

**A Glance into Organizational Culture, Ethical Workplace Climate, and Employee
Engagement levels in a Health Organization Unit.**

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Abstract

A Glance into Organizational Culture, Ethical Workplace Climate, and Employee Engagement levels in a Health Organization Unit.

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Employee engagement has become an important measure of employee performance and it has been linked to higher overall firm performance outcomes. Studies have shown that employee engagement may be impacted by both organizational culture and ethical workplace climate. For example, organizational culture is deep rooted and depending on the cultural dimensions most highly emphasized within a company, may have positive or negative impacts on employee performance indicators such as employee engagement. Whereas culture is deep rooted and does not easily change, climate is more fluid and can ebb and flow with different instances on-going within the organization. In addition, researchers have come to understand that workplace climate can be impacted relating to ethical issues and a measure of ethical workplace climate (EWC) has emerged to measure perceptions of employees relating to EWC. However, most studies only look at culture or climate, but not the two together, or specifically with employee engagement. This study examines employee perceptions of culture, ethical workplace climate, and employee engagement in a case study with employees in health care. The study findings show that the positive culture type and climate type identified can be associated with positive levels of employee engagement. Specifically, employees perceived a clan culture type to have an overall positive impact employee engagement. Findings about employee perceived climate type indicate that employees perceive a social climate type is associated with a positive link to higher employee engagement levels. In addition, employee perceived engagement within the department measured moderately positive, consistent with its relationship with the perceived dominant and subordinate culture and climate type influences.

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CHAPTER 1: INTRODUCTION

Employees within an organization make choices and decisions everyday guided by their culture and ethical workplace climate that will impact the overall success of the organization. Employee engagement affects several business outcomes such as customer loyalty, profitability, productivity, employee turnover, and satisfaction. Organizational culture has become a highly discussed topic for more than 30 years as it is believed that, whether it is the organization, group or individual, a social characteristic such as organizational culture has a distinct important influence over the individual, group or organizational behavior. As the culture is a shared collective construct conceptualized on many levels, it is crucial for an organization to understand what culture type is present and inherently, what impact does that culture type have on its employee's attitudes and beliefs that may impact the engagement levels of those employees.

As organizations are heavily concerned over what impacts employee engagement being linked to a number of business outcomes has, ethical workplace climates have also become a topic of interest. Ethical workplace climates (EWPC) have likely been around forever, we have just recently started measuring them and as business and research has evolved, the variety of outcomes impacted by ethical work climates have expended to include various business outcomes such as commitment and job satisfaction; thereby logically, it can be suggested that employee engagement may have a relationship with ethical workplace climates.

The organization in this case study has undergone several transformational changes, structural changes, and organizational shifts over the past 10 years. They've transitioned from a provincial health district construct to separate distinct health authorities, now to one distinctive health entity operating completely separate from a branch of government. This organization has

been charged with the logistical operations of health reporting solely to the head of government. Despite working in an ever changing environment, employee engagement levels appear to have room for improvement as employee's interest and motivation does not seem to be present in full force. Employees appear tired, stressed, and detached. Frustration levels are constantly running high and employees feel the burden of surmounting challenges with minimal resources.

The purpose of this study is to identify and improve the current levels of employee engagement within the department by analyzing the type of culture and the ethical workplace climate that exists within the department. The aim of this study is to attempt to look into the perceptions and take a glance into employee engagement at the provincial level, specifically, the impact of two driving forces - culture and ethical workplace climate. Does the culture type within the organization have an impact on employee engagement levels? Are engagement levels affected by the existing ethical workplace climate within the organization? Is one culture type more predominant than others and what impact does that have on engagement within the workplace? This study will attempt to answer some of these questions. as organizations need to understand what type and role their culture and ethical workplace climate has on employee engagement and look at strategies to transition their behaviors to achieve a culture and ethical workplace climate which will serve to improve and be supportive of strong employee engagement levels. The survey in this study was issued to 127 employees in a department within the organization to develop a better understanding of what are the dominant culture types within the organizational unit, what are the dominant ethical workplace climates and what is the level of employee engagement? The study will then look at what is the relationship between the culture types and employee engagement as well as what is the relationship between ethical workplace climate and employee engagement? I am very fortunate to have permission from the health

organization and the University of Prince Edward Island's ethics review board to engage my own learning in such a positive manner with the goal to assist this department within the organization to identify areas where changes can be made to achieve better outcomes for the department and staff.

This chapter will outline my relationship with employee engagement and how this relates to my own experiences. I will also outline the development of my understanding of organizational culture, ethical workplace climate as well as employee engagement. From this information and various readings, this study started to come together as well as my hypotheses were developed. This chapter will also provide a research overview and brief description of upcoming chapters.

Author's Interest

I have had the opportunity to work in four different provinces; a total of 14 different health care facilities. Each hospital I found very unique from one another, however in each department, I could identify similar nuances amongst the facilities. I could not put my finger on it at the time, but I knew that engagement levels were low, staff were fairly disinterested with their work, felt unappreciated for their sacrifices, and constricted by authority, policies and rules. At that time, I was less familiar with words like "culture" and "climate" and "engagement", but these words have such a pronoun meaning in my environment then and today. Management seemed to be aware of the issues and poor working environment, but did not seem to be willing to further examine their department to identify root causes for the poor state of affairs within the departments. One could hypothesize that if and when they identified the problem, they would then be accountable to find a means to a solution. A significant part to this would certainly be their caution for what they might uncover, but probably more likely that they simply did not

know how to measure what they were seeing. Best summarized by a quote from Lord Kelvin, “If you cannot measure it, you cannot improve it”.

I am currently, for the first time, employed in a department in a management position where I have the opportunity to make such improvements. Provided the tools through my executive MBA program, I have the ability, resources, and knowledge to look at what impact culture and ethical workplace climate have on employee engagement levels to gain a better understanding of their relationships and impact upon one another.

Within the organization, staff are constantly battling continuous never-ending bouts of change. Changes in management, structure, organizational policies and procedures, affluent changes in culture, ethical workplace climate are all a part of the process. Staff are in a fluid post-organizational change state where they are trying to find their place amongst the new vision and mission of the organization. In order to continue to move forward, we need to identify what does our culture look like and how is that affecting the engagement of employees in this department. Staff are dealing with stress, anxiety over change, lack of clear direction and complete transparency as they don't always feel it is there. We need to look at what does the ethical workplace climate look like now in its current state and how does that impact employee engagement, if at all?

The Effect of Culture

“Over 4,600 articles have examined the topic of organizational culture since 1980. The impetus behind much of this research is the belief that organizational culture is an important social characteristic that influences organizational, group, and individual behavior” (Hartnell, Ou, & Kinicki, 2011, p 677). That works out to approximately 12 articles per month for the past 31 years on the topic of culture and prior to beginning my MBA, the word culture had little

significance to me. As I progressed through the program, I became more interested in the affects of organizational culture on employee performance outcomes such as job satisfaction and employee engagement. If culture plays such a vital role to an organization, how do you know if your culture is positively influencing your business or organization? And if not, how do you identify and analyze your culture to begin to look at improving the culture within your workplace and orchestrating a culture shift which may result in better organizational performance outcomes such as employee engagement? These are the types of questions that initially began to bring together my design and development of my research.

The Effect of Ethical Workplace Climate

As organizational culture is certainly a comprehensive institutionalized normative system including patterns of behaviors, attitudes, and ceremonies, ethical workplace climates only consider organizational norms concerning practices and procedures with ethical consequences. As this only being a segment of their organizational culture, participants can explore the ethical dimension of organizational culture (Victor & Cullen, 1988). Victor and Cullen (1988) describe how academics have a growing belief that organizations impact and dictate the ethical behavior of their employees.

Ethics is certainly a critical component to the work flow of an employee in healthcare and as I had learned through this program, organizational norms and values tend to dictate how ethical problems are handled, which Victor and Cullen denotes create a specific type of ethical workplace climate. Research by Kapp and Parboteeah (2008) identified a link between ethical workplace climate relating to organizational commitment, satisfaction, and dysfunctional behaviors. There is research denotes a link between ethical workplace climates and various elemental aspects of employee engagement such as positive behaviors, commitment and

satisfaction (Martin & Cullen, 2006). Therefore, it would be reasonable to draw a link between ethical workplace climate and employee engagement. As an organization, our ethics guide the types of problems we deal with and the criterion in which how we handle such problems. If such an ethical environment plays a considerable role in contributing to increasing the engagement levels of the staff in the organization, where does this department fall on the spectrum of ethical workplace climates and what consequence does that potential impact have on employee engagement levels?

Employee Engagement

Towers and Perrin (2003) have shown us that workplaces with higher levels of employee engagement have been linked to greater success, productivity and strategic performance. But what impacts employee engagement levels within the workplace? What organizational culture types have a positive impact on employee engagement? How are employee engagement levels affected by the various ethical workplace climates?

Research Overview

This research will involve a specific case study including the administration of a survey that will ask employees within a service department within the organizational unit about their perception of culture, ethical workplace climate, and employee engagement. This case study will explore the relationship between organizational unit's culture and employee engagement as well as the ethical workplace climate and employee engagement.

Organization of thesis

This thesis will be organized into five chapters to provide the background and results of the findings from this study. In Chapter 2, I will review literature related to culture, ethical workplace climate, and employee engagement and how their relationships impact one another.

The literature review will help to assist in formulating the hypothesis involved in this study. It will allow me to describe the four types of culture from Cameron and Quinn and look at their relationship to organization performance outcomes, specifically employee engagement. Secondly, I will explore Victor and Cullen's ethical workplace climate model and its relationship to employee engagement. Finally, I will explore employee engagement and its relationships with the above aforementioned. Chapter 3 outlines the methodology involved in this study, including the sample frame and survey design for this study. This chapter will provide a description of the sample, the survey design, time period of issuing the survey, and the method for approaching the sample and collecting data.

