

INTERACTION BETWEEN ORGANIZATIONAL CULTURE AND WORK ENGAGEMENT IN AN IT DEPARTMENT WITHIN FINANCIAL INSTITUTION

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Abstract

Purpose of the study is to investigate the interaction between dominant organizational culture values and the level of work engagement in an IT department of one of the leading financial institutions in Baltic and Nordic countries.

Design/methodology/approach

Research methodology includes monographic method, quantitative method, as well as correlation analysis.

Findings

Research results show that organizational culture values oriented towards respect for individual's rights, as well as social responsibility correlate positively with multiple dimensions of work engagement. Such values as competitiveness and high expectations for performance correlate negatively with work engagement.

Research limitations

Multiple research limitations are applicable to the study. The study only covers two teams of an IT department within one financial institution. The study only covers a part of internal environment of the organization – organizational culture and work engagement. Research period is from May to September of 2015.

Practical implications

Research results provide managers with information about how different organizational culture values are related to level of work engagement. Based on the research results, managers will be able to make more informed decisions in regards to which cultural values need to be encouraged, and which reduced in order to improve work engagement within their organizations.

Originality/value

Even though organizational culture is widely studied in management science, and work engagement has also become an actual topic among management researchers during the recent years, currently there are very few studies on interaction between organizational culture and work engagement. There is a lack of knowledge, what impact different organizational culture values have on work engagement. This study, therefore, provides an insight in interaction between specific organizational culture values and the dimensions of work engagement.

Keywords: Organizational culture, work engagement, leadership.

1. INTRODUCTION

Organizational culture is generally defined as a set of values and beliefs shared among the members of an organization, which has a major impact on their decisions and behaviour – the ways in which things are done. During the past decade interest in organizational culture from practitioners in particular continues to be relatively high. The level of interest from practitioner side is to some extent connected to industry. In younger, more innovative and knowledge-intensive businesses there seems to be a stronger interest than in more mature and rationalization-oriented ones. Many information technology (IT) companies, for example, are credited with developing and sustaining distinct organizational cultures (Alvesson, 2012). Pfeffer (1994) argues that the traditional sources of success - product and process technology, access to regulated markets, economies of scale, etc. - matter less today than in the past, leaving organizational culture and capabilities derived from how people are managed, as relatively more vital. Compared to technology, which becomes more available and thereby reduces as a source of competitive advantage, human capital is much more difficult to imitate for competitors (Macey, Schneider, Barbera, Young, 2009). By the time the superior

performance the organizational culture produces comes to the attention of competitors and the public, the culture is well established and doing its job (Heskett, 2012).

Work engagement is a relatively new concept in management science. One of the reasons why it has become a live topic among business leaders is the increased focus on human capital as a source of competitive advantage. Work engagement is mainly defined as a goal oriented psychological state, in which a person is fully focused on the task at hand, necessary to reach the organizational goals. Work engagement is often mentioned among sources of increased employee commitment and performance, as well as customer satisfaction (Albrecht, 2010).

Work engagement can only be created and sustained when it is supported by the culture of the organization (Macey et al., 2009). Most organizations can create bursts of energy and contribution among their employees in the short term by the use of approaches other than work engagement. On the other hand, building a culture of engagement takes effort. However, once established it will sustain high performance in the organization over time (Rice, Marlow, Masarech 2012). However, organizations and leaders need to know, which organizational culture values foster or limit work engagement in order to encourage the right values that would lead to the organizational goals. Purpose of this study therefore is to find the relation between specific organizational culture values and dimensions of work engagement.

2. THEORETICAL FRAMEWORK OF THE RESEARCH

Organizational culture

Culture as such is a tricky concept, as it is easily used to cover everything and consequently nothing (Alvesson, 2012). It is defined as "the set of important understandings (often unstated) that members of a community share in common" (Sathe, 1983, 6), as well as deeply rooted values or shared norms, moral or aesthetic principles that guide action and serve as standards to evaluate one's own and others' behaviors (Hofstede, 1994). According to Parsons (1951), cultural tradition emerges around values, which are defined as elements of a shared symbolic system which serves as a criterion or standard for selection among the alternatives of orientation, which are intrinsically open in a situation. Similarly, Rokeach (1973, 5) argues that "a value is an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence". Values are defined as ideas and objects with a special meaning on the individual as well as organizational level (Dubkevics, 2009). Values determine basic assumptions about the reality, human nature, and relationships (Dubkevics, Barbars, 2011).

Alvesson (2012) argues that organizational culture is one of the main issues in academic research of organizational theory, as well as in management practice. Even in organizations, where cultural issues receive little explicit attention, ways in which people think, feel, value and act, are guided by ideas, meanings and beliefs of the socially shared culture. There are dozens of organizational culture definitions in management literature. One of the most commonly used definitions is written by Edgar Schein. Schein (2010, 18) defines the organizational culture as "a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems". The definition is based on the analysis of several other definitions, and is also used as the working definition in this study.

Schein (2010) defines three levels of organizational culture (see figure 1):

- 1) artifacts,
- 2) espoused beliefs and values,
- 3) basic underlying assumptions.

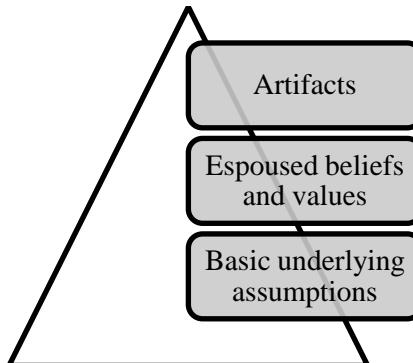


Figure 1. Levels of organizational culture

Source: Schein (2010)

Artifacts include visible and feelable structures and processes, as well as observed behaviour. They are difficult to decipher. Empoused beliefs and values are ideas, goals, values, aspirations, ideologies, and rationalizations. They may or may not be congruent with behaviour and other artifacts. Organizational culture is based on the basic underlying assumptions, which are unconscious, taken-for-granted beliefs and values, which determine behaviour, perception, thought, and feeling.

Since the basic elements of any organizational culture are the underlying assumptions and values, some authors try to determine the values that are generally good - beneficial to any culture. According to Baker (1980), good cultures are characterised by norms and values supportive of excellence, teamwork, profitability, honesty, customer service orientation, pride in one's work, commitment to the organization, and adaptability - the capacity to thrive over the long run despite new competition, new regulations, new technological developments, and the strains of growth. Most researchers, however, agree that there are no good or bad cultures *per se*. A set of values is good - effective - if it reinforces the mission, purposes and strategies of the organization. It can be an asset or a liability. To be effective, the culture must be appropriate to the needs of the business, company and employees (Wallach, 1983, Heskett, 2012). In addition, organizational culture is not homogeneous; it consists of subcultures. Dubkevics (2009) defines subculture as a relatively independent set of values, norms, and behavioural stereotypes, which exists in an organizational culture and is not in contradiction with it. Each subculture can have a slightly different reaction on management interventions. A type of subculture that may become even more troublesome for management efforts is the counterculture, which includes values that are opposite to the overall organizational culture and become an obstacle to the work of the organization (Mikelsone, Mackevica, Olehnovica, 2008).

Work engagement

Term *engagement* was first used in relation to work by the business consulting firm the Gallup Organization. The first academic article on engagement at work was published by Kahn (1990) in the *Academy of Management Journal*, but it took a decade before the topic was picked up by others in academia (Schaufeli, 2014). Work engagement is one of the key predictors of organization's performance, financial and otherwise (Heskett, 2012). Individual employee behaviours determine organization's collective success over time. Performance is a

sum of what every employee does every day across the organization. Each individual's behaviour in turn is influenced by the organization – it's structure, decisions, motivators and information (Baron, 2006).

Engagement is mainly expressed in such employee behaviours as efforts at work. When people are engaged, they stay focused on their tasks and work hard to accomplish the goals. They fully inhabit their job roles, instead of just doing their work. Engaged employees are very present in doing their work (Kahn, 1992). They strive to move their work forward and put energy into that (Schaufeli & Bakker, 2004). When employees are engaged, they do not simply show up at work and follow routines. They place their ideas and feelings in solving the problems they are dealing with (Kahn, 2010). Engagement is described as the ability to bring all of who we are into our roles (Smith, Berg, 1987). According to Macey and his colleagues, engaged employees behave in more persistent ways, respond proactively to emerging threats and challenges, expand their roles at work, and adapt more readily to change (Macey et al., 2009).

One of the most often quoted definitions of work engagement belongs to Schaufeli and his colleagues, who define it as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (Schaufeli, Salanova, Gonzalez-Roma, Bakker, 2002, 74). Kahn (1990, 694), who is largely credited with introducing the concept of personal engagement at work, defines work engagement as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances." These two definitions of work engagement are used as working definitions in the study conducted as a part of this paper.

Interaction between organizational culture and work engagement

Scherbaum and his colleagues identified organizational culture as one of the main factors for work engagement during the key driver analysis (Scherbaum, Putka, Naidoo, Youssefnia, 2010). Effective organizational culture leads to work engagement, and has a significant influence on performance (Heskett, 2012).

