research and according to (Hair et al., 2022, p. 66) a skewness value between -1 and +1 is excellent, while -2 to +2 is generally acceptable. Values beyond -2 and +2 suggest substantial non-normality Kurtosis: Kurtosis indicates whether the distribution is too peaked or flat compared to a normal distribution.

In this study, all variables fall well within these acceptable ranges:

- Involvement Culture (IC) had a skewness of -0.261 and kurtosis of -0.853,
- Consistency Culture (CC) had a skewness of -0.196 and kurtosis of -0.790,
- Adaptability Culture (AC) had a skewness of -0.215 and kurtosis of -0.758,
- Mission Culture (MC) had a skewness of -0.246 and kurtosis of -0.526,
- Employee Engagement (EE) had a skewness of -0.238 and kurtosis of 1.177, and
- Organizational Justice (OJ) had a skewness of -0.037 and kurtosis of -0.888.

All skewness and kurtosis values are within the acceptable limits, indicating no severe departures from normality. Therefore, it can be concluded that the assumption of normality is reasonably met for all variables, and the data are suitable for further parametric analyses.

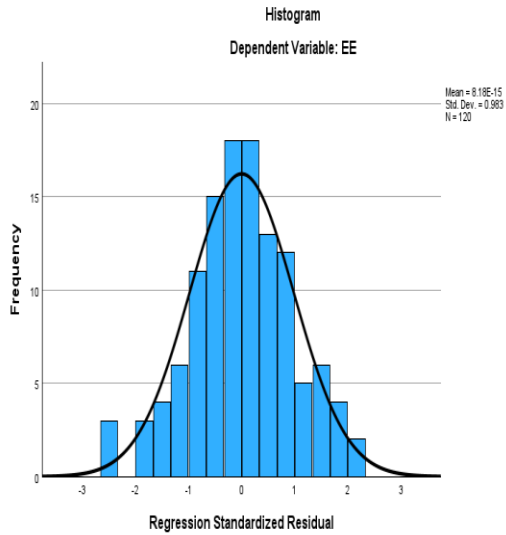


Figure 4.1. Histogram and P-P Plot

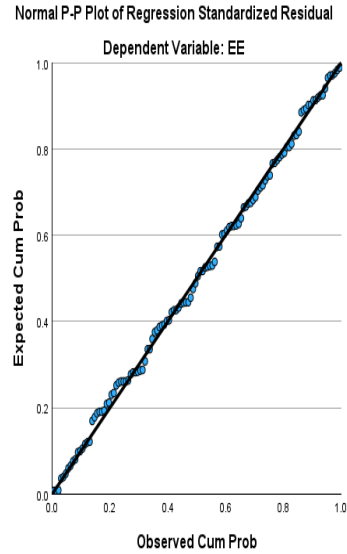


Figure 4.2. Normal probability

Normality of Residuals: Histogram and P–P Plot Interpretation

To assess the normality of residuals in the regression model, both a histogram of standardized residuals and a normal P–P plot were examined.

The histogram also showed a reasonably bell-shaped distribution centered around zero, suggesting that the residuals are approximately normally distributed. The curve closely follows the shape of the bars, which supports this visual impression.

In addition, the normal P–P plot shows that the observed cumulative probabilities closely follow the expected diagonal line, with only minor deviations. This further confirms that the standardized residuals are approximately normally distributed, as most points lie near the 45-degree reference line.

Together, these plots indicate that the assumption of **normality of residuals is satisfactorily met**, validating the use of parametric tests like multiple regression in this analysis.

Linearity Test

To test the assumption of linearity, a scatterplot of the standardized predicted values against the dependent variable (Employee Engagement) was examined. The plot shows that the data points generally follow a straight, diagonal pattern, indicating a linear relationship between the independent variables and the dependent variable. Therefore, the assumption of linearity is considered satisfied. (refer figure 4.3 under Homoscedasticity Test)

Homoscedasticity Test

The scatterplot was also used to assess the assumption of homoscedasticity, which requires that the residuals have constant variance across all levels of the predicted values. The distribution of data points in the plot appears to be relatively uniform, without evidence of funneling or systematic pattern changes. This suggests that the homoscedasticity assumption is met, supporting the validity of the regression analysis results.

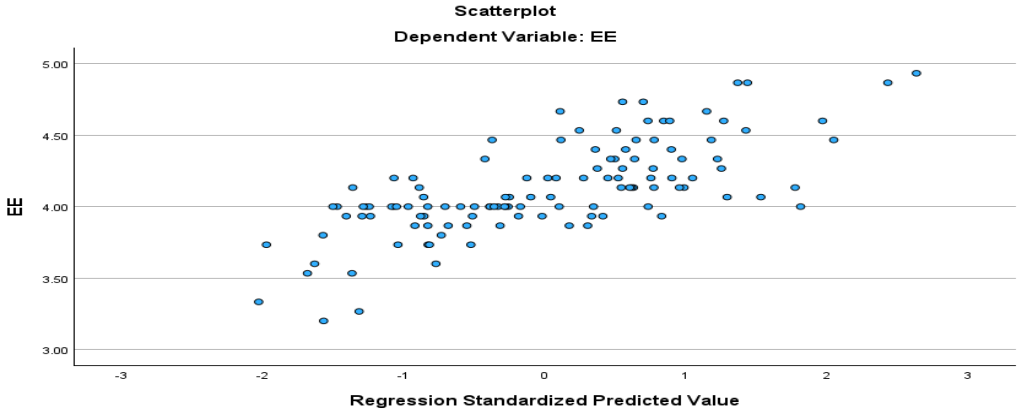


Figure 4.3 Scatter plot for linearity and Homoscedasticity test

Model fit

R	R ²	Adjusted R ²	Std. Error of the Estimate
.708	.502	.484	.25108

Table 4.7 Model Summary of Multiple Linear Regression Analysis

The model summary indicates that the four dimensions of organizational culture, Involvement Culture, Consistency Culture, Adaptability Culture, and Mission Culture together explain a significant portion of the variance in Employee Engagement.

The R value of 0.708 suggests a strong positive correlation between the independent variables and the dependent variable. The R Square (R²) value of 0.502 means that approximately 50.2% of the variance in Employee Engagement can be explained by the four Organizational Culture dimensions. The Adjusted R Square of 0.484 provides a more accurate estimate, considering the number of predictors in the model. The Standard Error of the Estimate is 0.25108, indicating the average distance between the observed values and the predicted values. Overall, the model appears to have good explanatory power and is appropriate for further analysis.

ANOVA Table

Source	Sum of Squares	Df	Mean Square	F	Sig.
Regression	7.299	4	1.825	28.946	<.001
Residual	7.250	115	0.63		
Total	14.549	119			

Table 4.8. Summary of ANOVA Table

The ANOVA table assesses the overall significance of the regression model. As shown, the F-value is 28.946 with a p-value less than 0.001, indicating that the regression model is statistically significant.

This means that the combination of the four organizational culture dimensions Involvement Culture, Consistency Culture, Adaptability Culture, and Mission Culture significantly predicts Employee Engagement.

In other words, the model provides a better fit to the data than a model with no predictors, confirming the usefulness of these independent variables in explaining variations in employee engagement.