Chapter 4 outlines the results obtained from the survey and explains the findings. The results are segmented in the following order: Culture of the organization, ethical workplace climate of the organization, and employee engagement. Chapter 5 consists of a discussion and conclusion of the paper. This chapter includes a summary of the study findings along with a discussion about the results. Furthermore, the chapter discusses the implications of the research and the contributions this study makes from an academic and practitioner perspective. Lastly, the chapter discusses the limitations of the study and future research directions.

CHAPTER 2: LITERATURE REVIEW

There has been a great deal of research around organizational culture, ethical workplace climate and employee engagement (Avolio & Bass, 1993; Cameron & Quinn, 2006 ; Victor & Cullen, 1988; Martin & Cullen, 2006; Harter et al., 2003; & Little & Little, 2006). However, none of the studies looked at either organizational culture and/or ethical workplace climate together, nor, specifically at their relationship to employee engagement. For example, in a meta-analysis performed by Martin and Cullen (2006) they were able to create links with ethical workplace climate to commitment, satisfaction and behaviors. As these are suggested elements of employee engagement, the study did not bridge the link between ethical workplace climate and employee engagement specifically. There have also been a number of research articles detailing culture types and the relationship to behaviors and effective criteria such as commitment and satisfaction. However, none have made a direct or indirect correlation with culture types and employee engagement levels. As highlighted in my study, the aim of this study is to attempt to explore the relationship between organizational culture and the organizational performance outcome of employee performance, namely the measure of employee engagement, and between ethical workplace climate and employee engagement.

This chapter outlines the literature surrounding organizational culture, ethical workplace climate, and employee engagement to support the hypotheses in relation to how employee engagement may be effected by culture and ethical workplace climate.

Organizational culture

Organizational culture is such a crucial component of any organization and has been described as the glue that holds the organization together (Avolio & Bass, 1993). Academics and researchers do recognize the importance and powerful effect that organizational culture has

on the long term effectiveness of any organization (Masood, Dani, Burns & Backhouse, 2006). The value, leadership style, language, and definition of success are all reflected in an organization's culture (Masood, Dani, Burns & Backhouse, 2006). Cameron and Quinn (1999) have defined four different types of culture: hierarchy, adhocracy, market and clan, each reflecting a respective style of leadership (Cameron & Quinn, 2006). This framework will help to serve as a set of guidelines to help leaders comprehensively and consistently improve their organizations performance and value creation.

It wasn't until about the mid 1980's that organizational scholars started paying attention to culture as a fundamental factor affecting organizational performance (Cameron and Quinn, 2006). Masoud et al. (2006) noted that an organization's identity is defined by its culture that holds it together and is a source of its distinctive competency. In order to achieve performance, organizations must develop their business strategies while considering the organization's culture and align the culture ensure success (Denison, 1996).

Cameron and Quinn (2006) discussed that the reason why culture had gone ignored as a contributor to organizational performance as it encompasses taken-for-granted value, memories, and underlying assumptions. Therefore, as a qualitative assessment, it is very difficult to measure. Resultantly, a quantitative diagnostic tool known as the "Competing Values Framework" (CVF) was developed by Cameron and Quinn to measure an organization's culture (Cameron and Quinn, 2006). In order to attempt realignment of the organization's culture for future success, practitioners need to understand the current culture and Cameron and Quinn's CVF is the tool to use (Cameron & Quinn, 1999). Millmore et al. (2007) discusses the disappointment organizations will face from failing to develop their business strategies without consideration the impact the corporate culture has on these strategies.

In order for an organization to identify gaps and weaknesses, organizational leaders need to be able to identify the organization's current culture profile to be able to develop strategies to get them where they want to go. Cameron and Quinn's (2006) CVF offers a means of diagnosing the culture then consequently try to align business strategies and organizational change to facilitate a transition in culture dimensions.

There are four distinct culture types underlying Cameron and Quinn's CVF; hierarchy, market, adhocracy, and clan. Hierarchy is internally oriented and driven by control mechanisms. A core assumption is this culture type is that efficiency is fostered by control, stability and predictability (Hartnell et al, 2011). The market type is externally oriented and steeped in control mechanisms where productivity results from competitiveness and aggressiveness which stems from an achievement and results oriented focus (Cameron and Quinn, 1999). Adhocracy is externally oriented as well and offers more flexibility. This culture type promotes adaptability, risk taking, and fosters creativity leading to innovation (Hartnell et al, 2011). The clan culture type is internally oriented and operates with the underlying assumption that human affiliation promotes positive affective employee attitudes. Core beliefs in trust and commitment lead to behaviors of teamwork and employee involvement propagating such outcomes of satisfaction and improved morale (Cameron and Quinn, 1999).

Denison & Blader (2003) noted that clan behaviors such as employees involving themselves in teamwork, open communication, and participation in decision-making lead to a desirable collective employee attitudes because they create a sense of responsibility and ownership. Clan cultures should be associated with positive unit level employee attitudes resulting from encouraged involvement and participation resulting in an overall employee satisfaction (Hartnell et al, 2011).

Adhocracy cultures tend to have a positive effect on cumulative employee attitudes as the autonomy related to the culture type indirectly enhances associative employee's attitudes towards the organization (Hartnell et al, 2011). Accordingly to Hackman and Oldham's (1980) job characteristics model of job design, employee's collective attitudes towards the organization resulting from the autonomy's indirect effect on the collective occurs because the relationship is mediated through three psychological states (experienced meaningfulness, experienced responsibility, and knowledge of results) and moderated through knowledge and skills, growth need strength, and context satisfaction (Hartnell et al, 2011). Even though adhocracy culture type does not directly influence the collective attitudes of the employees, it is credited with a positive affect on the overall satisfaction level from its indirect influence.

Market culture type can also be associated with job satisfaction when the work units achieve a goal, this culture type fosters positive collective employee attitudes. However, as this culture type is infused with competition and aggressiveness, self-interests tend to be pursued forgoing collaboration negatively impacting employee's attitudes. Thus, the prevailing clan culture type may be more likely to result in job satisfaction rather than the adhocracy and market culture types due to countervailing group dynamics (Hartnell et al, 2011).

Hierarchy culture type is typically associated with job dissatisfaction. Too much emphasis is placed on individual conformity and compliance through enforcement of rules and procedures and stifles innovation (Mansor & Tayib, 2010). The standardization, bureaucracy and drive for efficiency tends to have a negative impact of behavior and attitudes leading to decreased employee engagement.

Hypothesis 1: The perceived positive culture types will be positively associated with employee engagement?

Ethical Workplace Climate

Organizational ethical work climate (EWC) can be defined as an “organizations shared perceptions of what is ethically correct behavior and how ethical issues should be handled” (Victor & Cullen, 1987). Organizational norms and values tend to dictate how ethical problems are handled, creating a specific type of work place climate. Victor and Cullen (1993) established a spectrum of various workplace climates referring to an organization’s specific policies and procedures that defines what would be considered right or wrong within the organization (Kapp & Parboteeah 2008). They conceived EWC as a multi-dimensional construct, two dimensions (ethical criterion, locus of analysis) with roots in theories from moral philosophy, psychology, and sociology.

Victor and Cullen (1988) suggested that moral philosophy can be categorized into three major classes of ethical theory: egoism, benevolence, and principle, which distinguish and form the three basic organizational ethical climates. These three major classes formed the first dimension of the typology, which involves the criteria for an organization’s ethical decisions. They also proposed that the three bases for ethical reasoning could be further distinguished by the types of reference groups applied (Victor & Cullen, 1988). The second dimension of the typology, the reference groups applied included: individual, local (organizational level), and cosmopolitan (system level). In the individual locus of analysis, the individual utilizes their personal ethics and moral reasoning which originates from the individual. In the local locus of analysis, the individual’s social system (organization) drives their moral reasoning. Finally, the

cosmopolitan locus of analysis, moral reasoning is derived from a professional association outside the focal organization (Victor & Cullen, 1988). Nine theoretical climate types are derived from cross classifying the ethical criteria with the locus of analysis to produce the two dimensional typology: self-interest, company profit, efficiency, friendship, team interest, social responsibility, personal morality, company rules and procedures, laws and professional codes (Victor & Cullen, 1988).

Self-interest promotes the consideration of the needs and preferences of one's own self (e.g., personal gain, power, and self-defense). Company profit refers to the context where the individual decisions reflect the organization's best interest (eg., corporate profit, strategic advantage). Efficiency climate denotes ethical decisions influenced by general social or economic interest. Friendship places emphasis on the interest of the friend and not the organizational membership (e.g., reciprocity). Team interest refers to the context of the organizational collective (e.g., team play). Social responsibility identifies ethical decisions are influenced by external factors that direct socially responsible behavior. Personal morality denotes where principles are self chosen and guide by personal ethics. Company rules and procedures refer to a climate where the ethical principles are derived from the organization (e.g., rules and procedures). Laws and professional code refers to the context where the source of principles transcends beyond the organization (e.g., legal system) (Elci & Alpan, 2008).

There is a link associated between ethical workplace climate relating to organizational commitment, satisfaction, and dysfunctional behaviors (Kapp & Parboteeah 2008). Therefore, a relationship can be made between ethical work place climate and employee engagement. Ethical workplace climates are certainly a hot topic amongst academics and their relationship and influence on employee engagement has had little research (Parboteeah et al. 2010). The resulting

climate within the organization is created by the practices utilized by managers to embed the priorities and values they hold closely in their decision making process of their staff (Schein, 2004).

Looking at the relationship between ethical workplace climate and employee engagement, we can further investigate this impact by assessing the effect that ethical workplace climate perceptions have on employee commitment to the organization (Martin & Cullen, 2006). When considering employee commitment, there are three facets to consider: willingness to remain with the organization, supporting the organization's mission and vision, and a willingness to sacrifice to support the organization's mission and purpose (Martin & Cullen, 2006). Typically, researchers have noted higher levels of organizational commitment when individuals perceive a caring climate. Cooperation, mutual personal attraction and positive feelings about tasks are group process characteristics that are consistent of perceptions of a caring climate and help create a positive affect toward the organization among its members (Martin & Cullen, 2006). Dissimilarity, when employees believe that their organization endorses self interest behaviors, such as lying and cheating, employees will have less concern for themselves and in turn their organization.

