

The Effect of Organizational Culture and Leadership Style towards Employee Engagement and Their Impact towards Employee Loyalty

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Executive Summary: 21st century came up with a booming industrial era with hi-tech approach for human resource as well as other resources. This trend needed a constantly developing Research and Development function. Human Resource Management newly created yet proved itself a major driver in organizations and their success. Highly competitive business environment of current era demands an ever evolving and even more competing human resource. This research was conducted with a similar approach of competitiveness and for better evolution of human resource in a context of Pakistan specifically Gilgit Baltistan, targeting Karakorum International University with a sample size of 120 respondents in faculty and administration (60:60). This research was aimed to produce the affect of organizational culture and leadership style on employee engagement and keeping employee engagement as mediating factor for organizational culture and leadership style towards employee loyalty. The research data was gained through a structured questionnaire. Ordered logistic regression test and two stage least squares analysis are applied on the hypothesis that organizational culture and leadership style effect employee engagement and keeping employee engagement as a mediating factor towards employee loyalty. Results supported the hypothesis and found to be significantly supporting the factors. The proposed hypotheses are proved correct and up to the mark. Every possible measure has been carried out in order to achieve unbiased and accurate findings. The hard terrain of Gilgit Baltistan was also a limiting factor in affecting the accuracy of results but it was also kept under regular check. It is hoped that the research will help in further studies of Gilgit Baltistan.

Keywords: employee engagement, organizational culture, leadership, loyalty

Research Area: Management (Human Resources Management)

1. INTRODUCTION

Karakoram International University is having the equal importance of the other universities of Pakistan, and situated in Gilgit Baltistan, Pakistan. It was started in 2002 with a charter from the Federal Government of Pakistan, with the purpose of enhancing education in Gilgit Baltistan for deserved people. KIU is multi Campus University and is seeking to set up further campuses where possible according to the accessibility of special support, limited resources and native expertise. Now, there are sixteen academic departments and more than 3000 students, nearly 500 faculty members and 500 administrative staff are there. The campus start in Skardu with four disciplines i.e. Computer Sciences, English, Education and Business Management (University, 2016).

This study aims to find the aspects which will tend to improve the employee engagement and their loyalty through improving organizational culture and leadership style at KIU because human resource is a strategic asset for every organization, without human resource no organization can achieve its goals and objectives and can reach its vision.

Every organization invests huge investment in human resource and wants to hire the right person at right place, right time, at right cost. Organization advertise the positions and follow the recruitment process and hire skilled people which are right for their organization and also have capabilities to attain their organizational goals and objectives. After hiring, the organization further invests in the development of their skills through training.

According to Aninkan & Oyewole, (2014) now a days a big challenge for every organization is to engage their employees. Siddhanta and Ghosh, (2010) defines employee engagement as, “Employee engagement is a state of commitment which comes after personal satisfaction and if the employee is satisfied with the organization climate”.

Kahn (1990); Sarwar and Abugre, (2013) found in their studies that employee engagement has direct influence on organizational improvement. Organizations can engage their employees by offering trainings for their future development. Many organizations choose people from their potential employees and develop them for the top

positions because they want to retain their employees within the organization. Now a day's employee retention is the top priority of organizations due to increasing competition.

Mita Mehta, Kurbetti, and Dhankhar (2014) found in their research that to retain employees organizations try to engage their employees. Employee engagement is very imperative factor for the success of every organization. If the employees of the organization are not engaged then such organization will lose its competitive advantage and could not attract competent employees as well. Organizations can't get success and could not achieve their goals and objectives, Mission and Vision, if their employees are not committed to their work.

Schaufeli & Bakker, (2004) has mentioned employee engagement as a precursor of productivity. If the employees actively participate and remain committed to their work and employees are engaged, it positively affect the organizational performance (Suharti & Suliyanto, 2012). The employee turnover ratio will decrease if employees are happy with their work and loyal with the organization, this also affects the outcomes of organization (Kumar & Swetha, 2011).