4.6.2. Coefficient of Multiple Regression Analysis

Model	Unstandardized B	Std Error	Standardized Coefficient Beta	t	Sig
(Constant)	.356	.357		.998	.320
IC	.255	.054	.318	4.695	<.001
CC	.182	.044	.283	4.134	<.001
AC	.262	.043	.406	6.094	<.001
MC	.218	.043	.333	5.015	<.001
Dependent variable- Employee Engagement					

Table 4.9 Result of Multiple regression analysis

A multiple linear regression analysis was conducted to examine the effect of the four dimensions of Organizational Culture: Involvement Culture, Consistency Culture, Adaptability Culture, and Mission Culture on Employee Engagement. Below is an interpretation of each variable's contribution:

The Effect of Involvement Culture on Employee Engagement

The multiple linear regression analysis revealed that Involvement Culture has a statistically significant and positive effect on Employee Engagement, with a standardized coefficient of $B = 0.318$ and a p-value less than 0.001. This indicates that when employees feel empowered, involved in decision-making, and encouraged to take ownership of their responsibilities, they are more likely to be actively engaged in their roles. Thus, the hypothesis that was proposed as significant and positive effect of Involvement Culture on Employee Engagement is supported. This result is similar to empirical evidence in literature. For example: Tessema, Ready, and Embaye (2013) examined Ethiopian public sector employees and found that Involvement Culture had a statistically positive and significant effect on Employee Engagement. Their study highlights that greater employee participation and empowerment lead to higher engagement levels in the workplace. This finding, in alignment with the results of the present study, highlights that, in organizations where teamwork,

coordination, and responsiveness are essential, employee engagement plays a vital role in achieving success. Employees who perceive a culture that values their input and participation tend to exhibit higher motivation, commitment, and emotional connection to their work.

Fostering a participatory environment through open communication, involvement in decision-making, and recognition of contributions has a direct positive effect on engagement levels. When employees feel heard and included, they are more likely to exceed expectations, align with the organization's goals, and maintain resilience under pressure.

The Effect of Consistency Culture on Employee Engagement

The multiple linear regression analysis showed that Consistency Culture is a statistically significant and positive predictor of Employee Engagement, with a standardized coefficient of $B = 0.283$ and a p-value less than 0.001. This finding indicates that when the organization operates with well-defined core values, shared beliefs, and consistent internal coordination, employees are more likely to feel engaged and committed to their work. Thus, the hypothesis that was proposed as significant and positive effect of Consistency Culture on Employee Engagement is supported. This result is similar to empirical evidence in literature. For example: In a study by Smith and Lee (2017), consistency culture characterized by clear rules, shared values, and stable processes was found to have a positive and significant impact on Employee Engagement. Their findings suggest that employees in organizations with a strong consistency culture experience greater job satisfaction and commitment, leading to higher engagement levels. This finding, in alignment with the results of the present study, highlights that, in organizations where effective program implementation relies on collaboration across teams and locations, consistency plays a crucial role in fostering alignment and trust. A culture characterized by shared understanding and predictable systems creates a stable work environment, enhancing employees' confidence in organizational decisions and reducing ambiguity in task execution.

A strong consistency culture also reinforces a collective sense of purpose. When employees perceive alignment in policy implementation, conflict resolution, and value upholding throughout the organization, they are more likely to internalize these standards and apply them in their daily

work. This shared clarity strengthens engagement by boosting employees' confidence in their roles and the organization's direction.

The Effect of Adaptability Culture on Employee Engagement

The multiple linear regression analysis showed that Adaptability Culture is a statistically significant and positive predictor of Employee Engagement, with a standardized coefficient of $B = 0.406$ and a p-value less than 0.001. This statistically significant result suggests that when the organization remains responsive to external changes, emphasizes learning and innovation, and adapts to the needs of its beneficiaries and stakeholders, its employees become more engaged. Thus, the hypothesis that was proposed as significant and positive effect of Adaptability Culture on Employee Engagement is supported. This result is similar to empirical evidence in literature. For example: In a study by Lee, Park, and Koo (2017), Adaptability Culture characterized by flexibility, innovation, and responsiveness to change was found to have a positive and statistically significant effect on employee engagement in South Korean organizations. The study highlighted that employees in adaptable cultures exhibit higher levels of motivation and commitment due to the organization's capacity to respond effectively to dynamic environments. This finding, in alignment with the results of the present study, highlights that in organizations operating in rapidly changing environments, adaptability is essential. Employees are often required to respond to shifting conditions, emerging challenges, and evolving stakeholder demands. An adaptable organizational culture helps employees see their roles as meaningful and flexible, empowering them to take initiative, try new approaches, and deliver timely solutions. This fosters a greater sense of ownership and engagement with the organization's mission.

Moreover, when employees perceive that the organization values their input and is open to change based on real-time needs, they tend to stay motivated, energized, and committed. Adaptability cultivates a forward-thinking mindset that aligns with dynamic work environments, strengthening employees' connection to organizational goals.

The Effect of Mission Culture on Employee Engagement

Mission Culture also demonstrated a statistically significant and positive effect on Employee Engagement, with a standardized coefficient of $B = 0.333$ and a p -value $< .001$. This indicates that when employees have a clear understanding of and alignment with the organization's mission, vision, and strategic direction, they are more likely to be committed, motivated, and actively involved in their work. Thus, the hypothesis that was proposed as significant and positive effect of Mission Culture on Employee Engagement is supported. This result is similar to empirical evidence in literature. For example: In a study by Ogbonna and Harris (2000), mission culture, which emphasizes a clear organizational purpose and strong strategic direction, was found to have a positive and statistically significant effect on employee engagement. Their findings suggest that when employees understand and identify with the organization's mission, they demonstrate higher levels of commitment, motivation, and emotional involvement in their work. This finding, in alignment with the results of the present study, highlights that a clear and compelling organizational mission serves as a powerful unifying force, especially in challenging and resource-constrained environments. Employees often draw on this strong sense of purpose to maintain their dedication. When the mission is effectively communicated and embedded in daily operations, it strengthens employees' belief in the value of their work and fosters a deeper emotional connection to organizational goals.

Moreover, mission clarity promotes alignment across departments and roles, ensuring that staff at all levels understand how their efforts contribute to the organization's broader impact. This alignment enhances job satisfaction and encourages initiative, accountability, and resilience in difficult situations. The positive relationship between Mission Culture and Employee Engagement underscores the importance of a clear and consistent organizational direction. Employees who see their personal values reflected in the mission are more likely to internalize its objectives, leading to higher engagement and performance.

Summary of Multiple Linear Regression Results

In summary, the multiple regression analysis demonstrates that all four dimensions of organizational culture, Involvement Culture, Consistency Culture, Adaptability Culture, and Mission Culture significantly and positively contribute to employee engagement. The overall model explains 50.2% of the variance in employee engagement, indicating a substantial collective influence of Organizational Culture on how engaged employees feel. The results highlight the importance of fostering a balanced and supportive organizational culture to enhance employee engagement in the workplace.

4.7. Moderation Analysis

To examine whether Organizational Justice (OJ) moderates the relationship between Organizational Culture (IC, CC, AC, MC) and Employee Engagement (EE), PROCESS Macro Model was used. The results of the analysis are as follows:

Interaction effect of Organizational Justice on the Relationship between Involvement Culture and Employee Engagement

Model	R	R ²	MSE	F	df1	df2	p
1	0.3544	0.1256	.1097	5.5547	3.0000	116.0000	0.0013

Note: **Dependent Variable = Employee Engagement (EE)**

Table 4.10: Model Summary for Moderation Analysis (IC × OJ → EE)

Predictor	Coefficient (b)	SE	t	p	LLCI	ULCI
Constant	5.6918	2.7293	2.0854	.0392	.2860	11.0976
Involvement Culture (IC)	-.4172	.6592	-.6330	.5280	-1.7229	.8884
Organizational Justice (OJ)	-.6460	.6459	-1.0002	.3193	-1.9253	.6333
Interaction (IC x OJ)	.1638	.1559	1.0510	.2954	-.1449	.4725

Table 4.11: Coefficients for (IC x OJ) Moderation Model

Model	R ²	F	df1	df2	p-value
Interaction (IC × OJ)	.0083	1.1047	1	116	.2954

Table 4.12: Result of R² Change Due to Interaction

Interpretation of Moderation Analysis

As shown in Table 4.10, the overall regression model was statistically significant, with the predictors, moderator, and overall model fit being meaningful ($R^2 = 0.1256$, $F(3,116) = 5.55$, $p = 0.0013$). The R-squared value indicates that approximately 12.56% of the variance in Employee Engagement was explained by Involvement Culture, Organizational Justice, and their interaction.