Researchers also propose that ethical workplace climate perceptions have an influence on job satisfaction (Martin & Cullen, 2006). Satisfaction with their job, promotion potential, co-workers, and supervisors have been studied in various contexts and correlated with ethical climate perceptions (Martin & Cullen, 2006). Perceived principled and caring climates are believed to positively influence similarly to the theoretical reasoning for commitment. Theory suggests that as a response to organizational climate, psychological well-being entails a positive affective state and resulting by-products such as trust, cooperation, and autonomy. Caring and

principled climates are proposed to positively affect psychological well-being where as instrumental climates are thought to negatively affect psychological well-being (Martin & Cullen, 2006).

Woodbine (2006) identified that instrumentalism (egoism at the individual or company level) at the workplace connotes a significant negative impact on overall job satisfaction (e.g., satisfaction with job, promotion, co-workers, and supervisors). Employees that believed that their organization had a caring climate were more satisfied with their supervisors and had great overall job satisfaction (Desphande, 1996). Joseph and Desphande (1997) found that principled ethical climates have a mixed influence on job satisfaction. On one hand, laws and professional codes facilitate overall satisfaction, rules climates do not relate to any facets of job satisfaction. Companies that have a rules and procedures climate are the only one amongst the three that has a positive impact on satisfaction.

Hypothesis 2: The positive climate type will be positively associated with employee engagement?

Employee Engagement

Management is always interested in improving employee engagement levels in the work place as high levels of employee engagement have been linked to greater success, productivity and strategic performance (Towers Perrin, 2003). Employee engagement is a relatively new construct that has delivered much hype about a link between engagement and firm performance. The Gallup Workplace Audit (GWA) showed that firms with a very high level of employee engagement have over 40% more probability of success than the median business average

(Harter, Schmidt, & Hayes, 2002; Harter et al., 2003). Furthermore, the GWA found a significant decrease in turnover, an increase in customer satisfaction, and an increase in productivity and profitability of companies with highly engaged employees, when compared with those companies with disengaged employees (Harter et al., 2003). The Towers Perrin Report (2003) also showed a link between highly engaged employees and firm performance – firms with highly engaged employees had higher revenue growth, and lower cost of production, than firms with disengaged employees. Absenteeism of employees with low engagement has also been found to be almost double the absentee rate of highly engaged employees (Hewitt Associates, 2009).

There is not yet a consensus on defining employee engagement. Little & Little (2006) raise some concerns regarding how engagement is defined. They identify four main concerns relating to the lack of consensus on the definition of engagement – whether engagement is an attitude or a behavior, whether it applies to an individual or to a group, the associations of engagement to other constructs such as job satisfaction and organizational commitment, and issues with measurement of engagement (Little & Little, 2006).

Gallup researchers define engagement as “the individual’s involvement and satisfaction as well as enthusiasm for work” (Harter et al., 2002). Engagement has also been defined as:

“A positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (Schaufeli, Salanova, González-Romá, & Bakker, 2002). “The extent to which employees put discretionary effort into their work, in the form of extra time, brainpower, and energy” (Towers Perrin, 2003). “Engagement enables people to perform well, want to stay with their employers, and say good things about them” (Gubman, 2004).

Some commonalities between definitions were noted by Macey & Schneider (2008). They contend that “employee engagement is a desirable condition, has an organizational purpose, and connotes involvement, commitment, passion, enthusiasm, focused effort, and energy, so it has both attitudinal and behavioral components” (Macey & Schneider, 2008). However, Macey & Schneider (2008) also argue that the lack of a clear definition of engagement does not signify that the construct of engagement lacks value. They further describe engagement as both a psychological state construct in the areas of satisfaction, commitment, job involvement, and empowerment, as well as a behavior. They propose older constructs, such as satisfaction, involvement, and commitment, are facets of engagement but that they do not comprise the same conceptual space in that engagement includes a sense of energy and enthusiasm not captured by these older constructs (Macey & Schneider, 2008). They later define engagement as having “*feelings of engagement*” or the heightened sense of energy and enthusiasm associated with work and the organization” as well as having “*engagement behaviours*” demonstrated in the service of accomplishing organizational goals” (Schneider, Macey, Barbera, & Martin, 2009). Little and Little suggest that there is some aspect of employee motivation that may have eluded researchers, and that employee engagement may capture this elusive quality (Little & Little, 2006).

Human resource consultants have developed many of the most common employee engagement scales. The most well known scale is, of course, the Gallup Workplace Audit (GWA). This survey entails 12 questions with a 1-5 response score (5=strongly agree, 1=strongly disagree), and these 12 questions have been referred to as Q¹², as well as being described as the Gallup Engagement Index (Harter et al., 2002; Little & Little, 2006). These 12

questions were designed to measure attitudes, such as satisfaction, loyalty, and pride, as well as managerial practices such as recognition, and performance appraisal.

The GWA measures, theoretically, positive emotions, such as job satisfaction leading to build positive effective constructs. As a measure of employee engagement, the GWA assumes antecedents for cognitive and emotional states to broader affective outcomes (Harter et al, 2002). In high performing business units, joy, interest and caring come closest to describing employee emotions lead to creating a bond between an employee to one another, creating a union to their work, and an attachment to their organization (Harter et al, 2002). When an employee's most basic needs are met, as per Kahn's (1990) conceptualization, employees become more cognitively and emotionally engaged. Employees resultantly broaden their attention, cognition, and actions in areas relating to positive outcomes for the business from the positive emotions that are created when their basic needs are met.

The basic needs in the workplace start with clarity of expectations and basic equipment and materials being provided. When these needs are met, positive emotions such as interest may result, however, if not met, such negative emotions as boredom and resentment may result leading the employee to become focused on surviving rather than helping the organization to succeed (Harter et al, 2002). Employees need to feel that they are contributing to the organization and have the opportunity to do what they do best in their roles. Fredrickson (1998), Hunter & Schmidt (1983) and Schmidt & Rader (1999) have all documented the proper selection of the right people for the right job. It is also critical for employees to be asked to do something they inherently enjoy and provided immediate recognition for good work done to create positive emotions that reinforce success. Understanding how each person prefers to be recognized is a critical trait of a good manager and finding the connection between the needs of the employee

and the organization will lead to great frequency of positive emotions such as joy, interest, and caring (Harter et al, 2002).

An important element of employee engagement and basic human need is a sense of belonging to something beyond oneself (Baumeister & Leary, 1995). When employees have a chance to have their opinions heard and involvement in decisions that affect them, this can influence interest which is also influenced by connecting to a larger meaningful purpose of the organization (Harter et al, 2002). Friendships are also critical that can help build social resources that can be relied on to help undo any negative emotions created through negative situations. The positive emotions created through friendships would likely build resources that would reinforce creativity and communication (Harter et al, 2002).

Finally, when employees have opportunities to discuss their progress, this can lead to positive emotions that can foster intellectual resources at work. When these positive emotions are present, the lens in which the employees learn becomes focused on organizational development and functioning to improve important organizational outcomes (Harter et al, 2002). All of these items collectively can be called employee engagement and measure through the GWA statement.

Research Contribution

Culture, ethical workplace climate, and engagement have been studied from a variety of perspectives, but less is known about the relationship that exists between organizational culture and engagement and ethical workplace climate and engagement. There are a significant number of studies that relate specific culture types to various elements (commitment, satisfaction, attitudes) of engagement (Denison & Blader, 2003; Hartnell et al, 2011; & Cameron and Quinn,

1999). There are also many studies that relate ethical workplace climate to elemental aspects measured in employee engagement (Kapp & Parboteeah, 2008; Desphande, 1996; & Martin & Cullen, 2006). However, little research has been performed on the direct relationship between organizational culture and ethical workplace climate as it relates to employee engagement. Satisfaction is a propagated outcome that is directly related to specific culture and climate types resulting from the promotion of various positive affective employee attitudes such as trust, commitment, and teamwork (Cameron and Quinn, 1999); & (Kapp & Parboteeah 2008). Overall elemental satisfaction is measured through the GWA, little research has linked engagement specifically to culture and climate types. Therefore, it may be expected that specific culture and ethical workplace climate types are more directly related to employee engagement since positive attitudes and behaviors such as creativity, trust, interest, and communication are more prominent within both certain culture and climate types.

Summary

To this point, I have reviewed how employee perception of positive organizational culture types and positive ethical workplace climate types may have an positive impact on employee engagement levels. I hypothesize that specific culture types are directly related to engagement levels so it is extremely important for organizations to be conscious of that. Can poor employee engagement levels be related to specific culture types? It would be reasonable to think that organizations want to have a culture that this indicative of high employee engagement to maximize their business outcomes? Looking beyond strategic and financial measures to a focus on business outcomes such as employee satisfaction and engagement will not only serve to improve operational, but overall performance outcomes and greater success for the organization.

Ethical workplace climate is characterized by a collective of shared perceptions of what is ethically correct behavior and how ethical issues should be handled within the organization. The literature supports that certain ethical workplace climates are linked with positive behaviors, attitudes, commitment and job satisfaction. As these are elements of employee engagement, it is reasonable to draw a link between ethical workplace climates and employee engagement.

This study will outline employee perceptions of culture types, ethical workplace climate types, and employee engagement within their department. By outlining these variables, we will answer the question: Do positive organization culture and ethical workplace climate types have a positive impact of employee engagement levels within the workplace? This study will provide a template for understanding the relationships amongst these variables.

CHAPTER 3: METHODOLOGY

This chapter provides a description of the sample, the survey design, time period of issuing the survey, and the method for approaching the sample and collection of data. The methodology will review the research purpose and design involved in the study.

Research Framework

The research framework outlines the foundation of the study including the method for developing the survey questionnaire and the sample population involved. This section will outline in detail the approach to supporting or nor supporting the hypotheses.

Research Approach and Design

A quantitative approach is used to examine the questions in this research project. An electronic survey was used to gather the same from the case study organization. The survey focused on understanding employee perceptions of employee engagement, culture, and ethical workplace climate within the department (See Appendix A).