According to Macey et al. (2009), organizational culture determines work engagement in two ways:

- 1) how it creates and releases employee energy through the way they are treated;
- 2) how it channels that energy into competitive advantage through focus on the strategic objectives of the organization.

The more employees internalize and identify the values and goals of the organization they work in, the more likely they will feel engaged at work. Thus, organizational practices that effectively convey the values of the organization to all employees, and involve them with the goals of the organization, result in more engaged employees, which ultimately leads to more positive behaviors at work (Bindl, Parker, 2010).

3. RESEARCH METHODOLOGY

Study described in this paper was conducted in one of the leading financial institutions in Baltic and Nordic countries. Research period is from May to September of 2015. Two teams within an IT department of the organization participated in the study, which for confidentiality purposes will be called Team A and Team B in this paper. In total 42 respondents (21 per each team) filled in the survey questionnaires. Total number of employees in Team A is 21, while in team B it is 22. Therefore 98% of total number of employees of the two teams participated in the study. Each of the teams have slightly different responsibilities, its own manager and they are located in different offices, therefore each team

can be considered to be a separate subculture. Majority of respondents were aged from 35 to 44. Most of participants (36%) were working for the organization for 1 to 4 years at the moment when the research data was collected. More details about number of years respondents were working for the organization is displayed in figure 2. 74% of respondents were men.

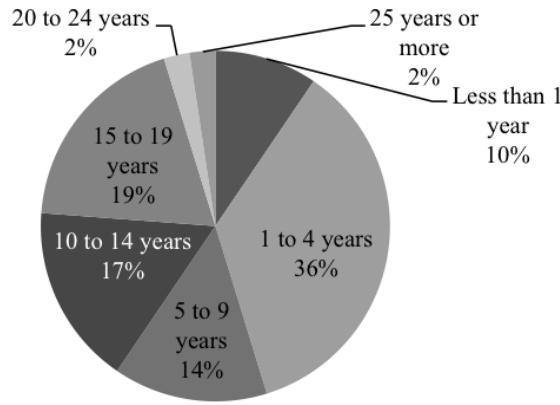


Figure 2. Number of years respondents are working for the organization

The following research instruments were used in the study:

1) **Organizational culture profile (OCP)**

Instrument used to assess the organizational culture in this study is the Organizational Culture Profile (OCP) by O'Reilly, Chatman, and Caldwell (1991), which is one of the most commonly referenced cultural assessment tools in the academic literature (Ehrhart, Schneider, Macey, 2014). Team A filled in the original version of the questionnaire. This version of the instrument uses Q-Sort method of data collection. Respondents are introduced to 54 organizational culture values and asked to evaluate to what extent, based on their opinion, each of the values describe their organization. Respondents fill in the survey by writing the number assigned to each of the values in a row of nine categories, placing at one end of the row those values that they consider most characteristic aspects of their organization, and at the other end those that are least characteristic. Due to use of Q-Sort method, the original version of OCP is relatively time consuming and complicated for respondents to fill in, and also for researchers to analyse the data.

2) **Organizational Culture Profile - Revised edition (OCPR)**

Team B filled in the revised version of the Organizational Culture Profile instrument (OCPR) by Sarros, Gray, Densten, and Cooper (2005). Due to complexity caused by the use of Q-Sort data collection in the original version of OCP, Sarros et al. (2005) introduced a revised version of the instrument. As a part of this version respondents are introduced to 28 organizational culture values that may describe an organizational culture. The 28 values are divided into 7 groups – 4 values per group. The groups are: competitiveness, social responsibility, supportiveness, innovation, emphasis on rewards, performance orientation, and stability. Respondents are asked to evaluate how much each of the values describe their organization, by choosing a number from 1 (not at all) to 5 (very much) in a 5 point Likert scale.

Purpose of using two versions of the Organizational Culture Profile is to determine, whether both versions of the instrument would show similar results when applied to measure the dominant organizational culture values within the same culture, even though the two versions were used in slightly different subcultures. In case the organizational culture profile

measured by two different instruments is similar, it is recommended to use the revised edition of the instrument for further studies, in order to make it more convenient for respondents to fill in the survey questionnaire.

3) Utrecht work engagement scale (UWES)

The Utrecht Work Engagement Scale (UWES) is by far the most popular measure of work engagement in academic literature (Byrne, 2015). It was developed by Schaufeli and Bakker (2003). The instrument is based on Schaufeli et al.'s (2002) definition of work engagement and measures the three dimensions of engagement: vigor, dedication, and absorption. This definition is one of the working definitions of work engagement used in this study.

The UWES is a self-report questionnaire where respondents are asked to assess the frequency with which they experience each of the 17 items of the questionnaire in their daily work. Out of the 17 items, 6 are related to work engagement dimension - vigor, 5 to dedication and 6 to absorption. Respondents are asked to evaluate, how often they experience the feeling described in each of the 17 items from 0 (never) to 6 (always / every day).

4) Job Engagement Scale (JES)

The second measure of work engagement used in this study is the Job Engagement Scale (JES), which was produced by Rich, LePine, and Crawford (2010). This instrument measures engagement based on Kahn's (1990) definition of work engagement, which distinguishes between 3 dimensions of engagement – affective, cognitive, and physical. This is the second definition used as the working definition of work engagement in this study. The Job Engagement Scale consists of 18 items – 6 per each dimension, where respondents are asked to evaluate, how much they agree with statements presented in each of the items in scale from 1 (strongly disagree) to 5 (strongly agree) in a Likert type scale.

Respondents representing Team A filled in the printed version of OCP, while respondents in Team B filled in the OCPR in an internet based survey data collection tool. In addition, both teams filled in UWES and JES in the online tool. During the analysis of research results, organizational culture profile, as well as level of work engagement in each of the two teams was assessed and correlation coefficient r between the items of organizational culture measurement instruments and work engagement measurement instruments calculated.

4. ANALYSIS OF RESEARCH RESULTS

Organizational culture

Results of the organizational culture analysis in Team A subculture are summarized in figure 3. Dominant values in this subculture were determined by using the original version of OCP.

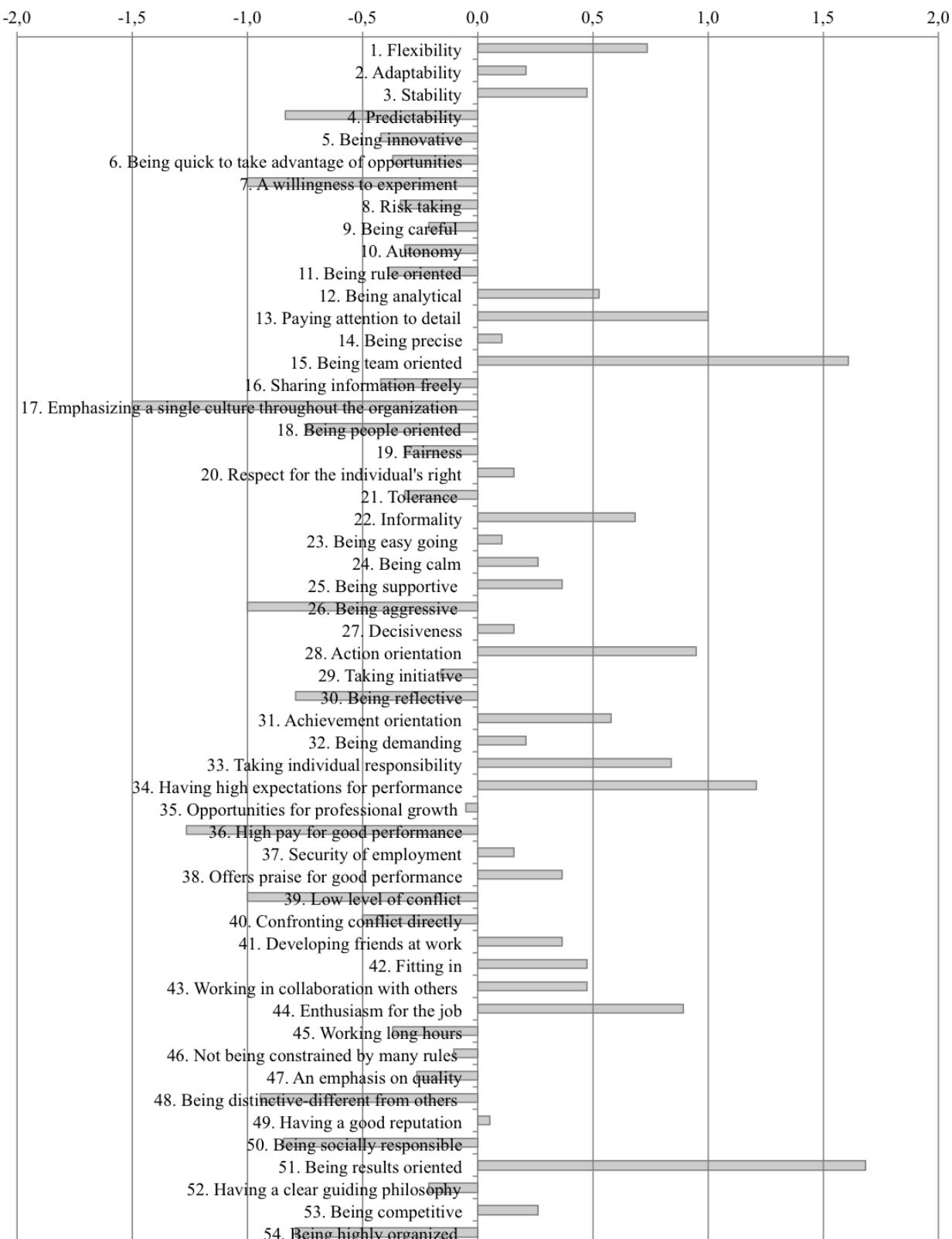


Figure 3. Organizational culture profile in Team A subculture (assessed by using OCP)

Based on research results, culture in Team A is mostly characterized by focus on performance and external competition. It is a results oriented team with emphasis on team work and collaboration. The organization accepts cultural variety, as there is no emphasis on a single culture. Other values that

are less characteristic to Team A, include willingness to experiment and strive for innovation. This in a way is related to the fact that the organization is a part of financial institution, where stability and predictability are valued higher than risk-taking.