However, the interaction effect between Involvement Culture and Organizational Justice was not statistically significant ($B = 0.164$, $p = 0.2954$). The R^2 change resulting from adding the interaction term was only 0.83% ($R^2 = 0.0083$, $F(1,116) = 1.10$, $p = 0.2954$), showing that the moderator did not meaningfully improve the model's explanatory power. Additionally, the confidence interval for the interaction term included zero, further confirming that the moderation effect is not significant. This result suggests that Organizational Justice did not significantly moderate the relationship between Involvement Culture and Employee Engagement. One possible explanation for this result is that Involvement Culture may already be well-established in the organization, making perceptions of justice less impactful in this relationship. In an organization where employees are actively involved in decision-making and experience a high degree of empowerment, their sense of engagement is already reinforced internally, thereby diminishing the additional impact of perceived organizational justice. In such contexts, the empowering nature of involvement culture could potentially overshadow the influence of fairness perceptions, making the moderating effect of organizational justice on the relationship between involvement culture and employee engagement less pronounced.

Therefore, Hypothesis 5, which proposed that Organizational Justice moderates the relationship between Involvement Culture and Employee Engagement, was not supported in this study.

Interaction effect of Organizational Justice on the Relationship between Consistency Culture and Employee Engagement

Model	R	R ²	MSE	F	df1	df2	p
1	.4384	.1922	.1013	9.1983	3.0000	116.0000	.0000
Note: Dependent Variable = Employee Engagement (EE)							

Table 4.13: Model Summary for Moderation Analysis (CC × OJ → EE)

Predictor	Coefficient (b)	SE	t	p	LLCI	ULCI
Constant	5.5564	2.2501	2.4694	.0150	1.0998	10.0131
CC	-.3603	.5411	-.6658	.5068	-1.4321	.7115
OJ	-.6126	.5301	-1.1557	.2502	-1.6625	.4373
Int_1 (CC*OJ)	0.1498	.1272	1.1782	.2411	-.1020	.4016

Table 4.14: Coefficients for (CC x OJ) Moderation Model

Interaction Term	R ²	F	df1	df2	p
CC × OJ	.0097	1.3881	1.0000	116.0000	.2411

Table 4.15: R² Change Due to Interaction

Interpretation of Moderation Analysis

As shown in Table 4.13, the overall regression model for Consistency Culture and Organizational Justice was statistically significant, explaining approximately 19.22% of the variance in Employee Engagement ($R^2 = 0.1922$, $F(3,116) = 9.20$, $p < 0.001$). This indicates that the combined influence of Consistency Culture, Organizational Justice, and their interaction meaningfully contributed to explaining Employee Engagement.

However, the specific interaction term between Consistency Culture and Organizational Justice was not statistically significant ($B = 0.1498$, $p = 0.2411$). The inclusion of this interaction term in the model resulted in only a minimal increase in explained variance of 0.97% ($R^2 = 0.0097$, $F(1,116) = 1.39$, $p = 0.2411$). Moreover, the confidence interval for the interaction term included zero, reinforcing the conclusion that the moderating effect was not significant. This suggests that Organizational Justice does not moderate the relationship between Consistency Culture and Employee Engagement. Regardless of whether perceptions of justice were high or low, the impact of Consistency Culture on Employee Engagement remained statistically unchanged. One possible explanation is that Consistency Culture may function independently of justice perceptions, possibly due to embedded organizational routines or policies that operate regardless of perceived fairness. When an organization fosters a strong and consistent system marked by clear values, stable procedures, and predictable expectations it can create a profound sense of belonging and job security among employees. This inherent stability may reduce the relative influence of perceived organizational justice, as the assurance provided by consistency culture could overshadow the need for fairness perceptions to drive engagement

Therefore, Hypothesis 6, which proposed that Organizational Justice would moderate the relationship between Consistency Culture and Employee Engagement, was not supported by the data.

Interaction effect of Organizational Justice on the Relationship between Adaptability Culture and Employee Engagement

R	R ²	F	MSE	df1	df2	p
.3966	0.1573	7.2170	.1057	3.0000	116.0000	0.0002
Note: Dependent Variable = Employee Engagement (EE)						

Table 4.16: Model Summary for Moderation Analysis (AC × OJ → EE)

Predictor	Coefficient (b)	SE	t	p	LLCI	ULCI
Constant	2.8787	2.6058	1.1047	.2716	-2.2825	8.0399
AC	.2695	.6537	.4124	.6808	-1.0251	1.5642
OJ	.0534	.6107	.0874	.9305	-1.1562	1.2630
Int_1 (AC x OJ)	-.0037	.1531	-.0240	.9809	-.3070	.2996

Table 4.17: Coefficients for (AC x OJ) Moderation Model

Effect	R ² Change	F	df1	df2	p
AC × OJ	0.0000	0.0006	1.0000	116.0000	.9809

Table 4.18: R² Change Due to Interaction

Interpretation of Moderation Analysis

As presented in Table 4.16, the overall regression model for Adaptability Culture and Organizational Justice was statistically significant, explaining approximately 15.73% of the variance in Employee Engagement ($R^2 = 0.1573$, $F(3,116) = 7.22$, $p = 0.0002$). This suggests that the combination of Adaptability Culture, Organizational Justice, and their interaction contributes meaningfully to explaining Employee Engagement levels in the organization.

However, the interaction term between Adaptability Culture and Organizational Justice was not statistically significant ($B = -0.0037$, $p = 0.9809$). The inclusion of the interaction term increased the explained variance by an insignificant amount of 0.00% ($\Delta R^2 = 0.0000$, $F(1,116) = \text{very low}$, $p = 0.9809$), showing that the moderator variable did not improve the model's explanatory power in a meaningful way. Additionally, the confidence interval for the interaction term spanned zero,

confirming the absence of a statistically reliable moderation effect. This indicates that Organizational Justice does not moderate the relationship between Adaptability Culture and Employee Engagement. Whether employees perceive high or low levels of organizational justice, the impact of Adaptability Culture on their engagement remains unchanged. One possible explanation is that Adaptability Culture may function autonomously with its influence on engagement remaining stable regardless of fairness perceptions. Alternatively, other organizational factors, such as leadership support or communication effectiveness, may have overshadowed the potential moderating role of justice in this context.

Therefore, Hypothesis 7, which proposed that Organizational Justice moderates the relationship between Adaptability Culture and Employee Engagement, was not supported by the findings of this study.

Interaction effect of Organizational Justice on the Relationship between Mission Culture and Employee Engagement

R	R ²	MSE	F	MSE	df1	df2	p
.3718	.1382	.1081	6.2029	.1081	3.0000	116.0000	0.0006

Note: **Dependent Variable = Employee Engagement (EE)**

Table 4.19: Model Summary for Moderation Analysis (MC × OJ → EE)

Predictor	Coefficient (b)	SE	t	p	LLCI	ULCI
Constant	7.3649	2.5942	2.8390	.0053	2.2267	12.5030
MC	-.8138	.6145	-1.3243	.1880	-2.0308	.4033
OJ	-.9829	.6084	-1.6157	.1089	-2.1879	.2220
Int_1 (MC × OJ)	.2436	.1440	1.6915	.0934	-.0416	.5289

Table 4.20: Coefficients for (MC x OJ) Moderation Model

Effect	R ² Change	F	df1	df2	p
MC × OJ	.0213	2.8613	1.0000	116.0000	.0934

Table 4.21: R² Change Due to Interaction

OJ	Effect	SE	t	p	LLCI	ULCI
3.7333	0.0958	.0932	1.0277	.3062	-.0888	.2803
4.2000	0.2095	.0568	3.6867	.0003	.0969	.3220
4.7333	0.3394	.0898	3.7812	.0002	.1616	.5172