The survey was administered to all 127 employees in the case study organization. Internet guidance relating to HTML protocols, pre-testing, and access control (to prevent multi-responses from the same participant) were adhered to in the development and deployment of this survey.

Descriptive statistics, factor analysis, regression analysis and modelling were used to analyze the data in this case study. The data was gathered from information collected about the case study organization's culture, ethical workplace climate, and employee engagement. Likert scales were used for all three measures used in the electronic survey. Respondents were asked to

choose on a scale of 1 to 7 for questions pertaining to Culture Value Framework (CVF) where 1 represented least likeness while 7 represented most likeness as it relates to the department.

Culture: Cameron and Quinn (2006) CVF was used to measure organizational culture within the department. The CVF has been tested in a number of studies reporting satisfactory levels of internal consistency (Cameron & Quinn, 2006; Igo & Skitmore, 2006; Kwan & Walker, 2004). A likert scale from 1 to 7 (1 = much less likeness; 7 = much more likeness) was used to measure the culture types. This approach is recommended to differentiate among four culture types (Peterson & Castro, 2006). CVF consists of 24 questions relating to four culture types: clan, adhocracy, market, and hierarchy.

The purpose of the CVF questions on the survey was to identify the type of culture in this department. The descriptive statistics and regression analysis of culture types were used to understand the type of culture that current exists in the department and further explore the relationship between the type of culture and employee engagement. The CVF had six sections, addressing dominant characteristics of organizational leadership, management of employees, organizational glue, strategic emphasis, and criteria for success.

Ethical Workplace Climate: EWC was measured using questions derived from the Ethical Climate Questionnaire (ECQ) developed by Victor and Cullen (1987). The ECQ consisted of 12 questions and were measured by a seven point Likert scale (1 = much less likeness; 7 = much more likeness). The Likert scale indicated how accurately each of the items described their ethical work climate. The respondents were asked to act as observers reporting on organization expectations, not on their personal beliefs

The purpose of the ECQ questions on the survey was to identify the type of ethical work climate within the department and evaluate the ethical workplace climate's perceived

relationship with employee engagement. Factor analysis and regression analysis was used to identify the particular ethical workplace climates being perceived by the respondents. There are nine ethical workplace climates: self-interest, company profit, efficiency, friendship, team interest, social responsibility, personal morality, company rules and procedures, and laws and professional codes.

. Employee Engagement: Employee engagement was measured using questions derived from the Gallup Workplace Audit (GWA) developed by Gallup researchers (1992-1999). The GWA consisted of 12 questions and were measured by a six point Likert scale (5 = strongly agree; 1 = strongly disagree, 6 = don't know/ does not apply option score). The GWA is used as a measure of employee engagement.

The purpose of the employee engagement questions on the survey to present a review of the employee workplace perceptions. Those will represent attitudinal outcomes and actionable measures such as satisfaction which will represent an overall measure of satisfaction. These items will serve to measure the extent to which employees are “engaged” in the work. These results will then serve to create a direct or indirect relationship with the surveyed results detailed culture type and ethical workplace climate type.

Research Context

The entire departmental service unit for the Health organization was selected as the research site for this project. This will include 7 locations as this study is a review of the perceptions of the entire departmental service. There are 127 employees in 7 service departments across the organization who were asked to complete this survey. The study examines the employee perceptions of the factors listed above.

Research Summary

To summarize, my research examines employee perceptions of culture, ethical workplace climate, and employee engagement. This study also looks at the relationship between employee engagement levels and the organizational culture type as well as the relationship between employee engagement and ethical workplace climate type.

CHAPTER 4: FINDINGS

This chapter reviews the findings about employee perceptions of organizational culture, ethical workplace climate, and employee engagement based on the data collected from the electronic online survey. The results are reviewed in the following order: organizational culture; ethical workplace climate; employee engagement. Each section provides the survey results followed by a table as well as a radar chart with the results within each category.

Descriptive Statistics

A list of all employee email addresses was obtained from the case study organization. The survey was sent a first time with an explanatory email and subsequent reminder emails were forwarded to all participants twice a week until the survey was complete. Participants had 2 weeks to complete the survey and took on average (10 minutes) to complete in entirety. The quantitative data was collected and reviewed against each of the frameworks outlined by CVF, ECQ, and GWA and analyzed with descriptive statistics, factor analysis, and regression analysis

Although 78 employees from the organizational unit for the province responded to the survey, only 77 surveys were used due to missing data. The survey was sent to 127 employees and the resulting 77 fully completed surveys equaled a response rate of 60%. The mean measurement for the four culture types, ethical climate, and engagement are reported below in each of the sections.

Findings

This section will break down the statistical results and relate those results to the aforementioned hypotheses. I will review culture, ethical workplace climate, and employee engagement results for the case study organization.

Culture

The respondents were asked to use a Likert scale from 1 to 7, where 1 represents least likely, and 7 represents the degree to which respondents perceive this culture type as most likely to exist. Mid-range would be a score of 4, therefore any scores higher than 4 would indicate perceptions that the associated culture types exists, while any score below would indicate perception that the culture type would have a lower existence. Since it is likely that all four culture types can exist within an organization, it is important to compare the scores of all four culture types to each other in order to determine which culture types are dominant cultures and which ones are subordinate cultures. Table 1 shows the mean scores for all four culture types for the organization. The clan culture mean score for the case study organization is 4.52. The score is the second highest of all mean scores, therefore clan culture was perceived to be a dominant culture type in this organization. The minimum response scored was 1 and the maximum score was 7. The standard deviation was 1.33, which was the second highest standard deviation among the four culture types. While the standard deviation is low in a relative sense, it indicates, that the variance of respondents on this particular question was higher.

The mean score for the adhocracy culture for organizational unit is 3.78 (see Table 1). This score is the lowest of all mean scores, therefore adhocracy culture was perceived to be a

subordinate culture type in organizational unit. The minimum response scored was 1 and the maximum score was 6.83. The standard deviation was 1.40, which is the highest standard deviation among all four culture types. While the standard deviation is low in a relative sense, it indicates that the variance of respondents on this particular question was highest.

The mean score for the market culture for the organizational unit is 4.08 (see Table 1). This score. This score is the second lowest of all mean scores, therefore market culture was perceived to be a subordinate culture type in the organizational unit. The minimum response scored was 1.17 and the maximum score was 6.83. The standard deviation was 1.30, which is the second lowest standard deviation among all four culture types. While the standard deviation is low in a relative sense, it indicates that the variance of respondents on this particular question was lower.

The mean score for the hierarchy culture for the organizational unit is 5.07 (see Table 1). This score is the highest of all mean scores, therefore hierarchy culture was perceived to be a dominant culture type in the organizational unit. The minimum response scored was 2.83 and the maximum score was 7. The standard deviation was 0.95, which is the lowest standard deviation among all four culture types. While the standard deviation is low in a relative sense, it indicates that the variance of respondents on this particular question was lowest.

Standard Deviation numbers indicate that respondents had less variation in their perceptions of a hierarchy culture and it was the dominant culture type, while they varied the highest on their perception that market was the lowest culture type. The organizational unit's dominant culture type in order of highest to lowest was: hierarchy; clan; market; then adhocracy. The mean variation among all culture types is relatively low (4.08 to 5.07), which indicate that the department had characteristics of all four culture types at similar levels (little difference).

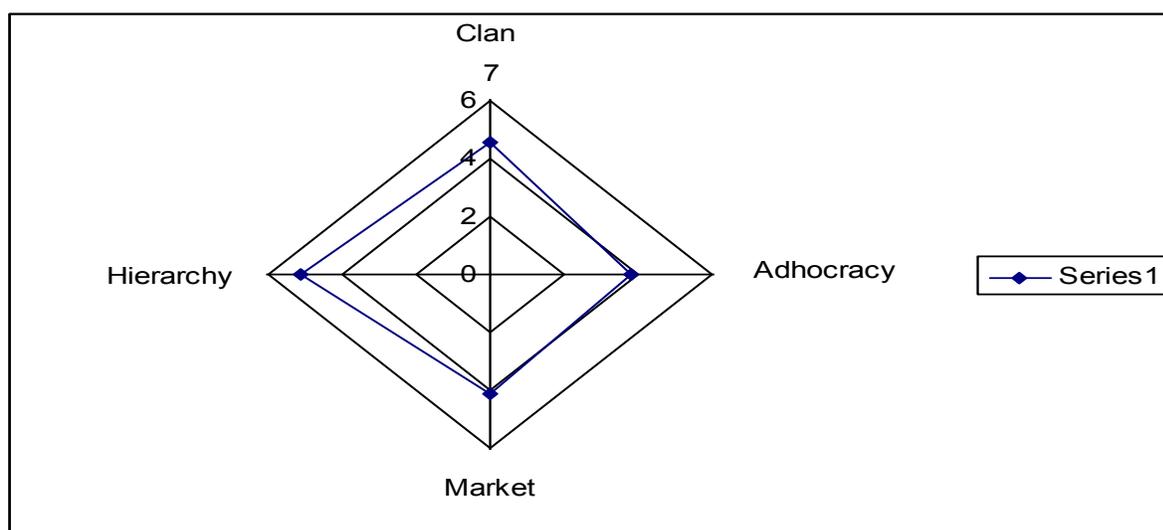
Because three of the four culture types scored higher than 4 as a mean, this indicates it is perceived that the department has average characteristics derived from all four culture types.

Table 1: The organizational unit's culture perceptions

The organizational unit's Culture	N	Minimum	Maximum	Mean	Std. Deviation
Clan	75	1	7	4.52	1.33
Adhocracy	74	1	6.83	3.78	1.40
Market	75	1.17	6.83	4.08	1.30
Hierarchy	74	2.83	7	5.07	0.95
Valid N (list wise)	71				

The following figure (figure 1) is a radar diagram used to visualize the culture results in this study. Each axis represents Cameron & Quinn's four culture dimensions (clan, adhocracy, market, hierarchy). The crossing point on the axis outlines a score of 0 while the extremity represents a score of 7 for each culture dimension. A mean score of 7 would indicate that the respective culture dimension is highly likely to exist at the firm while a mean score of 0 would indicate that the respective culture dimension is highly unlikely to exist (non-existent). The mean score are dotted along each axis and then connected by a line.