Coetzee & Villiers, (2010) showed the significance of engagement level of employees in the context of employee satisfaction in the same way Daniel Mouraa, Alejandro Orgambidez-Ramos, and Goncalves, (2014) and Alejandro Orgambidez Ramos, Ales, & Sierra, (2014) employee engagement is a factor which build job satisfaction.

Many researchers studied employee engagement and showed the driving factors for employee engagement like Saks (2006) identified support (organizational or supervisory), justice and organizational behavior. Rasheed and Khan (2013) recognized factors which influence the employee engagement as supportive supervision, support by organization, justified procedures and justice under distribution. As forerunners of employee engagement Pandey and David (2013) has recognized enrichment of job, career development opportunities and good work environment as key factors.

Metha and Metha (2013) found good mutual understanding between team members, level of trust in the organization, opportunities in development of career, dynamic leadership, effective motivation, compensation through rewards and recognition, specification of job, as well as effective communication between supervisors and their subordinates as driving factors of employee engagement. Naidoo and Martins (2014) also observed organizational culture as an important precursor for improving level of engagement in his research.

Ahlowalia, Tiwary, and Jha (2014) found employee engagement is beneficial for both employee and the organization. There are several drivers which effect the employee engagement mention by researchers in their studies. According to Siddhanta and Ghosh (2010) such important driving keys which effect the level of engagement in employees include job specifications, trust in the organization, growth opportunities in career of employees, justified rewards and recognition, attractive incentives, culture of organization, understanding with managers, diversity in workforce, effective motivation, communication between management levels of the organization, state of the art equipment's, support and mentoring. In his research paper titled "Employee engagement - Engaging the 21st century workforce" he said that the level of engagement in employees depend upon four key situations at the place of work i.e. workers oriented structuring of policies, culture of organization, well managed evaluation tools and performance of the organization. According to Aninkan and Oyewole, (2014) Distribution of Power, Preciseness, Culture of organization, Style of leadership, Supportive supervision and Openness to Experience are the driving factors which were positively correlated with the Employee Engagement. In this study the researcher said that every above mentioned factors positively correlated with employee engagement.

In this study the author recognizes organizational culture is one of the important factors to maintain the employee engagement. According to Cheki et. al (1996) organizational culture is a socialization process observed in an organization with a proper set of codes and customs, duly anticipated in the formation of behavior within the organization in order to create a well conformed environment i.e. adaptable to every individual in the organization and easy to adapt for the new employees in performing their respective duties.

Aninkan and Oyewole (2014) said that the organization culture is positively affect the employee engagement, if the employee like the culture, environment, norms and values of the organization he will engage for that organization. If the organization involve their employees in their activities and encouraged their involvement, it will result in the improvement of health, job switching of employees and performance of the organization.

The phenomenon of organizational culture is considered to be a decisive factor in the achievement of aims and objectives of the organization as well as it works as a cohesive agent in keeping and attracting potential employees further enhancing mutual relationships and social image of the organization (Kenneth Desson, 2010). In the perspective of Denison Consulting, (2010) effective culture of organization regarding engagement of employees indicate a healthy organizational culture.

The concepts of commitment to the organization and organizational citizenship behavior (OCB) are considered to be the antecedents of engagement level of employees, Robinson, Perryman, and Hayday (2004). The engagement level of an employee can be measured in the context of his awareness to the nature of business as well as the cooperation in working with the fellow workers to improve job performance, keeping the benefit of the organization in view. So, the engagement level of employees must be enhanced through bilateral relationship between organizational hierarchies (McBain, 2007).

Some of the recent research shows the importance of a leader's role in engaging employees. Leadership style is a leader's certain psychological latitude or behaviour acquired during interaction and handling his operatives. In managing an organization a manager is support to be an effective and efficient leader. He is supported to be tech savvy and an excellent motivating agent. Leadership style of a corporate manager produces clear effects on the engagement of employees.