Table 4.22: Conditional Effects of MC at values of OJ

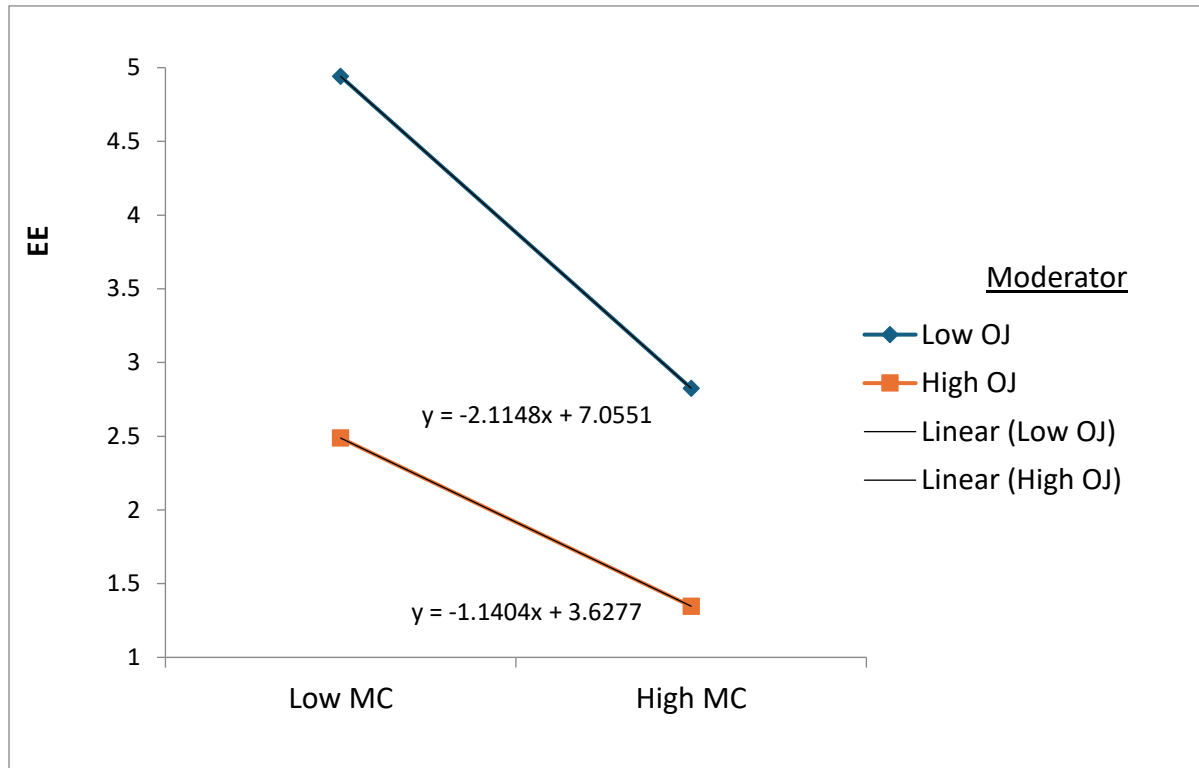


Figure 4.4. Interaction plot of MC*OJ

Interpretation of Moderation Analysis

As shown in Table 4.19, the overall moderation model predicting Employee Engagement based on Mission Culture and Organizational Justice was statistically significant, explaining approximately 13.82% of the variance in Employee Engagement ($R^2 = 0.1382$, $F(3,116) = 6.20$, $p = 0.0006$). This indicates that the combination of Mission Culture, Organizational Justice, and their interaction contributes meaningfully to understanding employee engagement levels. However, the main effects of Mission Culture ($p = 0.1880$) and Organizational Justice ($p = 0.1089$) were not individually significant predictors of Employee Engagement. Interestingly, the interaction term between Mission Culture and Organizational Justice approached statistical significance ($B = 0.2436$, $p = 0.0934$), suggesting a potential moderating effect that warrants attention, particularly in exploratory research settings where a significance threshold of $p < 0.10$ may be considered indicative of a marginal effect.

Further analysis of the conditional effects revealed that the impact of Mission Culture on Employee Engagement was not significant at lower levels of Organizational Justice ($p = 0.3062$ when $OJ = 3.73$). However, at moderate and higher levels of Organizational Justice, this relationship became statistically significant ($p = 0.0003$ at $OJ = 4.20$; $p = 0.0002$ at $OJ = 4.73$). This suggests that when employees perceive a high degree of fairness within the organization, the influence of Mission Culture on Employee Engagement is substantially enhanced.

The interaction plot in figure 4.7 visually supports these findings, showing that the slope of the relationship between Mission Culture and Employee Engagement steepens as Organizational Justice increases. In other words, the effect of Mission Culture on Employee Engagement becomes stronger when perceptions of justice are high, indicating that a mission-driven culture is most effective in promoting engagement in a fair and just work environment. This result aligns with theoretical expectations, as previous literature suggests that the meaningfulness and clarity provided by a strong mission are more likely to engage employees when they also perceive fairness in organizational processes. Therefore, it appears that Organizational Justice functions as an enabling factor that amplifies the impact of Mission Culture on Employee Engagement.

In conclusion, Hypothesis 8, which proposed that Organizational Justice moderates the relationship between Mission Culture and Employee Engagement, was supported, showing a marginally significant and positive moderating effect.

4.8. Summary of Hypothesis Results

No	Hypothesis	Results of analysis	Decision
H1	The effect of employee involvement culture on employee engagement is statistically significant and positive.	Significant and Positive	Hypothesis supported
H2	The effect of Consistent culture on employee engagement is statistically significant and positive.	Significant and Positive	Hypothesis supported
H3	The effect of culture of shared mission on employee engagement is statistically significant and positive.	Significant and Positive	Hypothesis supported

H4	The effect of adaptable culture on employee engagement is statistically significant and positive.	Significant and Positive	Hypothesis supported
H5	The effect of employee Involvement Culture on Employee Engagement is stronger for organizations with higher Organizational Justice as opposed to those with lower Organizational Justice.	Not significant	Hypothesis not supported
H6	The effect of Consistency Culture on Employee Engagement is stronger for organizations with higher Organizational Justice as opposed to those with lower Organizational Justice.	Not Significant	Hypothesis not supported
H7	The effect of Adaptability Culture on Employee Engagement is stronger for organizations with higher Organizational Justice as opposed to those with lower Organizational Justice.	Not Significant	Hypothesis not supported
H8	The effect of Mission Culture on Employee Engagement is stronger for organizations with higher Organizational Justice as opposed to those with lower Organizational Justice.	Significant and Positive	Hypothesis Supported

Table 4.23 Summary of Hypothesis results

Summary of the Findings

This study examined the effects of four dimensions of Organizational Culture; Involvement Culture, Consistency Culture, Mission Culture, and Adaptable Culture on Employee Engagement, as well as the moderating role of Organizational Justice on these relationships.

The results showed that all four cultural dimensions; Involvement, Consistency, Mission, and Adaptability have a statistically significant and positive direct effect on Employee Engagement. This indicates that a stronger presence of these cultural traits within an organization is associated with higher levels of employee engagement.

Regarding the moderating role of Organizational Justice, the findings were mixed. Organizational Justice did not significantly strengthen the relationships between Involvement Culture, Consistency Culture, or Adaptability Culture and Employee Engagement. In other words, these relationships remain relatively stable regardless of employees' perceptions of justice within the organization.

However, Organizational Justice marginally moderated the relationship between Mission Culture and Employee Engagement. This suggests that the positive effect of Mission Culture on engagement is amplified when employees have a well-structured and informative mission in their organization.

In summary, while Organizational Culture dimensions independently contribute to Employee Engagement, the presence of perceived Organizational Justice particularly enhances the impact of Mission on Engagement. This highlights the importance of fostering a fair and just work environment to fully leverage the benefits of a shared mission organizational culture.

CHAPTER 5

CONCLUSION AND RECOMMENDATION

In the previous sections of this study, the results of descriptive statistics, correlations between Organizational Culture and Employee engagement and the effect of their relationship in moderation with Organizational Justice. In line with these findings this section draws conclusions on major findings and provides a specific recommendation to Action Against Hunger Senior Management Team and HR department.