Figure 1: The organizational unit's culture perceptions



Ethical Workplace climate

The respondents were asked to use a Likert scale from 1 to 7, where 1 represents least likely, and 7 represents the degree to which respondents perceive this ethical workplace climate type as most likely to exist. Mid-range would be a score of 4, therefore any scores higher than 4 would indicate perceptions that the associated ethical workplace climate types exists, while any score below would indicate perception that the ethical workplace climate type would have a lower existence. Although there are nine possible ethical workplace climates types, once factor analysis was performed, three climates emerged. To understand employees within the organization is the local type, therefore only local levels identified in Victor and Cullen's (1988) framework were emphasized in this study. Table 2 shows the mean scores for the three ethical climate local types for the organization and table 3 represents the data drawn from the ECQ.

The egoistic-local instrumental climate mean score for the organizational unit is 3.56 (see Table 2). The score is the lowest of all mean scores, therefore egoistic-local climate type was perceived to be a subordinate climate type in this organizational unit. The minimum response scored was 1 and the maximum score was 6.33. The standard deviation was 1.33, which was the highest standard deviation among the three ethical workplace climate local types. While the standard deviation is low in a relative sense, it indicates, that the variance of respondents on this particular question was highest.

The benevolent-local caring climate mean score for the organizational unit is 3.76 (see Table 2). The score is the moderate of all mean scores, therefore benevolent -local climate type was perceived to be a dominant climate type in this organizational unit. The minimum response scored was 1.25 and the maximum score was 6.5. The standard deviation was 1.19, which was the moderate standard deviation among the three ethical workplace climate local types. While

the standard deviation is low in a relative sense, it indicates, that the variance of respondents on this particular question was higher.

The principled-local rules climate mean score for the organizational unit is 5.01 (see Table 2). The score is the highest of all mean scores, therefore principled -local rules climate type was perceived to be a dominant climate type in this organizational unit. The minimum response scored was 1.75 and the maximum score was 7.00. The standard deviation was 1.11, which was the lowest standard deviation among the three ethical workplace climate local types. While the standard deviation is low in a relative sense, it indicates, that the variance of respondents on this particular question was lowest.

Standard Deviation numbers indicate that respondents had less variation in their perceptions of a principled-local rules climate type and it was the dominant ethical workplace climate type, while they varied the highest on their perception of a egoistic-local instrumental climate and was the lowest ethical workplace climate type. The organizational unit's dominant ethical workplace climate type in order of highest to lowest was: principled-local; benevolent-local; then egoistic local. The mean variation among all climate types is relatively low (3.56 to 5.07), which indicate that the department had characteristics of all three ethical workplace climate types at similar levels (little difference). Because only one of the three ethical workplace climate types scored higher than 4 as a mean, this indicates it is perceived that the department has above average characteristics derived from one of the three ethical workplace climate types and below average characteristics derived from two of the three ethical workplace climate types.

Table 2: The organizational unit's ethical workplace climate perceptions

The organizational unit's Ethical Workplace Climate	N	Minimum	Maximum	Mean	Std. Deviation	Alpha
Egoistic-local (instrumental)	74	1.00	6.33	3.56	1.33	0.73
Benevolent-local (caring)	75	1.25	6.50	3.76	1.19	0.70
Principled-local (rules)	76	1.75	7.00	5.01	1.11	0.88
Valid N (list wise)	72					

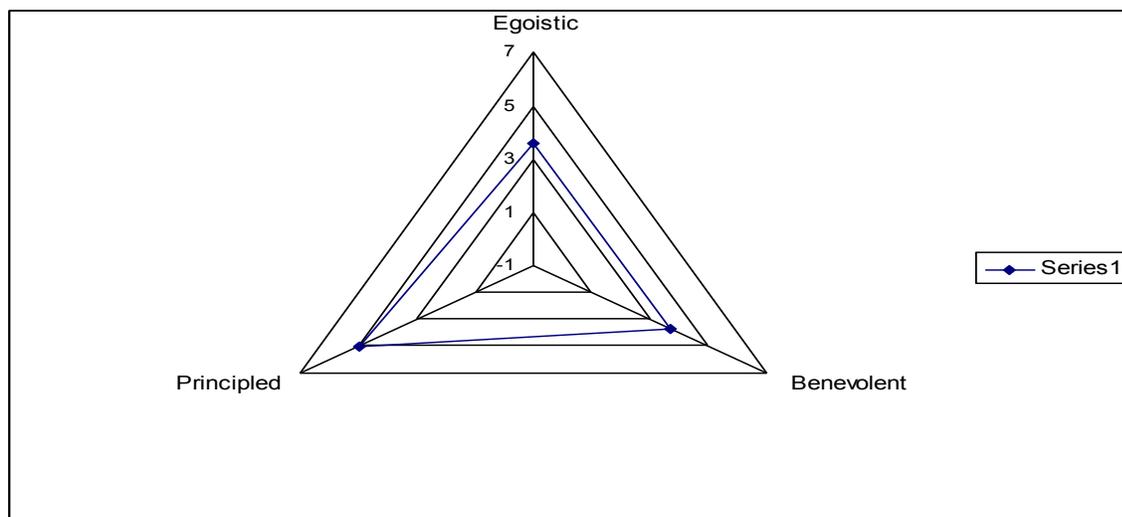
Table 3: Descriptive statistics for ethical workplace climates

Item	Climate	N	Minimum	Maximum	Mean	Std. Deviation
People are expected to do anything to further the company's interests.	EWCIstr	77	1	7	3.49	1.60
Work is considered sub-standard only when it hurts the company's interests.	EWCIstr	75	1	7	3.03	1.60
Decisions here are primarily viewed in terms of contribution to profit.	EWCCare	76	1	6	3.07	1.60
The most important concern is the good of all people in the company.	EWCCare	76	1	7	3.78	1.79
Our major consideration is what is best for the company.	ECWIstr	75	1	7	4.11	1.71
People in this company view team spirit as important.	EWCCare	77	1	7	4.36	1.65
People are very concerned about what is generally best for employees in the company.	EWCCare	76	1	7	3.79	1.56
It is very important to follow strictly the company's rules and procedures here.	EWCRule	77	2	7	4.87	1.34
Everyone is expected to stick by company rules and procedures	EWCRule	77	2	7	5.34	1.24
Successful people in this company go by the book.	EWCRule	76	1	7	4.91	1.33
Successful people in this company strictly obey company policies	EWCRule	77	2	7	4.90	1.25
Valid N (listwise)		72				

The following figure (figure 2) is a radar diagram used to visualize the climate results in this study. Each axis represents Victor and Cullen's three climate dimensions (egoistic, benevolent, principled). The crossing point on the axis outlines a score of 0 while the extremity represents a score of 7 for each climate dimension. A mean score of 7 would indicate that the respective climate dimension is highly likely to exist at the firm while a mean score of 0 would

indicate that the respective climate dimension is highly unlikely to exist (non-existent). The mean score are dotted along each axis and then connected by a line.

Figure 2: The organizational unit's ethical workplace climate perceptions



Employee engagement

The respondents were asked to use a Likert scale from 1 to 6, where 1 represents least likely, and 5 represents the degree to which respondents perceive this response as most likely; the sixth response option (don't know/does not apply) is unscored. Mid-range would be a score of 3, therefore any scores higher than 3 would indicate perceptions that the associated employee engagement exists, while any score below would indicate perception that engagement would have a lower existence.

The mean score for *expectations working* in the organizational unit is 4.71 (see Table 4). This score is the highest of all mean scores, therefore expectations are perceived to be a dominant contributor to engagement within the organizational unit. The minimum response scored was 2 and the maximum score was 5. The standard deviation was 0.69, which is the lowest standard deviation among all engagement questions. While the standard deviation is low

in a relative sense, it indicates that the variance of respondents on this particular question was lowest.

The mean score for *materials and equipment* in the organizational unit is 4.39 (see Table 4). This score is the second highest of all mean scores, therefore expectations are perceived to be a dominant contributor to engagement within the organizational unit. The minimum response scored was 1 and the maximum score was 6. The standard deviation was 0.90, which is the second lowest standard deviation among all engagement questions. While the standard deviation is low in a relative sense, it indicates that the variance of respondents on this particular question was lower.

The mean score for *opportunities to do what you do best* in the organizational unit is 4.29 (see Table 4). This score is the fourth highest of all mean scores, therefore expectations are perceived to be a dominant contributor to engagement within the organizational unit. The minimum response scored was 1 and the maximum score was 5. The standard deviation was 0.98, which is the fourth lowest standard deviation among all engagement questions. While the standard deviation is low in a relative sense, it indicates that the variance of respondents on this particular question was lower.

The mean score for *recognition for good work* in the organizational unit is 2.77 (see Table 4). This score is the lowest of all mean scores, therefore expectations are perceived to be a subordinate contributor to engagement within the organizational unit. The minimum response scored was 1 and the maximum score was 6. The standard deviation was 1.52, which is the third highest standard deviation among all engagement questions. While the standard deviation is low in a relative sense, it indicates that the variance of respondents on this particular question was higher.

The mean score for *someone at work cares about me* in the organizational unit is 4.09 (see Table 4). This score is the sixth highest of all mean scores, therefore expectations are perceived to be a dominant contributor to engagement within the organizational unit. The minimum response scored was 1 and the maximum score was 6. The standard deviation was 1.20, which is the fifth lowest standard deviation among all engagement questions. While the standard deviation is low in a relative sense, it indicates that the variance of respondents on this particular question was lower.

The mean score for *encourages my development* in the organizational unit is 3.64 (see Table 4). This score is the fourth lowest of all mean scores, therefore expectations are perceived to be a subordinate contributor to engagement within the organizational unit. The minimum response scored was 1 and the maximum score was 6. The standard deviation was 1.38, which is the fourth highest standard deviation among all engagement questions. While the standard deviation is low in a relative sense, it indicates that the variance of respondents on this particular question was higher.