Shuck and Herd (2012) found leadership style is a vital driver to enhance the engagement level of employees. According to Herminingsih (2015) the good leadership style create employee engagement, If the supervisors have good leadership skills and they utilize it within the organization in better form their employees will engage and it can improve their human resource management practices. Leadership is highly deliberate in many researches, Bass (1988): Bass (1990) said leadership style is highly influence on achieving organizational goals and objectives.

The level of employee engagement is considered to be the major driving force for employee loyalty. Cunha (2002) defines employee loyalty as the employees who are involved with the organization are do their best for the victory of the organization. Studied by Schaufeli and Bakker (2004): M. Shuck (2010) and research by Ram and Prabhakar (2011) proposed that those employees are more loyal and less turn over from the organization who are engaged within the organization. Based on the above background this research was conducted in KIU.

1.2 Objectives

1. To know the effect of organizational culture on employee engagement
2. To know the effect of leadership style on employee engagement
3. To know the effect of employee engagement on employee loyalty
4. To know employee engagement as mediating factor between organizational culture, leadership style and employee loyalty.

1.3 Problem Statement

Every institution has some sort of culture shaped by its leadership. The culture in an organization and the style of leadership directs the engagement of its employees. Companies need to focus on factors such as culture and leadership style which encourage employees' engagement; which further influence the factors such as loyalty.

1.4 Research Question

1. Whether the culture of the organization effects the engagement level of employees?
2. Whether the style of leadership effects the level of engagement of employees?
3. Whether employee loyalty is effected by the engagement level of employees?
4. Whether the mediating effect of employee engagement is significant enough regarding the culture and leadership style, concerning loyalty of the employees?

2. Literature Review

2.1 Culture of Organization and Engagement level of Employees

In the view of Herminingsih (2015) organizational culture directly effects employee engagement. Shuck and Herd (2012) showed the influence on engagement level of employees by improved culture and style of

leadership in the organization, both are the important driving factors for employee engagement and affect highly the organizational outcome. The Social Exchange Theory clearly correlates the relationship between engagement of employees and culture of organization as organization Robinson et al., (2004) has duly proposed the 2 way interaction between them. Satisfied employees perceive that the organization has provided support and facilitated them in a better way and in return they strive for improving their performance, acting along the grounds of exchange principle in Social Exchange Theory, which indicates that a well groomed bilateral relationship between two parties bring about commitment, trust and loyalty as long as the relationship continues (Cropanzano & Mitchell, 2005). In the same way Ram & Prabhakar, (2011); Saks, (2006); M. Shuck, (2010) produced that perceived organizational support (POS) significantly acknowledges engagement level of employees. POS and culture of an organization have comparatively similar conceptual context as the enforcement of positive and better working environment under supportive codes and customs can be considered as a support on behalf of the organization towards its employees. Cooke & Szumal, (2000); Glisson, (2007) share numerous components to better understand the organizational culture. Organizations are cauterized the culture into two forms like, proficient and defensive culture. If the culture was proficient or positive it effect the engagement of employee and they show more interest for their work. The constrictive culture provides opportunities to employees for learning, it supports the employees to build their skills and gain knowledge. The most important advantage of such culture was creating mutual understanding between employees and they support each other during work. Such type of culture provides opportunity to their employees for comfort against the rules and regulation. Employees fully concentrate on their task rather than the client's well-being. This culture helps employees to manage their status (Shim, 2010).Based on the literature:

H1: Organizational culture positively affects employee engagement.

2.2 Style of Leadership and Engagement level of Employee

Shuck and Herd (2012) stated that leadership style is a vital driver for the development of engagement level of employees. Ghafoor, Qureshi, Khan, and Hijazi (2011) said in their study that there was a positive relationship between leadership style and employee engagement. They explained that the transformational leadership positively influence on employee engagement.