5.1 Conclusion

This study set out to investigate the effect of organizational culture on employee engagement, with a particular focus on the moderating role of Organizational Justice. The findings clearly demonstrate that all four dimensions of organizational culture; Involvement Culture, Consistency Culture, Adaptability Culture and Mission Culture positively and significantly influence Employee Engagement. These results affirm the notion that when employees perceive their organization to have a strong and healthy culture, they are more likely to be emotionally invested, committed, and engaged in their work.

Notably, the study also examined whether Organizational Justice strengthens these relationships. The analysis revealed that while organizational justice did not significantly moderate the effect of Involvement, Consistency, or Adaptability cultures on engagement, it did have a marginal moderating effect on the relationship between Mission Culture and employee engagement. This suggests that in environments where there is a clear and shared mission within the organization, engagement is perceived to be high, the benefits of a mission-oriented culture, such as a clear organizational purpose, shared goals, and strategic direction, are more deeply felt and translated into higher levels of employee engagement.

These findings align with and add depth to existing literature. Denison and Mishra (1995) emphasized the significance of a clear organizational mission in enhancing performance and employee outcomes. While Bakker and Demerouti (2008) highlighted the role of job and personal

resources in fostering engagement, a well-defined mission can be considered a critical organizational resource. Additionally, Choi and Rainey (2014) noted that perceptions of fairness within an organization can influence how employees respond to organizational factors, potentially including the clarity and alignment of the organization's mission.

From a practical standpoint, these results suggest that organizations aiming to enhance employee engagement should not only focus on cultivating a strong cultural foundation but also ensure that systems of justice and fairness are visibly practiced and maintained. Particularly, investing in a mission-driven culture that clearly communicates organizational goals and values while ensuring that employees perceive fairness in decision-making can be a powerful strategy for maximizing engagement. When employees understand how their work contributes to a meaningful purpose and trust that organizational processes are just, they are more likely to remain committed, motivated, and emotionally invested in their roles.

In conclusion, this research reinforces the interconnectedness of culture, justice, and engagement. While culture serves as the bedrock for employee connection and alignment, Organizational justice acts as a critical amplifier, particularly in mission-driven environments where a clear, shared purpose unites employees and guides their efforts.

5.2. Implications of the Study

The findings of this study carry several important implications for both theory and practice. By exploring the relationships between organizational culture dimensions, employee engagement, and the moderating role of organizational justice, the study offers insights that can guide organizational leaders, human resource practitioners, and researchers. This section discusses the theoretical and practical implications derived from the results, highlighting how the outcomes can inform organizational strategies and future academic work.

5.2.1 Practical Implications

The findings of this study have several actionable insights for organizational leaders, particularly at Action Against Hunger Ethiopia and similar humanitarian or development-focused organizations:

- **Strategic Culture Development:** Organizations should prioritize developing and sustaining a positive organizational culture, especially in the areas of involvement, consistency, mission, and adaptability. The study clearly shows that these cultural dimensions significantly enhance employee engagement, which is critical for improving productivity, reducing turnover, and fostering organizational commitment.
- **Enhancing Justice Perceptions:** While organizational justice did not moderate all cultural dimensions, its significant moderating effect on Mission Culture suggests that fair treatment strengthens the positive outcomes of a purpose-driven and goal-oriented work environment. This indicates that HR and leadership teams should consistently promote transparent decision-making, equitable treatment, and clear communication to boost justice perceptions.
- **Tailored HR Interventions:** HR professionals can use these findings to design culture-enhancement programs based on the specific needs of their workforce. For instance, in environments undergoing frequent change, strengthening adaptability culture in tandem with reinforcing organizational justice could be particularly effective in keeping employees engaged.
- **Leadership Training:** Leaders and managers play a key role in shaping organizational culture and justice perceptions. Training programs that equip leaders with skills to model fairness, consistency, and open communication can help in reinforcing both strong culture and justice frameworks within the organization.

5.2.2. Theoretical Implications

This study contributes to the growing body of literature on organizational behavior in several keyways:

- **Support for Cultural Frameworks:** This study adds empirical support to Denison's model of organizational culture by validating that the four core dimensions (Involvement, Consistency, Mission, and Adaptability) are significant predictors of employee engagement. It strengthens the theoretical understanding that culture is not just a backdrop but a key driver of employee attitudes and behavior.
- **Extension of Engagement Theories:** The findings contribute to the broader literature on Employee Engagement by highlighting the cultural antecedents that can influence engagement levels. It also reinforces the notion that engagement is shaped not only by individual-level factors (e.g., motivation, job design) but also by organizational-level elements such as culture and justice.
- **Moderating Role of Justice:** By investigating the moderating effect of organizational justice, the study provides a nuanced understanding of how fairness can interact with cultural elements. The significant interaction found with mission culture opens pathways for future research to explore why justice strengthens or weakens some cultural dynamics more than others.
- **Contextual Relevance:** This study also adds value by examining these relationships in the specific context of a humanitarian organization, offering insight into how organizational culture functions within mission-driven, high-impact work environments, an area that has received less attention in previous research.

5.3 Recommendation- Suggestion for Future Studies

Given the findings and limitations of the current study, future research is encouraged to explore the relationship between organizational culture, employee engagement, and organizational justice across different organizational contexts, such as private companies, governmental institutions, or non-profit organizations in other sectors. This would help determine whether the observed relationships hold true universally or are context-specific.

Additionally, future studies may benefit from exploring these relationships in different organizational contexts or integrating additional variables such as leadership style, psychological safety, or employee well-being to gain a more holistic understanding of employee engagement. Examining how leadership behaviors or perceptions of psychological safety interact with cultural and justice elements could provide richer insights into the mechanisms that foster a fully engaged workforce.

References

Abraham, W. (2019). “*The effect of organizational culture on employee commitment: The case of Commercial Bank of Ethiopia*”. Addis Ababa University.

<http://etd.aau.edu.et/handle/123456789/18628>

Acar, A. Z. 2012. “*Organizational Culture, Leadership Styles, and Organizational Commitment in Turkish Logistics Industry.*” *Procedia - Social and Behavioral Sciences* 58: 217–226.

<https://doi.org/10.1016/j.sbspro.2012.09.995>.

Siswanto, Agus. 2023. “*The Influence of Organizational Culture on Employee Engagement: The Role of Organizational Commitment as an Intervening Variable.*” *Greenation International Journal of Tourism and Management* 1 (2): 171–183.

<https://doi.org/10.38035/gijtm.v1i2.46>.

Alarcon, Gene, et al. 2010. “*Understanding Predictors of Engagement Within the Military.*” *Military Psychology*, vol. 22, no. 3, 2010, pp. 301–310.

<https://doi.org/10.1080/08995605.2010.492695>.

Alias, N. E., et al. “*The Effects of Organizational Culture on Employee Engagement: A Malaysian Manufacturing Company’s Perspective.*” *International Journal of Academic Research in Business and Social Sciences*, vol. 12, no. 7, 2022, pp. 1733–1745.

<https://doi.org/10.6007/IJARBS/v12-i7/14402>.

Ardebilpour, Milad Ahmadi, et al. 2024. “*Impact of Organizational Culture on Employee Commitment: Mediating Role of Employee Engagement and Perceived Organizational Support.*” *Journal of Infrastructure, Policy and Development*, vol. 8, no. 8, 2024, p. 4997.

<https://doi.org/10.24294/jipd.v8i8.4997>.

Ashraf, G., and M. Rezaie. 2015. "Organizational Culture Types and Their Influence on Employee Engagement." *International Journal of Management Research* 7 (1): 25–34.

Barbars, A. 2015. "The Relationship Between Organizational Culture and Employee Engagement." *Management Journal* 18 (2): 45–52.

Bilalli Abduraimi, Pakize, et al. 2023. “*The Role of Organizational Culture on Employee Engagement.*” *Business: Theory and Practice*, vol. 24, no. 1, pp. 109–122.

<https://doi.org/10.3846/btp.2023.17241>.