Organizational culture profile in Team B subculture is summarized in figure 4. The culture within this organization is mainly characterized by stability and performance orientation. At the same time Team B is less oriented towards innovation and risk taking. Similarly to Team A, emphasis on rewards receives little attention here.

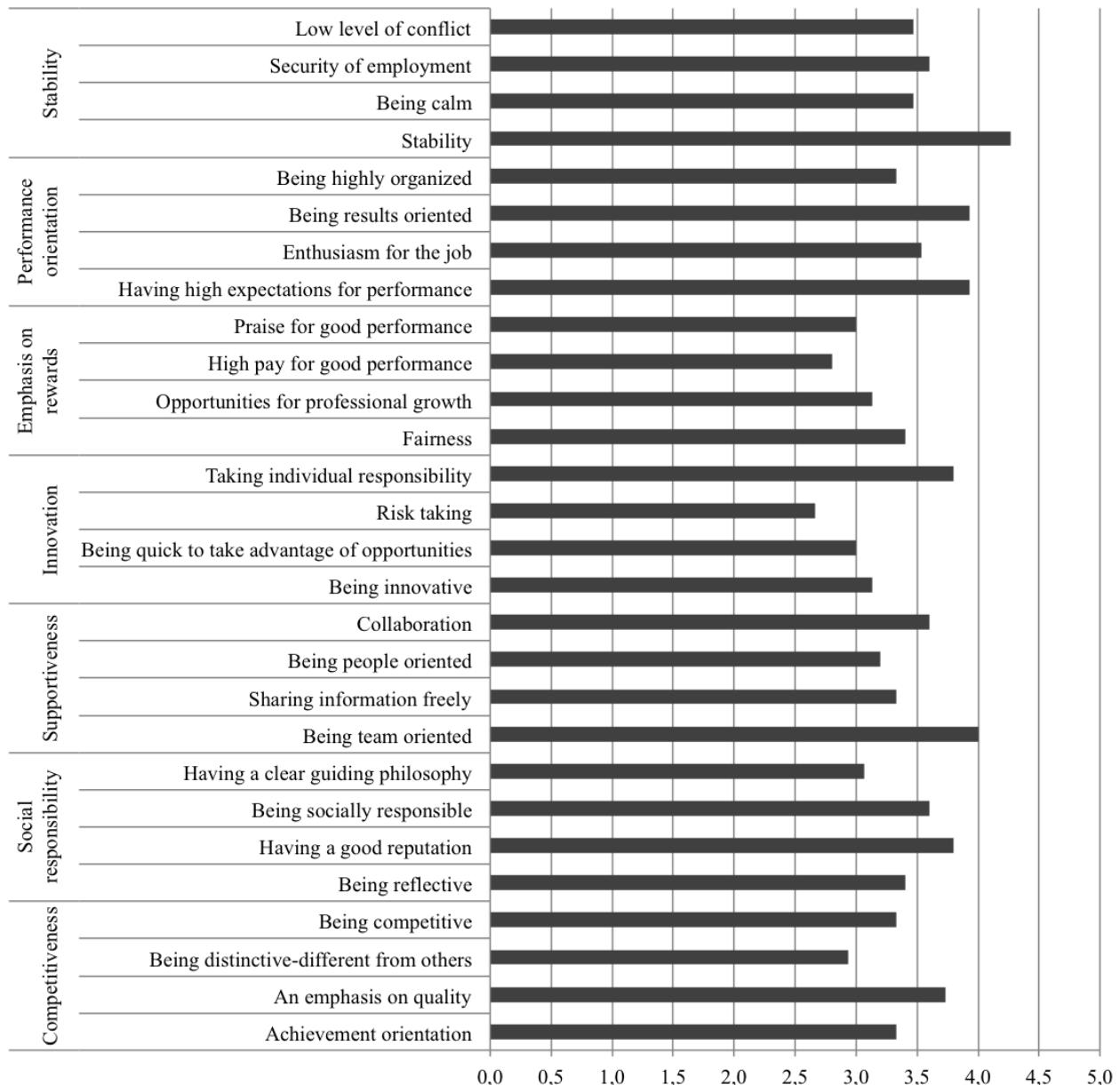


Figure 4. Organizational culture profile in Team B subculture (assessed by using OCPR)

It can be concluded, that organizational culture profiles in Team A and Team B subcultures are very similar. Organizational culture in both teams is based on stability, collaboration, and emphasis on performance – values that generally can be associated with financial institutions. At the same time both subcultures put less emphasis on innovation and risk-taking.

Work engagement

Based on analysis of results of work engagement questionnaire – UWES (figure 5), Team A is reporting high levels of work engagement in all three dimensions - vigor, dedication, and absorption. Scores are especially high for the dedication dimension, which means that team members find their work challenging, purposeful and inspiring. Employees are familiar with goals of the organization and associate them as their own personal goals.

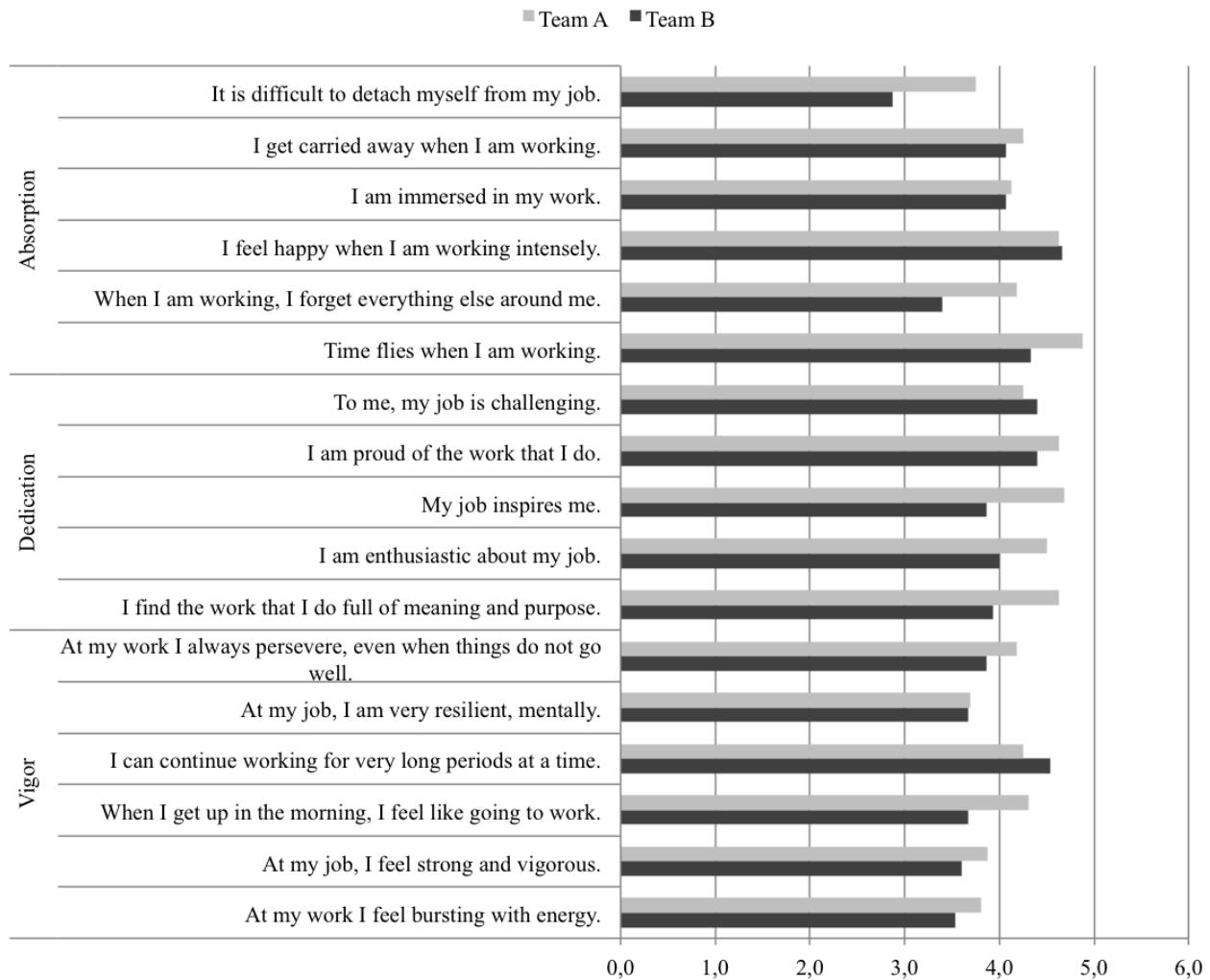


Figure 5. Work engagement in Team A and Team B (assessed by using UWES)

Levels of different dimensions of work engagement in Team B range from average to high. Similarly to Team A, dedication has received relatively higher scores than other two dimensions of work engagement (vigor and absorption). In general, members of Team B experience less energy in their daily work, however, when they have an opportunity to work intensely, they are able to do so for extended periods of time and feel proud of the results.