The mean score for *opinions count* in the organizational unit is 3.62 (see Table 4). This score is the third lowest of all mean scores, therefore expectations are perceived to be a subordinate contributor to engagement within the organizational unit. The minimum response scored was 1 and the maximum score was 5. The standard deviation was 1.16, which is the sixth highest standard deviation among all engagement questions. While the standard deviation is low in a relative sense, it indicates that the variance of respondents on this particular question was higher.

The mean score for *mission/purpose* in the organizational unit is 3.90 (see Table 4). This score is the fifth lowest of all mean scores, therefore expectations are perceived to be a

subordinate contributor to engagement within the organizational unit. The minimum response scored was 1 and the maximum score was 5. The standard deviation was 1.08, which is the fifth lowest standard deviation among all engagement questions. While the standard deviation is low in a relative sense, it indicates that the variance of respondents on this particular question was lower.

The mean score for *associates committed to quality* in the organizational unit is 4.39 (see Table 4). This score is the second highest of all mean scores, therefore expectations are perceived to be a dominant contributor to engagement within the organizational unit. The minimum response scored was 1 and the maximum score was 6. The standard deviation was 0.91, which is the third lowest standard deviation among all engagement questions. While the standard deviation is low in a relative sense, it indicates that the variance of respondents on this particular question was lower.

The mean score for *best friend* in the organizational unit is 3.64 (see Table 4). This score is the fourth lowest of all mean scores, therefore expectations are perceived to be a subordinate contributor to engagement within the organizational unit. The minimum response scored was 1 and the maximum score was 6. The standard deviation was 1.59, which is the highest standard deviation among all engagement questions. While the standard deviation is low in a relative sense, it indicates that the variance of respondents on this particular question was highest.

The mean score for *progress* in the organizational unit is 3.56 (see Table 4). This score is the second lowest of all mean scores, therefore expectations are perceived to be a subordinate contributor to engagement within the organizational unit. The minimum response scored was 1 and the maximum score was 6. The standard deviation was 1.54, which is the second highest

standard deviation among all engagement questions. While the standard deviation is low in a relative sense, it indicates that the variance of respondents on this particular question was higher.

The mean score for *learning and growth* in the organizational unit is 4.10 (see Table 4). This score is the fifth highest of all mean scores, therefore expectations are perceived to be a dominant contributor to engagement within the organizational unit. The minimum response scored was 1 and the maximum score was 6. The standard deviation was 1.14, which is the sixth highest standard deviation among all engagement questions. While the standard deviation is low in a relative sense, it indicates that the variance of respondents on this particular question was higher.

Standard Deviation numbers indicate that respondents had less variation in their perceptions of the expectations and materials and equipment at work and it was the dominant contributors to employee engagement, while they varied the highest on their perception that a best friend or progress assessment was the lowest contributor to employee engagement. the organizational unit's dominant engagement contributor in order of highest to lowest was: expectations; materials and equipment; associated committed to quality work; opportunities to do what I do best; learning and growth; someone at work cares about me; mission/purpose; encourages my development; best friend; opinions count; my progress; & recognition . The mean variation among all culture types is relatively low (2.77 to 4.71), which indicate that the department had contributing characteristics of 11 of 12 engagement markers as only one questions registered below 3. Because all but one questions scored higher than 3 as a mean, this indicates it is perceived that the department has average characteristics derived from several elements within the engagement measure.

Table 4: The organizational unit's employee engagement

Item	N	Minimum	Maximum	Mean	Std. Deviation
I Know what is expected of me at work.	76	2	5	4.71	0.69
I have the materials and equipment I need to do my work right.	76	1	6	4.39	0.90
At work, I have the opportunity to do what I do best everyday.	77	1	5	4.29	0.98
In the last seven days, I have received recognition or praise for doing good work.	77	1	6	2.77	1.52
My supervisor or someone at work seems to care about me as a person.	76	1	6	4.09	1.20
There is someone at work who encourages my development.	77	1	6	3.64	1.38
At work, my opinions seem to count.	77	1	5	3.62	1.16
The mission/purpose of my company makes me feel my job is important.	77	1	5	3.90	1.08
My associates (fellow employees) are committed to doing quality work.	77	1	6	4.39	0.91
I have a best friend at work.	75	1	6	3.64	1.59
In the last 6 months, someone at work has talked to me about my progress.	77	1	6	3.56	1.54
This last year, I have had opportunities at work to learn and grow	77	1	6	4.10	1.14

The causal relationships between the variables were examined through regression analysis.

Table 5: Correlation analysis: engagement, ethical workplace climate, and culture

		Employee Engagement 12	Sex	Service
Employee Engagement 12	Pearson Correlation Sig. (2-tailed) N	1 72	.176 .142 71	-.049 .691 69
Sex	Pearson Correlation Sig. (2-tailed) N	.176 .142 71	1 76	.169 .156 72
Service	Pearson Correlation Sig. (2-tailed) N	-.049 .691 69	.169 .156 72	1 72
EWC Instrumental	Pearson Correlation Sig. (2-tailed) N	.310 .010 69	.263 .024 73	.158 .194 69
EWC Caring	Pearson Correlation Sig. (2-tailed) N	.627 .000 70	.004 .975 74	-.091 .456 70
EWC Rules	Pearson Correlation Sig. (2-tailed) N	.253 .033 71	.106 .366 75	-.063 .601 71
Culture Clan	Pearson Correlation Sig. (2-tailed) N	.701 .000 70	.062 .600 74	-.049 .688 70
Culture Adhocracy	Pearson Correlation Sig. (2-tailed) N	.670 .000 70	.274 .019 73	.038 .756 70
Culture Market	Pearson Correlation Sig. (2-tailed) N	.561 .000 70	.275 .018 74	-.013 .916 70
Culture Hierarchy	Pearson Correlation Sig. (2-tailed) N	.449 .000 69	.224 .057 73	-.054 .657 69

Table 6: Correlation analysis: culture and employee engagement

		Culture Clan	Culture Adhocracy	Culture Market	Culture Hierarchy
Employee Engagement 12	Pearson Correlation Sig. (2-tailed) N	.701 .000 70	.670 .000 70	.561 .000 70	.449 .000 69
Sex	Pearson Correlation Sig. (2-tailed) N	.062 .600 74	.274 .019 73	.275 .018 74	.224 .057 73
Service	Pearson Correlation Sig. (2-tailed) N	-.049 .688 70	.038 .756 70	-.013 .916 70	-.054 .657 69
EWC Instrumental	Pearson Correlation Sig. (2-tailed) N	.311 .008 72	.446 .000 71	.610 .000 72	.347 .003 71
EWC Caring	Pearson Correlation Sig. (2-tailed) N	.797 .000 73	.767 .000 72	.706 .000 73	.612 .000 72
EWC Rules	Pearson Correlation Sig. (2-tailed) N	.323 .005 75	.372 .001 74	.440 .000 74	.559 .000 73
Culture Clan	Pearson Correlation Sig. (2-tailed) N	1 75	.807 .000 74	.638 .000 74	.672 .000 73
Culture Adhocracy	Pearson Correlation Sig. (2-tailed) N	.807 .000 74	1 74	.765 .000 73	.634 .000 72
Culture Market	Pearson Correlation Sig. (2-tailed) N	.638 .000 74	.765 .000 73	1 75	.710 .000 73
Culture Hierarchy	Pearson Correlation Sig. (2-tailed) N	.672 .000 73	.634 .000 72	.710 .000 73	1 74

Table 7: Correlation analysis: ethical workplace climate and employee engagement

		EWC Instrumental	EWC Caring	EWC Rules
Employee Engagement 12	Pearson Correlation Sig. (2-tailed) N	.310 .010 69	.627 .000 70	.253 .033 71
Sex	Pearson Correlation Sig. (2-tailed) N	.263 .024 73	.004 .975 74	.106 .366 75
Service	Pearson Correlation Sig. (2-tailed) N	.158 .194 69	-.063 .601 71	-.049 .688 70
EWC Instrumental	Pearson Correlation Sig. (2-tailed) N	1 74	.429 .000 73	.311 .008 72
EWC Caring	Pearson Correlation Sig. (2-tailed) N	.566 .000 73	.441 .000 74	.797 .000 73
EWC Rules	Pearson Correlation Sig. (2-tailed) N	.429 .000 73	1 76	.323 .005 75
Culture Clan	Pearson Correlation Sig. (2-tailed) N	.311 .008 72	.323 .005 75	1 75
Culture Adhocracy	Pearson Correlation Sig. (2-tailed) N	.446 .000 70	.372 .001 74	.807 .000 74
Culture Market	Pearson Correlation Sig. (2-tailed) N	.610 .000 72	.440 .000 74	.638 .000 74
Culture Hierarchy	Pearson Correlation Sig. (2-tailed) N	.347 .003 71	.559 .000 73	.672 .000 73

Correlations: organizational culture and employee engagement

After applying the regression analysis to analyze the dependent variable (employee engagement) and the independent variable (organizational culture), the relationship between the resulting affect on employee engagement can be seen when analyzing it against the varying

culture types. The Pearson correlation applied between two variables has a range of 1 to -1. The coefficient will serve as measurement of the strength of the linear dependence between the two variables. The strength of the relationship between employee engagement and organizational culture from highest to lowest was; clan, adhocracy, market, and hierarchy respectively.

The organizational Pearson coefficient score for the clan culture type for the organizational unit is .701 (see Table 6). The score is the highest of all Pearson coefficient scores; therefore the clan culture type has the greatest positive impact on employee engagement in this organizational unit.

The organizational Pearson coefficient score for the adhocracy culture type for the organizational unit is .670 (see Table 6). The score is the second highest of all Pearson coefficient scores; therefore the adhocracy culture type has the second greatest positive impact on employee engagement in this organizational unit.