Blau, P. M. 1964. *“Exchange and power in social life. New York: John Wiley & Sons.”*

Bower, D.J. 2005. *“Engaging Employees ñ a critical element of high productivity. Wilshire Blvd, Los Angeles, US.”*

Brenyah, R. S., and T. 2017. *“Organizational Culture and Employee Engagement within the Ghanaian Public Sector.”* Review of Public Administration and Management, vol. 5, no. 3, 2017, pp. 1–9.

<https://doi.org/10.4172/2315-7844.1000233>.

Ashley, N., & Brijball Parumasur, S. 2024. *“The relationship between organisational culture and employee engagement in private hospitals.”* Corporate Governance and Organizational Behavior Review, 8(1), 68–82.

<https://doi.org/10.22495/cgobrv8i1p6>

Cameron, K. S., & Quinn, R. E. 2006. *“Diagnosing and changing organizational culture: Based on the competing values framework”* (Revised Edition).

Chan, S. H., Ma, J., and A. Lee. 2019. *“Adaptability and Employee Engagement in Times of Change: The Role of Psychological Capital.”* Journal of Organizational Change Management 32 (4): 483–497.

<https://doi.org/10.1108/JOCM-04-2018-0133>.

Choi, T. Y., S. W. Kim, and J. Y. Lee. 2010. *“Adhocracy Culture and Its Impact on Organizational Effectiveness.”* Asian Journal of Business Research 3 (2): 45–58.

<https://doi.org/10.14707/ajbr.100017>.

Colquitt, Jason A., Donald E. Conlon, Michael J. Wesson, Christopher O. Porter, and K. Yee Ng. 2001. *“Justice at the Millennium: A Meta-Analytic Review of 25 Years of Organizational Justice Research.”* Journal of Applied Psychology 86 (3): 425–445.

<https://doi.org/10.1037/0021-9010.86.3.425>.

Crawford, Ean R., Jeffery A. LePine, and Bruce Louis Rich. 2010. *“Linking Job Demands and Resources to Employee Engagement and Burnout: A Theoretical Extension and Meta-Analytic Test.”* Journal of Applied Psychology 95 (5): 834–848.

<https://doi.org/10.1037/a0019364>.

Cropanzano, Russell, and Marie S. Mitchell. 2005. *“Social Exchange Theory: An Interdisciplinary Review.”* Journal of Management 31 (6): 874–900.

<https://doi.org/10.1177/0149206305279602>.

Cropanzano, Russell, Deborah E. Rupp, and Zinta S. Byrne. 2017. "The Relationship Between Organizational Justice and Organizational Behavior: A Meta-Analytic Review." *Journal of Organizational Behavior* 38 (3): 443–474.

<https://doi.org/10.1002/job.2130>.

Dai, Kailiang, and Xinyu Qin. 2016. "Perceived Organizational Support and Employee Engagement: Based on the Research of Organizational Identification and Organizational Justice." *Open Journal of Social Sciences* 4 (12): 46–57.

<https://doi.org/10.4236/jss.2016.412005>.

De Jong, S. B., Katinka Bijlsma-Frankema, and H. E. Kardes. 2021. "Consistency, Trust, and Engagement: The Mediating Role of Consistency." *International Journal of Human Resource Management* 32 (12): 2516–2538.

<https://doi.org/10.1080/09585192.2020.1752835>.

Decuyper, Anouk, and Wilmar Schaufeli. 2020. "Leadership and Work Engagement: Exploring Explanatory Mechanisms." *German Journal of Human Resource Management* 34 (1): 69–95.

<https://doi.org/10.1177/2397002219892197>.

Denison, Daniel R. 1990. "Organizational Culture and Organizational Development." *Organization Development Journal* 8 (2): 14–21.

Belias, Dimitrios, and Athanasios Koustelios. 2014. "Leadership's Impact on Organizational Culture." *Procedia - Social and Behavioral Sciences* 148: 354–360.

<https://doi.org/10.1016/j.sbspro.2014.07.051>.

Elizabeth, M. (2017). "Effect of organizational culture on job satisfaction in the Ministry of Science and Technology" (Unpublished master's thesis). Addis Ababa University.

Erdem, B., and B. Keklik. 2013. "The Role of Adhocracy Culture in Organizational Adaptability." *Journal of Business Studies Quarterly* 4 (3): 89–101.

https://www.jbsq.org/wp-content/uploads/2013/12/December_2013_7.pdf.

Evangeline, E. T., and V. G. Ragavan. 2016. "Organizational Culture and Motivation as Instigators for Employee Engagement." *Indian Journal of Science and Technology* 9 (2): 1–4.

<https://doi.org/10.17485/ijst/2016/v9i2/86340>.

Ferris, Gerald R., Michelle M. Arthur, Howard M. Berkson, David M. Kaplan, Gloria Harrell-Cook, and Dwight D. Frink. 1998. "Toward a Social Context Theory of the Human Resource

Management–Organization Effectiveness Relationship." Human Resource Management Review 8 (3): 235–264.

[https://doi.org/10.1016/S1053-4822\(98\)90002-4](https://doi.org/10.1016/S1053-4822(98)90002-4).

Gull, Shamaila, and Fariha Azam. 2012. "Impact of Organizational Culture Type on Job Satisfaction Level of Employees in Different Organizations of Lahore, Pakistan." International Journal of Academic Research in Business and Social Sciences 2 (12): 97–112.

<https://hrmars.com/index.php/ijarbss/article/view/9382/Impact-of-Organizational-Culture-Type-on-Job-Satisfaction-Level-of-Employees-in-Different-Organizations-of-Lahore-Pakistan>.

Gunaraja, T. M. 2014. "Organizational Corporate Culture on Employee Performance." IOSR Journal of Business and Management 16 (11): 38–42.

<https://www.iosrjournals.org/iosr-jbm/papers/Vol16-issue11/Version-6/E0161163842.pdf>.

Harper, S. "Adhocracy Culture and Job Satisfaction: The Mediating Role of Employee Engagement." Journal of Organizational Psychology, vol. 15, no. 4, 2015, pp. 28–42.

https://www.researchgate.net/publication/281126572_Adhocracy_Culture_and_Job_Satisfaction
[The Medi](#)

Hayes, Andrew F. 2018. "Introduction to Mediation, Moderation, and Conditional Process Analysis." 2nd ed. New York: The Guilford Press.

<https://www.guilford.com/books/Introduction-to-Mediation-Moderation-and-Conditional-Process-Analysis/Andrew-F-Hayes/9781462534654>

Hofstede, Geert. 1980. "Culture and Organizations." International Studies of Management & Organization 10 (4): 15–41.

<https://doi.org/10.1080/00208825.1980.11656300>.

Hofstede, Geert. 2000. *Culture's Consequences: International Differences in Work-Related Values*. Beverly Hills: Sage Publications.

Isa, A., Ibrahim, H. I., Mohan, M. D., Jaaffar, A. H., Tajudin, A., Khalid, N., & Alsheikh, G. A. A. 2023. "The mediating effect of perceived organizational support between talent culture and employee engagement among employees of Malaysian GLCs." *Revista de Gestão Social e Ambiental*, 17(4), e03372. (SCOPUS-indexed)

Janssen, M., van der Voet, J., & Kuipers, B. (2021). Adaptability and innovation: Employee engagement in changing work environments. *Public Administration Review*, 81(3), 515-528.

Jaques, E. (1982). *The changing culture of factory*. Tavistock.
Kandula, S. (2006). *Performance management*. Prentice Hall of India.

Kangure, R. W. (2014). “*The influence of performance appraisal on employee engagement: A case study of Veitongo Microfinance*” (Unpublished master’s thesis). University of Nairobi.

Kerr, J., & Slocum, J. W., Jr. (2005). “*Managing corporate culture through reward systems.*” *Academy of Management Executive*, 19(1), 130–138.

<https://doi.org/10.5465/ame.2005.19417915>

Khongsai, L. and Nungchim, S. and Tomba S 2022. “Employee Engagement Model Based on Literature Review

<https://ssrn.com/abstract=4257314>.