According to results of JES questionnaire (figure 6), the level of work engagement in Team A is high in all three dimensions – physical, emotional, and cognitive. Similarly to results of UWES, Team B reports relatively lower level of engagement than Team A, even though, in general, the overall level of engagement is high in both teams. Both teams report slightly lower scores in the emotional engagement, compared to other two levels of work engagement – physical and cognitive.

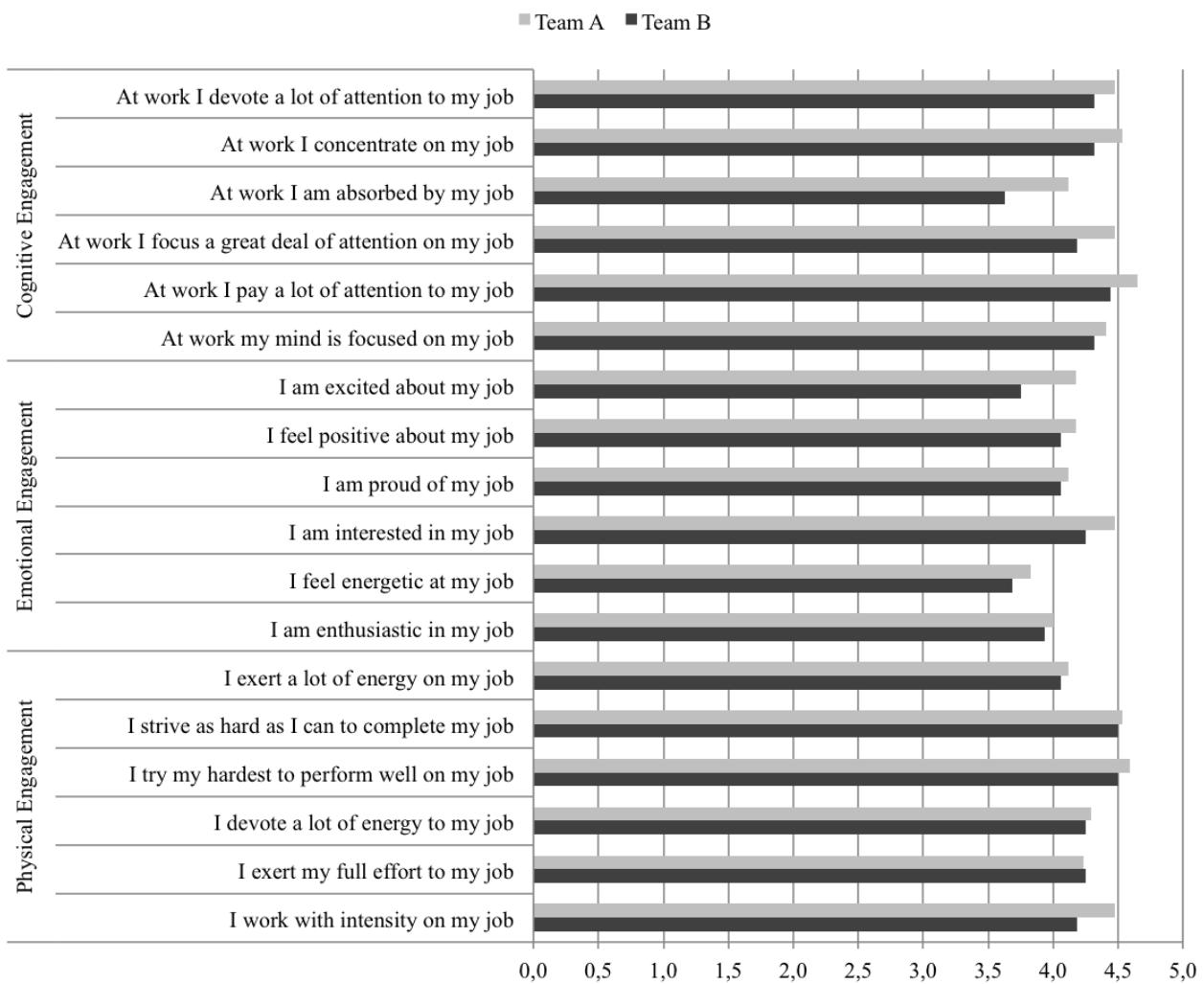


Figure 6. Work engagement in Team A and Team B (assessed by using JES)

Correlation analysis

Pearson's correlation coefficient r was calculated between the items of OCP and UWES, OCP and JES, OCPR and UWES, OCPR and JES in order to find the relationship between specific organizational culture values and characteristics / dimensions of work engagement. In interpreting the significance of the correlation coefficients, guide suggested by Evans (1996).

1) OCP – UWES

Such organizational culture values as respect for individual's rights and social responsibility show moderate to high correlation with all three dimensions of work engagement – vigor, dedication, and absorption. Other organizational culture values that correlate positively with different dimensions of work engagement include being highly organized as well as being easy going. On the other hand, values as action orientation, high expectations for performance, as well as being quick to take advantage show moderate negative correlation with all three dimensions. Please see table 1 for more details. Significant positive correlations are highlighted with white figures on black background, while significant negative correlations are highlighted with black figures on white background.

Table 1

Correlation between items of organizational culture dimensions measured by OCP and items of dimensions of work engagement measured by UWES