The organizational Pearson coefficient score for the market culture type for the organizational unit is .561 (see Table 6). The score is the third highest of all Pearson coefficient scores; therefore the market culture type has the third greatest positive impact on employee engagement in this organizational unit.

The organizational Pearson coefficient score for the hierarchy culture type for the organizational unit is .449 (see Table 6). The score is the lowest of all Pearson coefficient scores; therefore the hierarchy culture type has the lowest, yet still positive impact on employee engagement in this organizational unit.

Hypothesis 1 is supported. Even though the organizational unit experienced perceptions from all four culture types, the positive clan and adhocracy culture types are associated with positive levels of employee engagement. Clan culture was identified as significantly influencing employee engagement ($\beta = 0.637$; $p = 0.002$) (see Table 8).

Correlation analysis: ethical workplace climate and employee engagement

After applying regression analysis to analyze the dependent variable (employee engagement) and an independent variable (ethical workplace climate), the relationship between the resulting affect on employee engagement can be seen when analyzing it against the varying climate types. The Pearson correlation applied between two variables has a range of 1 to -1. The coefficient will serve as measurement of the strength of the linear dependence between the two variables. The strength of the relationship between employee engagement and ethical workplace climate from highest to lowest was; caring, instrumental, and rules respectively.

The organizational Pearson coefficient score for the caring ethical workplace climate type for the organizational unit is .627 (see Table 7). The score is the highest of all Pearson coefficient scores; therefore the caring ethical workplace climate type has the greatest positive impact on employee engagement in this organizational unit.

The organizational Pearson coefficient score for the instrumental ethical workplace climate type for the organizational unit is .310 (see Table 7). The score is the second highest of all Pearson coefficient scores; therefore the instrumental ethical workplace climate type has the second greatest positive impact on employee engagement in this organizational unit.

The organizational Pearson coefficient score for the rules ethical workplace climate type for the organizational unit is .253 (see Table 7). The score is the lowest of all Pearson coefficient

scores; therefore the rules ethical workplace climate type has the lowest, yet still positive impact on employee engagement in this organizational unit.

Hypothesis 2 is supported. Even though the organizational unit experienced perceptions from three ethical workplace climate types, the positive caring ethical workplace climate type is significantly associated with positive levels of employee engagement ($\beta = 0.746$; $p = 0.0001$) (see Table 8).

Regression Analysis

The results for the 3-step hierarchical regression analysis using employee engagement as the dependent variables are presented below. The variables were entered into the model in blocks; structural or control variables were entered at step 1 (Model 1), ethical workplace climate were included in step 2 (Model 2) and organizational culture were added in step 3 (Model 3). Table 8 presents the hierarchical regression estimates between the key constructs. The unstandardized (B) and standardized coefficients, beta (β) are provided.

Table 8: Regression Analysis: culture, climate, and employee engagement

Variable	Model 1		Model 2		Model 3	
	B	β	B	β	B	β
Control						
Sex	0.080	0.040	0.290	0.145	0.275	0.137
Service	-0.008	-0.134	0.002	0.025	0.0001	0.004
EWC Instrumental			-0.094	-0.194	-0.096	-0.198
EWC Care			0.434***	0.746***	0.156	0.269
EWC Rules			-0.015	-0.024	0.055	0.090
Culture Clan					0.326**	0.637**
Culture Adhocracy					-0.036	-0.074
Culture Market					0.122	0.237
Culture Hierarchy					-0.202	-0.276

* $p < 0.05$

** $p < 0.01$

*** $p < 0.001$

Summary of Findings

The dominant perceived culture type was hierarchy, however, characteristics from all four culture types were perceived in the department adding a mixed contribution to employee engagement within the department. The positive clan and adhocracy culture types were most positively associated with higher levels of employee engagement. The perceived dominant ethical local climate type was identified as a principled rules climate which was a lower contributor to employee engagement levels, however, employee engagement benefited from less dominant impact of the caring and instrumental climate types which had the greater associated positive relationship with employee engagement. Overall employee engagement results were moderately positive within the department. These results supported the aforementioned hypotheses.

CHAPTER 5: DISCUSSION AND CONCLUSION

The purpose of this study was to examine what relationship, if any, organizational culture and ethical workplace climate have on employee engagement in a department within the organization. Overall, employee engagement is low within a hierarchy culture type and a principled based rules ethical workplace climate type, but the presence of less dominant positive clan and adhocracy culture types and caring climate type can contribute to higher levels of engagement. In this chapter, a summary and discussion about the findings are presented. Also, limitations that exist in the study should assist future research to further identify engagement levels in a specific organizational culture and climate.

Summary of Study Findings

Hypothesis 1 and 2 were both supported suggesting that positive culture and ethical climate types are positively associated with employee engagement. The positive clan and adhocracy culture type and the caring ethical workplace climate type are associated with higher levels of employee engagement. Consistent with the findings from other studies (Denison & Blader, 2003; Hartnell et al, 2011; Martin & Cullen, 2006), the perceived positive culture types identified: clan and adhocracy are associated with behaviors such as teamwork, open communication and participation in decision making. As a result, these behaviors lead to desirable collective employee attitudes because they create a sense of responsibility and ownership and resultantly, increased employee engagement. Caring ethical workplace climates are believed to positively influence psychological well-being causing a positive affective rate and resulting by-products such as trust, cooperation, and autonomy. (Martin & Cullen, 2006).

As described by Denison & Blader (2003), clan behaviors such as teamwork, communication and active contribution in decision making drive pleasing collective employee attitudes since they help to build a sense of responsibility and ownership. A study by Hartnell et al (2011) further confirms that overall employee engagement is improved from encouraged involvement and participation which creates positive unit level employee attitudes in the clan culture type. The findings support that organizations should review their existing culture types and strive towards clan and adhocracy as their dominant culture orientation. Any changes to the existing culture should not be taken lightly and would require strong leadership to assist in the transition.

The culture results suggest that the organizational unit has a perceived hierarchal culture type as the dominant culture type within the department and could indicatively result with a possible negative impact on employee engagement as it is has the lowest associated correlated relationship (Rashid et al. 2004; Silverthorne 2004). Therefore, I hypothesize that if culture could be shifted more towards the already dominant contributor clan culture type and the subordinate adhocracy culture type, engagement would further improve. Adhocracy cultures tend to have a positive effect on cumulative employee attitudes as the autonomy related to the culture type indirectly enhances associative employee's attitudes towards the organization (Hartnell et al, 2011).

Hypothesis 2, indicating that the positive caring ethical workplace climates within the organizational unit has a positive impact on employee engagement was supported. The ethical workplace climate results for the organizational unit was a perceived dominant principled-local climate followed by a perceived caring climate followed by a more subordinate instrumental climate type. Perceived caring climates had the greatest associated correlated relationship with

employee engagement. Caring ethical workplace climates are believed to positively influence engagement due to willingness to remain with the organization, supporting the organization's mission and vision, and a willingness to sacrifice to support the organization's mission and purpose creating a positive affective state and resulting by-products such as trust, cooperation, and autonomy (Martin & Cullen, 2006). Joseph and Deshpande (1997) found that principled ethical workplace climates may also have a mixed influence on job satisfaction. On one hand, laws and professional codes facilitate overall satisfaction, rules climates do not relate to any facets of job satisfaction. Therefore, the principled-local climate could contribute to both a negative or positive employee engagement level in the organizational unit.

In support of hypothesis 1 and 2, the perception levels of employee engagement within the organizational unit have a lower existence, but above parity. Employee engagement results for the organizational unit were indicative of higher levels of employee engagement as 11 of 12 questions have a mean score above 3. As supported by research, Kahn's conceptualization (1990), when an employee's most basic needs are met, such as clarity of expectations and equipment and materials provided, employees become more cognitively and emotionally engaged resulting in positive outcomes for the business such as increased performance and positive emotions such as interest (Harter et al, 2002). These two basic needs, clarity of expectations and equipment and materials provided, scored the highest mean of all the questions contributing significantly to the result for employee engagement.

Lack of recognition for doing good work was the one indicator that scored below parity indicating a lower existence of engagement. Harter et al. (2002) supports this result as their research demonstrates it is critical for employees to be asked to do something they inherently

enjoys and provide immediate recognition for good work done to create positive emotions such as joy and interest that reinforce success.

Employees in the organizational unit measured slightly above parity when asked about involvement in decisions affecting them, friendships, and opportunities to discuss their progress. Harter et al (2002) supports the positive impact these items can have on overall employee engagement. Greater involvement in decisions affecting employees lead to increased interest, friendships help to process negative emotions and build resources to create positive emotions and communication, and when employees have opportunities to discuss their progress, this can lead to positive emotions that can foster intellectual resources at work. Even though the organizational unit scored these items as positively, they were amongst the lowest scores.

Research Implications

This study provides insights to organizations to the impact that such factors as organizational culture and ethical workplace climate type have on employee engagement. Findings from this study provide academics and practitioners some preliminary evidence to highlight the positive relationship between positive culture and ethical climate types that positively influence employee engagement. The findings show that the positive ethical workplace climate and culture types in which employees work in has a direct positive impact on their levels of engagement within their workplace. The literature further outlines another area for opportunity as it relates to culture, ethical workplace climate, and engagement. Individually, culture and ethical workplace climate have been studied as how they relate to employee satisfaction, but not specifically employee engagement, not cumulatively or not in tandem. Since more and more organizations want to continue to improve their employee engagement levels as

they are directly linked to organizational performance outcomes, the need for future research into the impact that culture and ethical workplace climate has on these levels would be high. This study suggests that more research should be conducted on factors such as culture and ethical workplace climate and how they impact on areas performance outcomes such as employee engagement.

Limitations and Future Research

This exploratory study provides interesting insights to encourage researchers to continue to examine the aspects of employee engagement and cultural and ethical workplace climatic factors affecting it and how they relate to one another. The following section includes limitations related to this study and also outlines recommendations for future research. It should be noted that this study is a case study and not generalizable. However, it does provide insights to assist researchers to examine the relationships between culture, ethical workplace climate, and engagement at the macro level in order to develop direction for practitioners considering evaluating engagement and identifying contributing factors. In addition, it should be noted that this study evaluated a service offered at 7 different facilities, so all employees may have numerous internal factors also contributing to their perceptions of culture, ethical workplace climate and engagement. Future studies could be applied directly at one facility or separate employee results by facility to minimize contamination of other factors impacting the results.