According to Yukl (2006) leadership is generally understand as the guidance to encourage participation in attaining goals and objectives of the organization. Antonakis, Cianciolo, and Sternberg (2004) showed in their research finding that the leadership process involves the behaviors, actions and followers opinion about leaders and the environment where collaboration take place.

Avolio, Zhu, Koh, and Bhatia (2004) showed if leaders want to develop their subordinates they offer trainings and create promotion chances. They create such opportunities by implementing good leadership style in the organization. Maslach (2003) state if the supervisors socially support their subordinates they highly engage with their work and perform better. Employees are more engaged when their supervisors are fully cooperate them during work they gave efficient and effective performance (Gilson, 2008).

According to Pounder (2003) due to transformational leadership style the whole operations of the organization was improved. Shin and Zhou (2003)Shin & Zhou, (2003) mentioned in their studies that employees thought about their development and done completing task in better way if supervisors are support and encourage them through rewards and incentives. Hang (2011) stated if the supervisors was implement idealistic leadership style it result high employee engagement and if the leadership style was traditional the result was low employee engagement. Based on the literature:

H2: Leadership style positively affects employee engagement.

2.3 Engagement Level of employees and Loyalty

According to Schaufeli and Bakker (2004) that those employees are more committed to the organization who are more engaged with their work and there turnover is low. The employees who are happy with the organization are more loyal. Many earlier researches have proposed that an improved level of engagement in employees create a strong employee loyalty. Vazirani and Nitin (2005) showed in the finding of the research that engagement level of employees is a central antecedent for success of an organization, as it effects the employee loyalty. Every organization wants to success and got a better position against their competitor in that

condition organizations try to engage their skilled employees, in the result their employee's loyalty level improves with the organization.

As Haid and Jamie (2009) has indicated engagement level of employees in an organization as showing the perception of employee against the organization. If the employee was engaged in the organization that means that employee was satisfied with the organization, with their work and feels gratified to work, and mentioned that the engagement show employee was well adapted to the nature of work and the organization at large. Their commitments to the organization develop and remain willing to work for the organization making the loyalty to the organization even stronger. In his research M. Shuck (2010) has proposed that engagement level of employees was reversely related to turnover intention. In the view of Kumar and Swetha (2011) satisfied and committed employees are more engaged and the intention to quit or switch the job diminishes that demonstrates an increased level of organizational citizenship behavior. Based on the literature:

H3: Employee engagement positively affects employee loyalty.

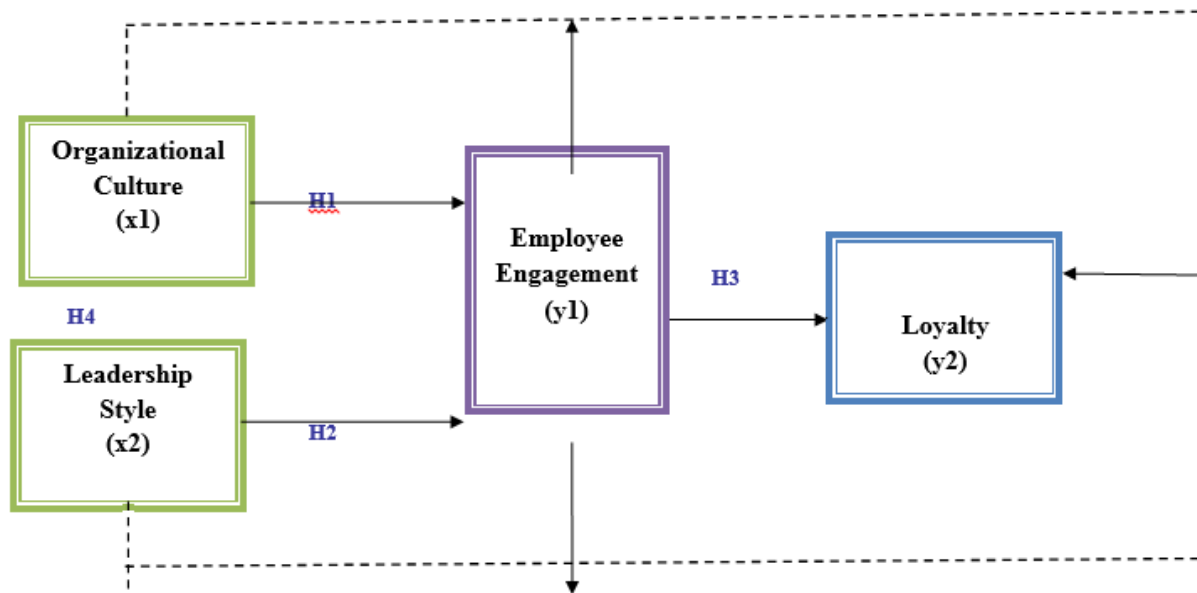
2.4 The Role of Employee Engagement as Mediating Variable