	Vigor						Dedication						Absorption					
1. Flexibility	-0,03	-0,24	-0,19	-0,38	0,05	-0,31	-0,18	-0,27	-0,17	-0,04	-0,04	0,13	-0,23	-0,08	0,10	-0,19	-0,05	
2. Adaptability	-0,12	-0,31	-0,32	-0,30	-0,01	-0,26	-0,15	-0,16	-0,21	-0,08	-0,28	0,42	-0,17	-0,02	-0,01	-0,16	-0,21	
3. Stability	-0,55	-0,47	0,03	-0,17	0,02	-0,29	-0,17	-0,31	-0,07	-0,22	-0,31	0,00	-0,12	-0,30	-0,03	-0,07	0,24	
4. Predictability	-0,17	-0,17	0,24	-0,16	0,00	-0,46	-0,04	-0,20	-0,18	0,05	-0,57	0,06	-0,37	-0,14	0,11	-0,18	-0,15	
5. Being innovative	-0,37	-0,15	0,14	-0,14	0,13	-0,06	0,08	0,06	-0,03	0,27	-0,12	-0,50	-0,19	-0,12	0,31	-0,09	-0,05	
6. Being quick to take advantage of opportunities	-0,06	-0,37	-0,36	-0,38	-0,20	-0,65	-0,22	-0,39	-0,41	-0,15	-0,54	0,14	-0,55	-0,06	-0,04	-0,64	-0,45	
7. A willingness to experiment	-0,43	-0,27	-0,07	-0,19	0,13	-0,06	-0,10	-0,02	-0,04	0,07	-0,13	-0,62	-0,08	-0,18	0,21	-0,12	0,03	
8. Risk taking	0,20	0,26	0,15	-0,22	-0,46	0,05	0,00	0,16	-0,45	-0,18	-0,02	0,06	-0,19	-0,17	-0,51	-0,32	-0,42	
9. Being careful	0,13	0,15	-0,16	0,30	-0,29	0,12	0,07	-0,08	0,14	-0,36	0,49	-0,02	0,48	-0,14	-0,29	0,05	0,26	
10. Autonomy	-0,05	0,19	0,01	0,05	-0,01	0,19	-0,12	0,03	0,04	0,00	0,16	0,29	0,03	-0,09	-0,14	0,30	0,05	
11. Being rule oriented	-0,39	0,10	0,09	-0,58	-0,25	-0,23	-0,30	0,02	-0,59	0,00	-0,55	0,15	-0,27	-0,24	-0,11	-0,06	-0,21	
12. Being analytical	-0,21	0,19	0,09	-0,21	-0,06	0,15	-0,06	0,14	-0,19	0,02	0,11	0,17	0,18	-0,28	-0,07	0,34	0,08	
13. Paying attention to detail	-0,04	0,25	0,24	0,01	0,51	0,21	-0,24	0,12	0,22	0,14	0,20	-0,04	-0,02	-0,08	0,25	0,55	0,22	
14. Being precise	-0,14	0,08	0,08	-0,35	-0,01	0,05	-0,28	-0,04	-0,11	-0,01	-0,31	0,33	0,27	-0,04	-0,06	0,43	0,29	
15. Being team oriented	0,18	-0,11	0,34	0,04	-0,26	-0,19	0,20	-0,08	-0,46	-0,01	-0,41	0,19	-0,59	-0,14	-0,35	-0,36	-0,34	
16. Sharing information freely	0,65	0,32	0,33	0,34	-0,04	0,33	0,16	0,28	0,00	-0,11	0,10	0,24	-0,12	0,19	-0,43	-0,02	-0,25	
17. Emphasizing a single culture throughout the organization	0,16	0,08	-0,13	0,02	0,05	0,20	0,29	0,22	0,25	0,29	0,06	0,40	0,52	0,47	0,28	0,24	0,16	
18. Being people oriented	0,24	0,09	0,23	0,28	0,12	0,24	0,19	0,25	0,22	0,26	-0,12	-0,14	0,04	0,32	0,07	0,16	-0,11	
19. Fairness	0,24	0,20	0,21	0,26	0,07	0,20	0,12	0,16	0,28	-0,12	0,09	0,00	0,40	0,05	-0,09	0,16	0,16	
20. Respect for the individual's right	0,41	0,44	0,31	0,49	0,34	0,59	0,36	0,56	0,59	0,29	0,25	0,16	0,51	0,72	0,27	0,43	0,27	
21. Tolerance	-0,13	0,27	0,20	-0,07	0,45	0,11	-0,25	0,25	0,36	0,11	-0,21	-0,14	0,20	0,15	0,34	0,30	0,11	
22. Informality	-0,17	-0,36	-0,23	0,42	0,23	0,08	0,03	-0,28	0,26	0,20	-0,01	-0,32	-0,05	-0,13	0,16	0,27	0,19	
23. Being easy going	0,58	0,07	0,21	0,65	0,32	0,46	0,28	0,15	0,52	0,22	0,41	-0,09	0,00	0,46	0,03	0,27	0,11	
24. Being calm	0,08	0,19	0,22	0,17	-0,11	0,30	0,05	0,22	0,12	0,08	-0,06	0,02	0,08	0,29	-0,16	0,14	0,02	
25. Being supportive	0,13	0,16	0,42	0,24	0,21	0,11	0,13	0,08	0,19	0,12	0,14	0,36	-0,03	-0,04	0,03	0,43	0,08	
26. Being aggressive	-0,01	-0,24	-0,41	-0,19	-0,57	-0,27	0,21	-0,20	-0,37	-0,06	-0,01	0,08	0,07	-0,11	-0,18	-0,42	-0,23	
27. Decisiveness	-0,03	-0,17	-0,13	-0,16	-0,28	0,16	-0,25	-0,05	-0,04	-0,45	0,17	0,16	0,10	0,02	-0,54	-0,13	0,05	
28. Action orientation	-0,35	-0,21	0,06	-0,30	-0,69	-0,42	-0,09	-0,37	-0,73	-0,50	-0,26	0,23	-0,40	-0,66	-0,66	-0,51	-0,16	
29. Taking initiative	-0,01	0,43	0,16	-0,41	-0,22	-0,03	-0,08	0,37	-0,29	-0,15	0,02	0,17	-0,07	-0,07	-0,17	-0,32	-0,43	
30. Being reflective	-0,46	-0,06	0,00	-0,46	-0,40	-0,22	-0,31	-0,15	-0,48	-0,37	-0,15	-0,25	-0,14	-0,37	-0,30	-0,31	0,07	
31. Achievement orientation	-0,12	-0,27	0,02	-0,18	-0,44	-0,33	-0,21	-0,36	-0,59	-0,42	-0,05	0,01	-0,58	-0,67	-0,63	-0,35	-0,36	
32. Being demanding	0,09	0,01	-0,23	-0,09	-0,45	-0,34	0,25	-0,21	-0,23	-0,03	0,35	0,21	-0,03	-0,26	-0,08	-0,32	-0,30	
33. Taking individual responsibility	0,17	0,25	-0,02	-0,27	-0,03	0,19	-0,33	0,17	0,03	-0,42	0,11	0,09	0,31	0,27	-0,24	-0,10	0,24	
34. Having high expectations for performance	-0,45	-0,35	-0,34	-0,69	-0,55	-0,41	-0,51	-0,49	-0,63	-0,56	-0,29	0,17	-0,07	-0,51	-0,51	-0,31	0,10	
35. Opportunities for professional growth	-0,10	-0,30	-0,52	-0,20	0,12	-0,37	-0,53	-0,36	0,05	-0,37	-0,20	-0,27	-0,10	-0,10	0,00	-0,30	-0,09	
36. High pay for good performance	-0,46	-0,44	-0,68	0,07	0,04	-0,09	-0,32	-0,47	0,04	-0,22	0,24	-0,50	0,17	-0,54	0,01	0,15	0,27	
37. Security of employment	0,15	0,03	-0,05	0,37	0,44	0,20	0,03	-0,06	0,46	0,40	0,10	-0,23	0,25	0,23	0,45	0,61	0,37	
38. Offers praise for good performance	0,00	0,14	-0,11	0,26	0,17	0,39	-0,17	0,15	0,48	-0,32	0,42	0,12	0,60	0,06	-0,15	0,41	0,34	
39. Low level of conflict	0,22	0,24	0,08	0,51	0,43	0,41	0,10	0,28	0,47	0,15	0,05	0,02	0,27	0,37	0,21	0,40	0,22	
40. Confronting conflict directly	0,29	-0,17	-0,02	0,00	-0,54	-0,08	0,15	-0,06	-0,41	-0,30	-0,17	-0,02	-0,03	0,09	-0,46	-0,55	-0,08	
41. Developing friends at work	0,43	0,18	0,30	0,47	0,46	0,18	0,49	0,29	0,60	0,50	0,42	0,33	0,03	0,42	0,46	0,33	-0,17	
42. Fitting in	0,24	-0,14	-0,31	0,48	0,04	0,26	0,21	-0,07	0,45	-0,05	0,65	0,03	0,31	0,11	-0,06	0,14	0,10	

(Table 1 Continued)

43. Working in collaboration with others	-0,37	-0,36	-0,13	-0,02	0,23	-0,23	-0,10	-0,30	0,10	0,04	-0,27	-0,03	-0,08	0,01	0,30	0,00	0,36
44. Enthusiasm for the job	-0,27	-0,38	-0,32	-0,16	-0,08	-0,52	-0,31	-0,47	-0,25	-0,41	0,00	-0,35	-0,51	-0,41	-0,11	-0,60	-0,15
45. Working long hours	-0,22	-0,31	-0,52	0,00	0,19	-0,11	-0,20	-0,23	-0,05	-0,01	0,30	-0,51	-0,25	-0,28	0,19	-0,09	-0,11
46. Not being constrained by many rules	0,27	-0,09	-0,21	0,32	0,21	0,07	-0,03	-0,19	0,15	0,15	0,30	-0,44	-0,29	0,02	0,11	0,03	-0,05
47. An emphasis on quality	-0,07	0,28	0,39	-0,26	0,19	-0,22	0,08	0,16	0,04	0,17	-0,15	-0,08	0,03	0,05	0,43	-0,08	0,08
48. Being distinctive-different from others	0,47	0,08	-0,01	0,09	-0,01	0,46	-0,14	0,13	0,02	-0,22	0,43	-0,22	0,06	0,16	-0,43	0,11	0,06
49. Having a good reputation	-0,16	0,02	0,21	0,11	0,22	-0,02	0,33	0,23	0,21	0,44	-0,21	0,40	-0,09	0,30	0,42	0,09	-0,13
50. Being socially responsible	0,10	0,34	0,01	0,55	0,54	0,58	0,08	0,27	0,73	0,31	0,34	-0,08	0,65	0,39	0,44	0,82	0,60
51. Being results oriented	-0,02	0,04	0,05	-0,28	-0,47	-0,21	0,35	0,20	-0,41	0,08	-0,29	0,34	-0,19	0,16	-0,09	-0,60	-0,48
52. Having a clear guiding philosophy	0,19	0,03	0,13	0,20	0,42	0,17	-0,10	-0,02	0,14	0,23	-0,07	-0,71	-0,17	0,05	0,24	0,19	0,20
53. Being competitive	0,14	0,37	0,23	0,21	-0,07	0,07	0,75	0,41	0,24	0,62	0,01	0,33	0,38	0,40	0,50	0,06	-0,12
54. Being highly organized	-0,02	0,36	0,43	0,09	0,20	-0,04	0,51	0,30	0,12	0,66	-0,27	0,01	0,07	0,24	0,66	0,12	0,04

2) OCP – JES

Organizational culture value stability has moderate to strong positive correlation with multiple characteristics of physical dimension of work engagement. Similarly, being easy going shows moderate to strong positive correlation with the emotional dimension of engagement. Other organizational culture values with moderate positive correlation with multiple aspects of engagement include innovativeness and willingness to experiment for physical engagement, and respect for individual's rights for emotional engagement. Values with moderate to high negative correlation with work engagement include security of employment and not being constrained by many rules for physical engagement; high expectations for performance for emotional engagement; as well as attention to details and supportiveness for cognitive dimension of work engagement. Please see table 2 for more details.