For the purpose of this study, the impact that culture and ethical workplace climate has on employee engagement was performed within a specific service. Future studies should involve other services offered within the organization to identify if the trending results are consistent and synonymous across the organization. While this study was focused on the positive culture and

ethical climate types and their impact on employee engagement, attention could also be applied to the opposite exploring the negative culture and ethical climate types and their resulting relationship with employee engagement. While this research is not generalized, it does provide useful insights for future research. Future research should include the evaluation of organizations prior and post significant organizational changes/restructuring. I would recommend that applying this research to organizations going through significant change would be valuable to capture any changes to the perceived culture and ethical workplace climate changes and resulting impact on employee engagement.

Conclusion

In conclusion, my study provides preliminary evidence that the positive perceived culture and ethical workplace climate types have a positive influence on employee engagement levels. The results outlined in this study are inconclusive to as being as the sole contributing factors impacting employee engagement; however there is evidence that the positive culture and ethical workplace climate type do positively influence overall employee engagement. It is clear that culture type can positively and negatively affect employee's attitudes and behavior in turn affecting their engagement within the workplace (Hartnell et al, 2011). I hope that academics may take this study model (CVF, ECQ, & GWA) and apply this model throughout various organizations to gain a deeper depth of understanding in order to consider the relationships among these variables. Through the application of this model, only then will we be in a better position to understand the relationship between culture, ethical workplace climate and engagement. As employee engagement is an associated performance outcome, it is important for

practitioners to look beyond economic and financial measures and examine other relationships linked to impact financial performance.

Kapp and Parboteeah (2008) have denoted in their research that ethical workplace climates are linked with outcomes such as organizational commitment and satisfaction. The results of this study denote that positive ethical workplace climate types support a relationship with higher employee engagement levels. When organizations face ethical dilemmas, the perceived ethical workplace climate will determine what types of ethical issues are considered and what criteria are used to resolve them. Therefore, organizations need to be aware of their perceived ethical workplace climates as they continue to evolve. This study supports research indicating that positive ethical workplace climate type perceptions have a positive influence on performance outcomes, specifically, employee engagement.

More studies are needed looking at how perceptions of employee engagement are affected by the organizational culture and ethical workplace climate type. Evidence from this study suggests that more research about the role of culture alignment and the role that ethical workplace climate has on business outcomes, particularly engagement. As employee engagement plays a significant role affecting the overall performance of an organization, more attention needs to be placed on the various factors that affect this relationship with particular attention to culture and ethical workplace climate.

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A Glance Into Organizational Culture, Ethical Workplace Climate, and Employee Engagement levels in a Health Organization Unit.

I, Paul Young, an MBA student at the University of Prince Edward Island, am asking you to voluntarily participate in this research study. This research study consists of questions related to employee engagement, organizational culture, ethical workplace climate at Diagnostic Imaging on PEI. This survey should require approximately 15 minutes.

The purpose of this study is to examine the relationship among organizational culture, ethical workplace climate, and employee engagement. By completing this survey, there are no risks to you the respondent. We expect to have a minimum of 100 respondents complete this survey. The data collected from this study will be maintained on a secure server that only I and my academic advisor, Dr. Wendy Carroll, will have access to via password protection. Your name, should you chose to participate in this research study, will not be collected and will not be associated with any responses and/or files retained in this study. The data will be kept for five years, from July 1st, 2011, and will be destroyed (deleted) once the duration of the five years has been reached.

Should you have questions or wish to have a copy of my final report, please feel free to contact me at (902) 724-2394 or via email at psyong@ihis.org. The final report and results will be disseminated via email to the sample group and a presentation will be given to the executive leadership committee for Health PEI. You may also contact Dr. Wendy Carroll at (902) 566-0573 or via email at wcarroll@upei.ca. You may also contact the University of Prince Edward Island Research Ethics Board at (902) 620-5104, or by e-mail at lmacphee@upei.ca if you have any concerns about the ethical conduct of this study.

If you are receiving this email, you are eligible to participate in this survey. By clicking "Yes, I wish to voluntarily participate in this research study", you are providing your consent to respond to the research questions. You also understand that you may skip any question(s) that you do not wish to answer, and at anytime you can withdraw from the survey without penalty. You understand that the information will be kept confidential within the limits of the law and that your name will not be collected or associated with any responses and/or files retained for this study.

By clicking on "Next" below, you are indicating that you fully understand the above information and agree to participate in this study.

Please note: Should you want a copy of this Consent Form, please click print screen prior to responding below.

About your organization's culture

We are interested in understanding your perceptions of the organizational culture in Diagnostic Imaging. In completing this section of the questionnaire, you are providing an organizational picture of the ways in diagnostic imaging operates and the values that best characterized it. There is no right or wrong answer to these questions so please just try to be as accurate as you can. In each set of statements below, you will have the following 7-point scale (1 = much less likeness; 7 = much more likeness) that best describes the likeness to your organization.

Diagnostic Imaging is a very:

- 1- Personal place. It is like an extended family. People seem to share a lot of themselves.
- 2- Dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.
- 3- Results oriented place. A major concern is getting on with getting the job done.
- 4- Controlled and structured place. Formal procedures generally govern what people do.

The leadership in Diagnostic Imaging is generally considered to exemplify:

- 5- Mentoring, facilitating or nurturing.
- 6- Entrepreneurship, innovation and risk taking.
- 7- A no-nonsense, aggressive, results-orientated focus.
- 8- Coordinating, organizing, or smooth-running efficiency.

The management style in Diagnostic Imaging is characterized by:

- 9- Teamwork, consensus and participation.
- 10- Individual risk taking, innovation, freedom and uniqueness.
- 11- Hard-driving competitiveness, high demands and achievement.
- 12- Security of employment, conformity, predictability and stability in relationships.

The glue that holds Diagnostic Imaging is:

- 13- Loyalty and mutual trust. Commitment to this organization runs high.
- 14- Commitment to innovation and development. There is an emphasis on being on the cutting edge.
- 15- The emphasis on achievement and goal accomplishments.
- 16- Formal rules and policies. Maintaining a smooth-running organization is important.

Diagnostic Imaging emphasizes:

- 17- Human development. High trust, openness and participation persist.
- 18- Acquiring new resources and creating new challenges. Trying new things and prospects for opportunities are valued.
- 19- Competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.
- 20- Performance and stability. Efficiency, control and smooth operations are important.

Diagnostic Imaging defines success on the basis of:

- 21- The development of human resources, teamwork, employee commitment and concern for people.
- 22- Having the most unique or newest products. It is a product leader or innovator.
- 23- Winning in the marketplace and outpacing competition. Competitive market leadership is key.
- 24- Efficiency. Dependable delivery, smooth scheduling, and low cost production are critical.

About Ethical Workplace Climate

In this section, please think about the workplace climate in your organization and the extent to which you agree or disagree with each of the items. Please choose from the 7 point scale (1 = much less likeness; 7= much more likeness) that represents your level of agreement or disagreement with the statement.

- 25- People are expected to do anything to further the company's interests.
- 26- Work is considered sub-standard only when it hurts the company's interests.
- 27- People are concerned with the company's interests – to the exclusion of all else.
- 28- Decisions here are primarily viewed in terms of contribution to profit.
- 29- The most important concern is the good of all people in the company.
- 30- Our major consideration is what is best for the company.
- 31- People in this company view team spirit as important.
- 32- People are very concerned about what is generally best for employees in the company.
- 33- It is very important to follow strictly the company's rules and procedures here.
- 34- Everyone is expected to stick by company rules and procedures
- 35- Successful people in this company go by the book.
- 36- Successful people in this company strictly obey company policies

About Diagnostic Imaging Employee Engagement

We are interested in the relationship between performance relatedness and the utility of the core aspects of employee satisfaction and engagement across the organization. Please use the scale below to rate the behavior of Diagnostic Imaging's senior leaders at work. In each set of statements below, you will have the following 6-point scale (5 = strongly agree, 1 = strongly disagree, 6 = don't know, does not apply option score) that best describes the likeness to your organization.

- 37- I Know what is expected of me at work.
- 38- I have the materials and equipment I need to do my work right.
- 39- At work, I have the opportunity to do what I do best everyday.
- 40- In the last seven days, I have received recognition or praise for doing good work.
- 41- My supervisor or someone at work seems to care about me as a person.
- 42- There is someone at work who encourages my development.
- 43- At work, my opinions seem to count.
- 44- The mission/purpose of my company makes me feel my job is important.
- 45- My associates (fellow employees) are committed to doing quality work.
- 46- I have a best friend at work.
- 47- In the last 6 months, someone at work has talked to me about my progress.
- 48- This last year, I have had opportunities at work to learn and grow.

This last set of questions is important to give us a sense of who completed the questionnaire. No attempt will be made to identify individual respondents.

- 49- Are you a manager? (You have people reporting to you) Yes/No
- 50- Sex Male/Female
- 51- Age blank for people to type in age
- 52- Length of employment with organization. (in years, months) blank provided

Appendix B: REB Approval

February 11th, 2011

To: Paul Young
cc. Wendy Carroll, Edward Gamble, Don Wagner

RE: What role does culture and ethical work place climate have on employee engagement levels in diagnostic imaging

The above mentioned research proposal has now been reviewed under the expedited review track by the School of Business Departmental Research Ethics Committee. I am pleased to inform you that the proposal has received ethics approval.

The approval for the study as presented is valid for one year. It may be extended following completion of the annual renewal and amendment form. Any proposed changes to the study must also be submitted on the same form to the School of Business Departmental Ethics Committee for approval.

Yours sincerely,

Reuben Domike, Ph.D.
Chair, School of Business, Departmental Research Ethics Committee

cc. Lynn MacDonald, Research Compliance Coordinator, Research Services
Supervisor