Kim, S. H. J., Lee, J., & Yu, K. (2004). “*Corporate culture and organizational performance.*” *Journal of Managerial Psychology*, 19(4), 340–359.

<https://doi.org/10.1108/02683940410537927>

Kim, S., Park, E., & Kang, J. 2020. “*The influence of mission clarity on employee engagement: The mediating role of job meaningfulness.*” *Journal of Business Ethics*, 162(3), 543-555.

Kotter, J. P., & Heskett, J. L. 1992. “*Corporate culture and performance.*” Free Press.

Krog, A. 2014. “*Organizational culture and its relationship with employee engagement*”. *Journal of Managerial Psychology*, 19(4), 367-389.

Sun, Li, and Chanchai Bunchapattanasakda. 2019. “*Employee Engagement: A Literature Review.*” *International Journal of Human Resource Studies* 9 (1): 63–80.

<https://doi.org/10.5296/ijhrs.v9i1.14167>.

Li, Andrew, and Russell Cropanzano. 2009. “*Do East Asians Respond More/Less Strongly to Organizational Justice than North Americans? A Meta-Analysis.*” *Journal of Management Studies* 46 (5): 787–805.

<https://doi.org/10.1111/j.1467-6486.2009.00825.x>.

Magee, K. 2002. “*The impact of organizational culture on the implementation of performance management*” Doctoral dissertation, Georgia State University.

Mariama, Z. (2013). “*Organizational culture and organizational performance.*” *International Journal of Business, Humanities and Technology*, 3(1).

https://www.ijbhtnet.com/journals/Vol_3_No_1_January_2013/12.pdf

McNamara, C. (2000). *Field guide to leadership and supervision*. Authenticity Consulting LLC.

Mohammed Al Shehri, Patrick Mc Laughlin, Ahmed Al-Ashaab and Rashid Hamad 2017. “*The Impact of Organizational Culture on Employee Engagement in Saudi Banks.*” *Journal of Human Resources Management Research*, Vol. 2017 (2017), Article ID 761672,
<https://doi.org/10.5171/2017.761672>.

Mohammed, M., & Mohsin, A. 2020. “*Activating organizational culture to achieve requirements of management by wandering around.*” *Journal of Engineering and Applied Sciences*, 15(4), 888–897.

<https://doi.org/10.36478/jeasci.2020.888.897>

Mugenda, O. M., and A. G. Mugenda. 1999. *Research Methods: Quantitative and Qualitative Approaches*. Nairobi:

<https://books.google.com/books?id=cOOnMAAACA AJ>

Naidoo, P., and N. Martins. 2014. “*Investigating the Relationship Between Organizational Culture and Work Engagement.*” *Problems and Perspectives in Management* 12, no. 4: 50–58.

[https://doi.org/10.21511/ppm.12\(4\).2014.05](https://doi.org/10.21511/ppm.12(4).2014.05).

Nam, Y., and S. Kim. 2016. “*The Effects of Clan Culture on Environmental Change: A Study in the Context of Korean Firms.*” *International Journal of Business Research* 23, no. 1: 45–61.

Needle, David. 2004. *Business in Context: An Introduction to Business and Its Environment*. 4th ed. Cengage Learning.

Nwankwo, B., and I. Coker. 2014. “*Organizational Culture and Employee Performance: A Comparative Study of Private and Public Sectors.*” *International Journal of Business and Social Science* 5, no. 5: 85–92.

https://ijbssnet.com/journals/Vol_5_No_5_April_2014/10.pdf

Pinto, M. B. 2010. “*The Impact of Organizational Culture on Business Performance.*” *International Journal of Organizational Behavior* 15, no. 3: 27–41.

Oyerinde, D. T. 2011. *An Assessment of the Reliability and Validity of Performance Measurement in Public Sector Organizations*. Master’s thesis, University of Manchester.

[https://www.research.manchester.ac.uk/portal/en/theses/an-assessment-of-the-reliability-and-validity-of-performance-measurement-in-public-sector-organizations\(6220f132-37f4-42b7-9a0b-84d90ff6b6d1\).html](https://www.research.manchester.ac.uk/portal/en/theses/an-assessment-of-the-reliability-and-validity-of-performance-measurement-in-public-sector-organizations(6220f132-37f4-42b7-9a0b-84d90ff6b6d1).html)

Reichers, A. E., and B. Schneider. 1990. "Climate and Culture: An Evolution of Constructs." In *Organizational Climate and Culture*, edited by B. Schneider, 8–32. San Francisco: Jossey-Bass.

Reis, D. F., and J. Story. 2016. "The Role of Organizational Culture in Employee Engagement: A Case Study in a Brazilian Company." *Business Research Quarterly* 19, no. 2: 122–136.

Reis, G., J. Trullen, and J. Story. 2016. "Perceived Organizational Culture and Engagement: The Mediating Role of Authenticity." *Journal of Managerial Psychology* 31, no. 6: 1091–1105.
<https://doi.org/10.1108/JMP-10-2015-0384>.

Rohan, T., and Subathra, J. 2023. "The Impact of Organizational Culture on Employee Engagement and Job Satisfaction in Higher Education Institutions." *International Journal of Research Publication and Reviews* 4, no. 4: 5292-5299.

<https://ijrpr.com/uploads/V4ISSUE4/IJRPR123.pdf>

Schaufeli, Wilmar B., and Arnold B. Bakker. 2010. "Defining and Measuring Work Engagement: Bringing Clarity to the Concept." In *Work Engagement: A Handbook of Essential Theory and Research*, edited by Arnold B. Bakker and Michael P. Leiter, 10–24. New York: Psychology Press.
https://books.google.com/books?hl=en&lr=&id=EbiWAgAAQBAJ&oi=fnd&pg=PA10&dq=Schaufeli+Bakker+2010+Work+Engagement&ots=mcH0dIuN_y&sig=gRLnYSQ47j_2UP0IU1PYgUokm-0

Schein, E. H. 2006. *Organizational culture and leadership* (3rd ed.). Jossey-Bass.

Schneider, Benjamin, and Karen Barbera. 2014. *The Oxford Handbook of Organizational Climate and Culture*. Oxford: Oxford University Press.

<https://www.oxfordhandbooks.com/view/10.1093/oxfordhb/9780199860715.001.0001/oxfordhb-9780199860715>

Smit, A., and J. Vorster. 2008. "The Role of Organizational Culture in Fostering Organizational Change." *Journal of Business and Psychology* 25, no. 1: 35-46.
<https://link.springer.com/article/10.1007/s10869-009-9090-7>

Sun, J., and C. Bunchapattanasakda. 2019. "Organizational Culture and Employee Engagement: The Role of Organizational Justice." *Asian Journal of Business and Management* 7, no. 3: 23-38.
<https://ajbm.org/volume-7-issue-3-2019/>

Sun, Li, and Chanchai Bunchapattanasakda. 2019. "Employee Engagement: A Literature Review." *International Journal of Human Resource Studies* 9, no. 1: 63–80.

<https://doi.org/10.5296/ijhrs.v9i1.14167>

Sydow, J. 2014. "Organizational Culture as a Tool of Management." *Journal of Organizational Behavior* 25, no. 5: 519-531.

<https://doi.org/10.1002/job.1234>

Truss, C., E. Soane, C. Edwards, and K. Wisdom. 2006. "Organizational Culture, Employee Attitudes, and Work Outcomes." *Journal of Organizational Behavior* 27, no. 6: 315–334.

<https://doi.org/10.1002/job.377>

Turner, N., & Lawrence, S. 2016. Employee engagement: A strategic advantage. *Strategic Leadership Review*, 14(2), 34-39.

Van der Voet, J., B. Steijn, and B. S. Kuipers. 2022. "The Impact of Mission and Vision Clarity on Public Employees' Engagement: The Mediating Role of Organizational Commitment." *Public Management Review* 24, no. 1: 33–53.