Table 2

Correlation between items of organizational culture dimensions measured by OCP and items of dimensions of work engagement measured by JES

	Physical Engagement							Emotional Engagement							Cognitive Engagement						
1. Flexibility	-0,10	-0,27	-0,14	-0,12	0,23	-0,22	-0,17	-0,41	-0,23	0,05	-0,04	-0,10	-0,09	-0,16	-0,45	-0,43	-0,04	-0,05			
2. Adaptability	-0,20	0,03	0,09	-0,03	0,20	-0,18	-0,36	-0,37	-0,16	-0,17	-0,09	-0,37	-0,01	0,07	-0,04	-0,20	0,04	-0,11			
3. Stability	0,61	0,58	0,66	0,53	0,33	0,71	-0,21	-0,39	0,19	-0,37	-0,19	-0,03	0,46	0,47	0,27	0,02	0,20	0,07			
4. Predictability	0,40	0,43	0,19	0,59	0,16	0,36	-0,32	-0,19	-0,08	-0,32	-0,12	-0,07	0,41	0,00	-0,10	-0,19	-0,10	-0,40			
5. Being innovative	0,58	0,23	0,49	0,12	0,04	0,51	0,11	0,10	0,25	0,20	0,11	0,17	0,01	-0,06	0,23	-0,13	0,26	0,23			
6. Being quick to take advantage of opportunities	-0,04	-0,02	0,13	-0,02	-0,19	-0,08	-0,38	-0,37	-0,20	-0,37	-0,24	-0,46	0,11	0,11	-0,05	-0,46	0,26	-0,12			
7. A willingness to experiment	0,51	0,27	0,40	0,17	0,10	0,53	0,06	0,01	0,16	0,10	-0,01	0,07	0,10	-0,02	0,34	0,06	0,35	0,34			
8. Risk taking	-0,17	0,00	-0,28	-0,44	-0,09	-0,30	0,00	0,09	-0,05	-0,02	0,03	0,03	-0,21	-0,67	-0,08	0,01	-0,05	-0,02			
9. Being careful	-0,46	-0,07	-0,52	-0,05	0,05	-0,07	0,30	0,12	-0,18	-0,17	-0,06	0,13	0,31	0,10	-0,01	0,34	-0,10	-0,01			
10. Autonomy	-0,29	-0,45	-0,64	-0,33	-0,27	-0,34	-0,30	-0,02	-0,38	0,05	-0,21	-0,40	-0,08	-0,36	-0,35	0,05	-0,33	-0,10			
11. Being rule oriented	-0,14	0,15	0,05	-0,28	-0,23	-0,07	-0,64	-0,44	-0,46	-0,02	-0,26	-0,29	-0,11	-0,30	-0,02	-0,01	-0,13	-0,10			
12. Being analytical	-0,30	0,01	-0,27	-0,33	0,20	-0,25	-0,27	-0,19	-0,39	0,16	-0,04	0,00	-0,23	-0,47	-0,25	0,14	-0,33	-0,12			
13. Paying attention to detail	0,12	-0,19	-0,19	-0,15	0,00	-0,36	-0,27	-0,13	-0,29	0,31	-0,09	0,00	-0,41	-0,48	-0,51	0,05	-0,65	-0,36			
14. Being precise	-0,22	-0,02	-0,38	0,05	0,10	-0,08	-0,58	-0,47	-0,44	0,01	-0,15	-0,22	0,11	-0,01	-0,19	0,25	-0,02	0,10			
15. Being team oriented	0,08	0,17	0,09	0,16	0,13	-0,02	-0,09	0,11	0,11	-0,34	-0,11	0,06	-0,13	-0,42	-0,25	-0,39	-0,19	-0,33			
16. Sharing information freely	-0,12	0,01	-0,25	0,05	0,08	-0,44	0,20	0,39	0,21	-0,10	0,11	0,19	-0,26	-0,49	-0,20	0,08	-0,43	-0,39			
17. Emphasizing a single culture throughout the organization	-0,38	-0,07	0,04	0,06	0,25	-0,03	0,17	0,04	0,13	0,28	0,36	0,12	0,09	0,57	0,26	0,09	0,30	0,26			
18. Being people oriented	0,24	0,21	0,23	0,39	-0,19	0,21	0,22	0,39	0,45	0,01	0,29	0,14	0,09	0,24	0,30	0,21	0,18	0,09			
19. Fairness	0,27	0,45	-0,02	0,31	0,38	0,15	0,13	0,20	0,16	-0,06	0,10	0,27	0,22	0,01	0,26	0,44	0,07	-0,07			
20. Respect for the individual's right	-0,10	0,09	0,10	0,53	0,21	0,04	0,57	0,55	0,44	0,35	0,40	0,49	0,16	0,43	0,35	0,40	-0,35	-0,19			
21. Tolerance	0,62	0,32	0,12	0,25	-0,03	0,21	-0,31	-0,02	-0,06	0,23	-0,07	-0,12	0,21	0,00	0,33	0,46	-0,04	-0,11			
22. Informality	0,02	-0,43	-0,38	0,06	-0,41	0,14	-0,17	0,24	-0,13	-0,19	-0,28	-0,48	-0,03	0,03	-0,14	-0,07	0,22	0,26			
23. Being easy going	0,07	-0,36	-0,05	0,32	-0,18	-0,12	0,61	0,57	0,61	0,09	0,34	0,29	-0,17	0,20	-0,19	-0,06	-0,15	0,02			
24. Being calm	0,01	-0,05	-0,12	0,33	-0,38	0,22	0,18	0,30	0,28	-0,02	0,11	-0,03	0,34	0,26	0,24	0,29	-0,01	0,13			
25. Being supportive	0,14	0,21	0,06	0,26	0,22	-0,12	-0,07	0,00	0,08	-0,06	0,16	0,18	-0,04	-0,11	-0,39	-0,01	-0,56	-0,52			
26. Being aggressive	-0,51	-0,07	-0,02	-0,34	-0,02	0,00	0,15	-0,10	-0,02	-0,15	0,14	-0,03	0,05	0,25	0,16	-0,21	0,62	0,44			
27. Decisiveness	-0,01	0,05	-0,03	0,22	0,09	0,17	0,22	-0,15	0,34	-0,21	0,09	-0,04	0,42	0,28	0,19	0,28	0,12	0,30			
28. Action orientation	0,03	0,32	0,18	-0,29	0,04	0,19	-0,32	-0,38	-0,17	-0,54	-0,41	-0,11	0,08	-0,24	-0,05	-0,22	0,05	-0,05			
29. Taking initiative	0,18	0,36	0,30	-0,48	0,08	-0,18	-0,03	-0,09	0,03	0,25	0,13	0,14	-0,17	-0,39	0,29	0,13	-0,09	-0,17			
30. Being reflective	0,12	0,24	0,34	-0,15	-0,12	0,31	-0,07	-0,34	-0,06	-0,09	-0,20	0,10	0,12	0,08	0,22	0,08	0,12	0,22			
31. Achievement orientation	-0,01	0,13	-0,09	-0,22	-0,09	-0,15	-0,24	-0,26	-0,14	-0,54	-0,23	-0,18	-0,13	-0,60	-0,46	-0,26	-0,22	-0,23			
32. Being demanding	-0,50	-0,28	-0,39	-0,57	-0,01	-0,33	0,12	-0,09	-0,27	-0,04	0,16	-0,01	-0,03	-0,20	-0,39	-0,42	0,11	-0,05			
33. Taking individual responsibility	-0,14	0,04	-0,04	0,10	0,29	-0,12	0,20	-0,21	0,03	0,18	-0,02	0,28	0,18	0,15	0,20	0,38	-0,20	0,02			
34. Having high expectations for performance	-0,27	-0,02	-0,18	-0,30	0,01	0,08	-0,54	-0,82	-0,48	-0,36	-0,43	-0,37	0,23	0,06	-0,09	-0,02	0,33	0,38			
35. Opportunities for professional growth	0,21	0,02	-0,03	0,04	-0,27	0,01	-0,32	-0,33	-0,21	-0,28	-0,31	-0,50	0,23	0,23	0,18	0,15	0,34	0,11			
36. High pay for good performance	-0,26	-0,42	-0,40	-0,51	-0,42	-0,02	-0,31	-0,20	-0,50	-0,19	-0,46	-0,57	-0,18	0,01	-0,07	0,13	0,40	0,51			
37. Security of employment	-0,23	-0,53	-0,51	0,16	-0,35	-0,14	-0,07	0,17	-0,24	0,17	-0,01	-0,14	-0,11	0,18	-0,35	0,04	-0,04	0,10			
38. Offers praise for good performance	0,05	0,20	-0,06	0,13	0,10	0,04	0,10	0,03	0,12	-0,02	0,03	-0,04	0,27	0,33	0,36	0,70	-0,07	0,07			
39. Low level of conflict	-0,04	-0,06	-0,09	0,22	-0,10	-0,11	0,05	0,41	0,03	0,10	-0,09	-0,05	-0,10	0,11	0,21	0,34	-0,29	-0,22			
40. Confronting conflict directly	-0,19	0,37	0,33	0,31	0,28	0,19	0,41	0,09	0,40	-0,35	0,11	0,41	0,12	0,29	0,31	0,03	0,27	0,17			
41. Developing friends at work	0,22	0,03	0,19	0,33	0,27	-0,17	0,43	0,41	0,48	0,27	0,65	0,31	-0,04	0,11	-0,25	-0,23	-0,34	-0,47			
42. Fitting in	-0,19	-0,32	-0,17	-0,11	-0,09	-0,10	0,46	0,29	0,31	-0,03	0,24	-0,03	0,01	0,35	0,03	0,07	0,23	0,28			
43. Working in collaboration with others	0,23	-0,04	0,28	0,32	0,04	0,41	-0,21	-0,24	-0,08	-0,12	-0,33	-0,18	0,23	0,50	0,08	-0,21	0,12	0,08			