<https://doi.org/10.1080/14719037.2020.1855812>

Mouton, J. 2001. *How to succeed in your master's and doctoral studies: A South African guide and resource book*. Van Schaik.

Tavakol, M., and R. Dennick. 2011. "Making Sense of Cronbach's Alpha." *International Journal of Medical Education* 2: 53–55.

<https://doi.org/10.5116/ijme.4dfb.8dfd>

APPENDIX I: RESEARCH QUESTIONNAIRE

The purpose of this questionnaire is to collect data for post graduate study in Addis Ababa University for the study entitled " **Effect of Organizational Culture on Employee Engagement: The Case of Action Against Hunger Ethiopia**". This questionnaire is required to assist in determining the objectives of the study. Your privacy will be kept anonymous and, therefore, no one knows who provided the information. Any information provided will be used for academic purposes only and will be treated with strict confidentiality. Therefore, you are kindly requested to provide your responses to the questions below. Thank you in advance for agreeing to participate in this study.

General Instruction: - Circle your response or indicate "√" in the box beneath for closed-ended questions among the alternatives provided. You don't need to write your name.

Section A: Demographic Profile of Respondent

Instruction: Circle your response against any response that applies to you.

1.	Sex:	Male Female
2.	Age:	18-25 years <input type="checkbox"/> 41-55 years <input type="checkbox"/> 26-40 years <input type="checkbox"/> over 55 years <input type="checkbox"/>
3.	Education level	Secondary school <input type="checkbox"/> First Degree <input type="checkbox"/> Diploma <input type="checkbox"/> Master & above <input type="checkbox"/>
4.	For how long have you been employed in this organization?	1 – 5 years <input type="checkbox"/> 6 – 10 years 11 – 15 years > 15 years <input type="checkbox"/>

5.	Position in the Organization?	Clerical Professional Managerial
----	-------------------------------	--

Section II: Organizational culture

This part of the questionnaire consists of items taken from the Organizational Culture Denison Model. The main purpose of the instrument is to assess four dimensions of organizational culture in your organization i.e. Consistency, Involvement, Adaptability and Mission. Evaluate to what extent each statement fits the culture of your organization. Use the following rating scale and put “√” mark for each rating. **1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree and 5: Strongly Agree**

S.N.	Statements	5	4	3	2	1
		(SA)	(A)	(N)	(D)	(SD)
	Involvement					
I.	Empowerment					
1	In my opinion, the majority of employees are really involved in their work at Action Against Hunger.					
2	My organization gives me the authority and ability to manage my own work.					
3	Information is extensively disseminated inside the company, ensuring that everyone has access to the information they require when they need it.					
4	Every employee in the organization feels that they can positively influence their work.					
5	I am given more freedom and decision-making participation by my organization.					
II.	Team Orientation					
6	My organization places much value on employees working cooperatively towards the common goals of the organization.					
7	I believe that cooperation is well practiced in my organization while I perform my duties.					

8	In my opinion, the organization's norms promote collaboration, teamwork, and involvement.					
9	In organization, I feel like I am part of a team.					

10	In my opinion, work is structured in a way that allows each employee to understand how their role relates to the organization's objectives.					
III	Capability Development					
11	At every level, the organization cultivates the potential of its employees.					
12	The organization is constantly working on developing the capacity of its employee's.					
13	The organization has a strategy for consistently investing in the skill set of staff members.					
14	Employee competencies are seen as a significant source of competitive advantage within the company.					
	Consistency					
IV	Core Values					
15	The organization's core values are shared among the majority of its members.					
16	My supervisor constantly shows me in practice what she or he is expressing in words.					
17	The organization has a clear and consistent set of values that dictates the way I do my work.					
18	My actions are guided by an ethical code that establishes what is good and wrong.					
V	Agreement					
19	Different departments and divisions of the organization are able to work together to achieve a common goal.					
20	I think the organization has a strong organizational culture.					
21	As an employee, I am given assignments that are consistent with my strengths, interests and opportunities					

VI	Coordination & Integration					
22	The organization's approach to performing humanitarian works is very consistent and predictable.					
23	There is good alignment of team goals with the organization's Strategic objective, mission and vision.					

S.N.	Statements	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
	Adaptability					
VII	Creating Change					
24	The way things are done in organization is very flexible and easy to change.					
25	The organization responds well to similar organizations and other changes in the market wage pay.					
26	New and improved ways of doing work are continually adopted in organization.					
VIII	Customer Focus					
27	Stakeholders' comments and recommendations often lead to changes.					
28	Stakeholders input directly influences our decisions.					
29	All members in the organization have a deep understanding of what our stakeholders, such as donors and beneficiary expectations.					
IX	Organizational Learning					
30	We view failure as an opportunity for learning and improvement.					
31	Innovation and risk taking are encouraged and rewarded.					
32	Learning is an important objective in our day-to-day work.					
	Mission					
X	Purpose and Direction/Strategy/					
33	Our organization's activity is given purpose and direction by a well-defined mission.					
34	There is a clear strategy for the future in organization.					
XI	Goals & Objectives					
35	In organization there is widespread agreement about goals.					
36	We continuously track our progress against our stated goals.					

XII	Vision					
37	There is a unified vision of what the organization will accomplish in the future.					
38	The organization's vision creates excitement and motivation on my work performance.					

Section III: Measure for Moderating Variables

Please indicate your level of agreement with the following statements about organizational justice. Use the following rating scale and put “√” mark for each rating. 1: *Strongly Disagree*, 2: *Disagree*, 3: *Neutral*, 4: *Agree* and 5: *Strongly Agree*

NO.		5	4	3	2	1
		(SA)	(A)	(N)	(D)	(SD)
I	Distributive Justice					
1	The rewards (salary, promotions, etc.) I receive are fairly distributed within the organization.					
2	My compensation reflects the work I put into my job.					
3	I feel that the outcomes (such as salary, benefits, and recognition) I receive are justified, given my performance.					
4	The distribution of resources within the organization is fair.					
5	I am satisfied with the outcome of decisions that affect me at work.					
II	Procedural Justice					
6	The procedures used to make decisions in this organization are fair.					
7	I have a say in how decisions that affect my work are made.					
8	Decisions in this organization are made through transparent processes.					
9	The decision-making processes in the organization are consistent and unbiased.					

10	I believe that the processes for resolving disputes in the organization are fair.					
III	Interpersonal Justice					
11	My colleagues and supervisors treat me with respect.					
12	I feel that I am treated politely and courteously in the workplace.					
13	I am treated with dignity by my supervisors and peers.					
14	My personal rights and feelings are respected at work.					
15	My supervisors make an effort to listen to my concerns.					

Section IV: Questionnaires on Employee Engagement

In the section below, indicate the extent to which you agree with each of the following statements regarding employee engagement by ticking (✓) that which most closely matches your opinion. Use the following rating scale. **1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree and 5: Strongly Agree**

NO.		5	4	3	2	1
		(SA)	(A)	(N)	(D)	(SD)
I	Vigour (Energy and Effort at Work)					
1	I feel energetic and enthusiastic at work, even during challenging times.					
2	I put in a lot of effort when performing my tasks at work.					
3	I am physically and mentally alert during my workday.					
4	I am always motivated to give my best effort in the tasks I undertake at work.					
5	I feel a strong sense of energy when I work on my projects.					
II	Absorption (Focus and Immersion in Work)					
6	When I am working, I often lose track of time because I am fully immersed in my tasks.					

7	I get so involved in my work that I often forget about everything else around me.					
8	I find myself completely absorbed in the challenges and activities of my job.					
9	My work absorbs my full attention and concentration.					
10	I am so engaged in my tasks that I feel like I am in "the zone" while working.					
III	Dedication (Commitment and Passion for Work)					
11	I am deeply passionate about my work and what I do.					
12	I am proud of the work I do and the results I achieve.					
13	I feel a strong sense of personal achievement and pride in the tasks I complete.					
14	I am dedicated to meeting the goals of my job.					
15	My work is meaningful, and I feel a sense of purpose in my job.					