Table 2 (continued)

44. Enthusiasm for the job	0,29	0,00	0,32	-0,19	-0,16	0,09	-0,05	-0,27	-0,07	-0,30	-0,35	-0,16	-0,03	-0,04	-0,06	-0,35	0,06	-0,06
45. Working long hours	-0,21	-0,44	0,03	-0,56	-0,36	-0,30	0,03	-0,04	-0,19	0,09	-0,14	-0,23	-0,57	-0,20	-0,20	-0,25	0,02	0,15
46. Not being constrained by many rules	-0,16	-0,73	-0,31	-0,40	-0,62	-0,40	0,16	0,24	-0,02	0,08	-0,06	-0,15	-0,56	-0,19	-0,44	-0,33	0,02	0,16
47. An emphasis on quality	0,45	0,40	0,27	0,24	0,52	0,22	0,00	-0,13	-0,09	0,32	0,10	0,46	0,18	-0,16	-0,01	-0,10	-0,21	-0,35
48. Being distinctive-different from others	-0,28	-0,31	-0,13	-0,19	-0,09	-0,44	0,44	0,13	0,33	0,12	0,24	0,32	-0,46	-0,15	-0,20	0,15	-0,11	0,26
49. Having a good reputation	0,33	0,24	0,54	0,26	0,08	0,30	-0,03	0,15	0,30	0,13	0,19	-0,06	0,17	0,37	0,30	-0,18	-0,02	-0,21
50. Being socially responsible	-0,18	-0,37	-0,28	-0,01	-0,30	-0,11	0,06	0,32	-0,10	0,37	-0,03	-0,03	-0,15	0,37	0,13	0,47	-0,13	0,13
51. Being results oriented	-0,15	0,25	0,25	0,04	0,26	0,15	0,19	0,11	0,17	0,00	0,20	0,12	0,25	0,00	0,32	-0,26	0,11	-0,11
52. Having a clear guiding philosophy	0,29	-0,29	0,04	-0,16	-0,37	-0,08	0,00	0,20	0,04	0,21	-0,14	0,12	-0,60	-0,22	-0,15	-0,07	0,15	0,26
53. Being competitive	-0,11	0,09	-0,04	0,05	0,25	0,19	0,27	0,46	0,10	0,37	0,43	0,24	0,27	0,19	0,29	-0,11	0,22	-0,05
54. Being highly organized	0,21	0,10	0,16	0,01	0,15	0,20	-0,05	0,29	-0,11	0,44	0,09	0,29	-0,10	-0,10	0,08	-0,26	0,01	-0,18

3) OCPR – UWES

Based on correlation analysis between dimensions of OCPR and UWES instruments (table 3), there is a moderate positive correlation between innovation and such dimensions of work engagement as dedication and absorption. Other organizational culture values showing positive correlation with different dimensions of work engagement include social responsibility and stability. There is a negative correlation between competitiveness and all three dimensions of work engagement.

Table 3

Correlation between items of organizational culture dimensions measured by the revised edition of OCP and items of dimensions of work engagement measured by UWES

		Vigor						Dedication					Absorption						
		Competitiveness			Social Responsibility			Supportiveness			Innovation			Emphasis on Rewards			Performance Orientation		
Competitiveness	Social Responsibility	Competitiveness			Social Responsibility			Supportiveness			Innovation			Emphasis on Rewards			Performance Orientation		
		-0,27	0,00	-0,15	-0,08	-0,35	-0,34	0,06	-0,19	0,09	-0,16	0,00	0,07	-0,10	-0,06	-0,22	0,11	-0,43	
		-0,15	-0,09	-0,27	0,02	-0,05	-0,40	-0,25	-0,21	-0,23	-0,07	-0,08	0,07	-0,26	-0,25	0,05	-0,31	-0,49	
		-0,19	0,32	0,06	-0,05	0,33	0,35	-0,31	0,16	-0,02	-0,08	-0,09	0,39	0,36	0,10	0,01	0,28	0,20	
		-0,59	0,12	-0,20	-0,26	-0,40	-0,04	-0,24	-0,15	-0,04	-0,51	-0,14	0,05	-0,24	-0,19	-0,57	-0,04	-0,24	
Social Responsibility	Supportiveness	0,12	-0,23	-0,10	0,09	0,14	-0,17	-0,28	0,00	-0,16	0,25	-0,24	0,19	0,25	0,35	0,26	0,10	-0,03	
		0,36	0,36	0,38	0,39	0,26	-0,05	-0,03	0,51	-0,05	0,45	0,34	0,35	0,11	0,47	0,32	0,17	0,41	
		-0,35	-0,05	0,08	-0,27	-0,23	0,14	-0,34	0,15	-0,30	0,17	-0,22	0,00	-0,28	-0,14	0,18	0,05	-0,28	
		0,08	0,06	-0,31	0,59	0,21	-0,29	-0,38	0,00	-0,42	0,27	0,30	0,57	0,28	0,25	0,34	0,34	-0,12	
		0,15	0,41	0,30	0,00	0,41	0,40	-0,17	0,53	0,13	0,29	-0,16	0,55	0,37	0,33	0,45	0,15	0,24	
Supportiveness	Innovation	-0,23	-0,24	-0,02	-0,25	-0,52	-0,19	-0,07	-0,21	-0,02	-0,09	-0,10	-0,40	-0,49	-0,13	-0,03	-0,12	-0,45	
		-0,05	0,10	0,25	-0,32	0,00	-0,05	0,02	0,00	0,27	0,25	-0,22	0,00	-0,01	0,20	0,26	-0,02	-0,04	
		-0,22	-0,28	-0,42	0,11	-0,23	-0,55	-0,34	-0,30	-0,30	-0,20	0,05	0,16	-0,12	0,00	-0,08	-0,08	-0,58	
		-0,01	0,07	0,30	-0,44	-0,20	-0,06	0,34	0,00	0,51	-0,17	-0,39	-0,43	-0,40	-0,14	-0,30	-0,40	-0,13	
		-0,21	0,19	0,28	-0,32	-0,19	0,38	0,00	0,25	0,36	-0,21	-0,23	0,00	0,00	0,23	-0,21	0,00	0,17	
Innovation	Emphasis on Rewards	-0,03	0,27	0,28	-0,47	-0,15	0,12	0,51	0,00	0,44	-0,19	-0,21	-0,40	-0,36	-0,39	-0,36	-0,16	0,03	
		0,18	0,30	0,47	0,32	0,32	0,38	0,11	0,42	0,06	0,60	0,54	0,29	0,38	0,39	0,62	0,50	0,34	
		-0,03	-0,23	-0,10	-0,02	-0,29	-0,60	-0,11	-0,19	-0,03	-0,06	-0,24	-0,19	-0,33	0,00	-0,22	-0,38	-0,28	
		0,21	-0,04	0,10	-0,35	-0,07	-0,15	0,29	0,00	0,24	0,04	-0,44	-0,19	-0,11	-0,08	-0,03	-0,03	-0,13	
		-0,20	0,06	-0,34	-0,22	-0,23	-0,34	-0,02	-0,30	-0,03	-0,40	-0,26	0,00	-0,20	-0,37	-0,41	-0,07	-0,30	
Emphasis on Rewards	Performance Orientation	-0,41	0,10	0,00	-0,16	-0,10	0,00	-0,24	0,00	0,09	-0,10	-0,34	0,13	-0,06	0,00	-0,21	0,00	-0,34	
		0,43	0,41	0,19	0,33	0,43	0,14	0,18	0,41	0,27	0,24	0,08	0,50	0,36	0,32	0,36	0,36	-0,02	
		-0,19	0,31	0,38	-0,26	-0,05	0,29	0,09	0,18	0,40	0,12	-0,03	0,06	-0,02	0,11	0,23	0,07	-0,11	
		-0,14	0,24	0,04	-0,41	-0,03	0,35	-0,12	0,24	0,07	-0,35	-0,39	0,16	0,02	-0,15	-0,20	0,11	-0,01	
		0,17	0,47	-0,03	0,13	0,20	-0,27	0,05	0,15	-0,04	0,00	0,00	0,37	0,00	-0,05	-0,17	0,09	0,17	
Performance Orientation	Stability	-0,02	0,20	0,03	0,09	0,04	0,06	-0,11	0,16	-0,05	0,05	0,06	0,28	0,20	0,20	-0,04	0,10	0,38	
		0,24	0,27	0,02	0,51	0,13	-0,49	0,30	-0,13	0,27	0,13	0,49	0,22	0,28	0,39	-0,16	0,17	0,34	
		-0,22	0,41	0,00	0,11	-0,12	0,14	-0,06	0,15	0,02	-0,20	0,19	0,31	0,03	0,00	-0,20	0,43	-0,08	
		0,21	0,24	-0,04	0,60	0,29	-0,27	0,16	-0,11	0,08	0,11	0,64	0,32	0,48	0,35	-0,05	0,34	0,45	

4) OCP – JES

Results of the study show moderate positive correlation between emphasis on rewards and the cognitive dimension of work engagement. Social responsibility and supportiveness also have positive correlation with different dimensions of work engagement. Competitiveness, however, has a moderate negative correlation with all three dimensions of work engagement – physical, emotional, and cognitive. Another organizational culture value with negative correlation with work engagement is stability. Please see table 4 for more details.

Table 4

Correlation between items of organizational culture dimensions measured by the revised edition of OCP and items of dimensions of work engagement measured by JES

	Physical Engagement						Emotional Engagement						Cognitive Engagement					
Competitiveness	-0,26	-0,08	0,21	-0,19	0,08	-0,07	-0,35	-0,07	0,16	-0,07	-0,11	-0,12	0,10	0,19	0,35	-0,35	0,10	0,08
	-0,06	0,02	0,02	0,04	0,03	-0,16	-0,28	0,14	0,28	-0,38	-0,25	-0,21	0,11	-0,04	-0,08	-0,11	0,11	0,08
	0,04	0,46	-0,19	-0,11	0,48	-0,16	-0,01	-0,22	-0,35	0,18	0,02	0,11	-0,16	0,11	-0,23	-0,06	0,08	-0,13
	-0,62	-0,26	-0,59	-0,60	-0,12	-0,05	-0,44	-0,53	-0,26	-0,22	-0,34	-0,39	-0,63	-0,30	-0,28	-0,70	-0,40	-0,50
Social Responsibilit	-0,05	0,33	0,43	0,22	0,18	-0,08	-0,12	0,00	-0,14	0,12	-0,12	0,11	0,29	0,60	0,27	0,24	0,29	0,46
	0,14	0,17	-0,06	-0,35	-0,48	0,04	0,51	0,18	-0,04	0,04	0,06	0,35	0,00	0,10	-0,12	-0,03	0,26	0,21
	0,04	0,11	0,15	-0,39	0,04	0,06	-0,06	-0,16	-0,27	-0,10	0,10	-0,08	0,00	-0,04	0,05	-0,05	-0,23	-0,18
	-0,06	0,19	0,25	-0,16	-0,13	-0,46	-0,21	-0,14	-0,07	-0,24	-0,36	-0,14	0,21	0,46	-0,08	-0,11	0,53	0,42
Supportiveness	0,24	0,68	0,00	0,00	0,42	0,38	0,19	0,18	0,00	0,38	0,00	0,33	0,27	0,52	0,32	0,32	0,27	0,22
	-0,14	-0,31	0,29	-0,26	-0,21	0,19	-0,19	-0,15	-0,31	-0,26	0,12	-0,36	0,05	-0,05	0,00	-0,29	-0,27	0,04
	0,06	0,31	0,22	0,22	0,44	0,33	-0,21	0,23	-0,11	0,33	-0,04	0,08	0,34	0,42	0,48	0,22	0,00	0,27
	-0,36	-0,08	0,15	-0,17	-0,14	-0,26	-0,39	0,00	0,11	-0,42	-0,39	-0,23	0,00	0,17	-0,22	-0,33	0,23	0,18
Innovation	-0,06	-0,22	-0,10	0,15	-0,01	0,47	0,02	0,08	0,21	0,11	0,35	-0,05	-0,12	-0,32	0,12	-0,12	-0,47	-0,23
	-0,34	0,00	-0,41	-0,37	0,00	0,54	0,00	-0,26	-0,32	0,27	0,00	0,00	-0,39	0,00	0,00	-0,23	-0,39	-0,31
	0,16	-0,25	-0,13	0,11	0,09	0,29	0,08	0,04	0,20	0,17	0,45	-0,04	-0,06	-0,45	0,21	-0,11	-0,42	-0,33
	0,49	0,32	0,18	-0,08	0,10	0,03	0,42	0,29	-0,04	0,33	0,28	0,42	0,22	0,08	-0,10	0,36	0,22	0,00
Emphasis on Rewards	-0,30	-0,14	0,12	-0,05	-0,26	-0,08	-0,12	0,00	0,09	-0,28	-0,12	-0,07	0,00	0,05	0,27	-0,27	0,00	0,23
	0,22	0,16	0,65	0,37	0,30	0,25	0,04	0,19	0,16	0,25	0,38	0,14	0,55	0,42	0,78	0,20	0,14	0,44
	-0,19	-0,03	0,13	-0,06	0,19	-0,19	-0,35	-0,21	-0,03	-0,19	-0,13	-0,27	0,16	0,21	0,48	-0,38	0,16	0,25
	-0,34	0,00	-0,21	-0,18	0,15	0,00	-0,40	-0,39	0,00	0,00	0,00	-0,24	-0,39	-0,18	-0,23	-0,34	-0,39	-0,46
Performance Orientation	0,33	0,33	0,43	0,16	0,13	0,24	0,21	0,14	0,33	0,24	0,36	0,14	0,43	0,44	0,08	0,11	0,43	0,34
	0,10	0,20	-0,04	-0,07	0,37	0,48	-0,09	0,13	-0,03	0,29	0,14	0,02	0,09	0,07	0,13	0,03	-0,19	-0,15
	0,03	0,34	0,05	-0,25	0,35	0,26	0,12	-0,16	-0,26	0,14	0,21	0,08	0,06	0,25	0,26	-0,15	0,06	0,05
	0,00	0,13	-0,08	-0,15	-0,12	-0,22	0,05	-0,05	0,13	-0,05	-0,08	0,05	0,08	0,15	0,28	-0,28	0,32	0,25
Stability	-0,17	0,19	-0,28	-0,26	-0,03	-0,05	0,05	-0,11	-0,22	0,13	-0,33	0,16	-0,08	0,26	0,35	-0,06	0,16	0,13
	-0,24	-0,14	-0,18	0,05	-0,26	-0,34	-0,07	0,04	0,18	0,07	-0,31	0,10	-0,07	0,14	0,14	-0,26	0,33	0,26
	-0,16	-0,08	-0,10	-0,61	-0,14	-0,10	-0,06	-0,47	-0,27	-0,10	0,10	-0,23	-0,23	-0,04	-0,22	-0,60	0,00	-0,18
	-0,06	0,02	-0,16	0,04	-0,10	-0,54	0,06	0,04	0,02	0,06	-0,27	0,20	-0,06	0,12	-0,08	-0,12	0,47	0,23

CONCLUSIONS AND DISCUSSION

Analysis of organizational culture profile measured by two different versions of the OCP instrument shows similar results in both subcultures studied within the organization. Organizational culture profile in the organization is characterized by focus on stability and performance, as well as external competition. Organizational culture profile in both subcultures is less characterized by innovation and risk taking. Such set of organizational culture values presumably meets the goals of the organization, as it operates in financial industry, where stability and safety is highly valued by both – stakeholders and customers. Revised version of the OCP instrument can be recommended for the assessment of organizational culture profile in the future studies, since it shows similar results to the original version of the instrument. Revised version of the instrument is much more convenient for respondents to fill in due to use of Likert scale type of questions instead of Q-sort method of data collection. Likert scale type of questions are also supported by most online based survey data collection tools, which makes collection and analysis of data more efficient.

Level of different dimensions of work engagement, as well as the overall level of work engagement is relatively high in both teams that participated in the study. Work engagement in Team A is slightly higher, compared to Team B. Both instruments used for work

engagement assessment confirm such result. In regards to future studies of work engagement, it can be recommended to use both assessment tools – UWES and JES, as each of them is based on one of the two commonly used definitions of work engagement. The theory of work engagement is relatively new in management science, therefore there is no consensus, which of the two slightly different definitions is more correct.

Results of the research allow to conclude that there is an interaction between certain organizational culture values and level of different dimensions of work engagement. For example, values oriented towards respect for individual's rights and social responsibility show positive correlation with work engagement. Such organizational culture values as competitiveness as well as high expectations for performance have negative correlation with work engagement.

Even though purpose of this study has been achieved, and interaction between certain organizational culture values and levels of different dimensions of work engagement has been discovered, this study is only an early attempt to find organizational culture values that foster work engagement. Further research with bigger sample size is required in order to verify research results, as well as to identify what impact each specific aspect of organizational culture has on different dimensions of work engagement.

In addition, further studies should also investigate the direction of interaction between organizational culture and work engagement – do specific organizational culture values foster work engagement or vice versa.

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