The effect of two or more variables on a dependent one proves evident in probability, and another mediating variable can also effect on the dependent variable. In this study, culture of organization and style of leadership are proved to be effecting loyalty of an employee to the organization keeping engagement level of employee as a mediating factor. As Rais (2003) has proposed in his study that one of the important antecedent that effect employ loyalty was corporate culture, also said if the corporate culture of the organization was good and employees were satisfied with them they become loyal with the organization. Ferrell, Fraedrich, and Ferrell (2011) said in their study that the organizational culture effect the loyalty. He explained that the culture of an organization is a set of values, norms and other things which helps the employees for solving the problem, if these are strong their employees was motivate and it creates employee loyalty.

According to Watson (2009) the bad leadership style was de-motivating the employees of the organization and was decrease. In the organization if supervisors use good leadership styles with their subordinates that create loyalty. That showed that leadership style also affect the employee loyalty. In the perspective of Vazirani and Nitin (2005) engagement level of employees is considered to be the willingness to be committed to an organization and the level and degree of involvement in the operations of the organization. This phenomenon is effected by various factors among which culture of an organization and style of leadership are the two factors discussed in this study as the variables effecting the dependent variable. In addition, engagement level of employees is under observation for being responsible in acting as a mediating factor for loyalty in employees. Based on the literature:

H4: Organizational culture together with leadership style positively affects employee loyalty with employee engagement as mediating variable

3. Research Model



Research Variables

The variables used in this study consist of four variables. Organizational Culture (x1) and Leadership Style (x2) as an independent variable, and Employee Engagement (y1) as dependent and mediating variable, and Loyalty (y2) serve as a dependent variable.

4. Research Methodology

This study is of explanatory nature and was intended to explore the effects of culture of organization and style of leadership toward engagement level of employees and whether the impact of employee engagement on employee loyalty. The data we recollected with primary source of information. Primary data were collected through survey method. Primary data were collected with adapted questionnaires. Respondents in this research were all the employees of KIU including both faculty and administrative staff. The total number of employees including both faculty and administrative staffs of Karakoram International University Gilgit Baltistan is 1000. Probability sampling method with stratified sampling technique was used to find sample for this study with a sample size of 120. Data was collected through structured questionnaire. All independent variables are measured using a five point Likert scale and the dependent variables are measured using two point Nominal scale. The measurement of employee engagement concept used a scale developed by The Gallup Organization (2004), consisted of twelve questions. In the present study, the employee engagement scale was revised by including nine questions. Organizational Culture concept is based on the work of (Sashkin & Rosenbach, Copyright © 1996, 2002, 2013) consisted of thirty questions. In the present study, the organizational culture scale was revised by including six questions. Leadership style concept was adapted from a scale published in www.sagepub.com/northouseintro2e which consists of eighteen items, but in this study leadership style scale was revised by including nine questions. To measure loyalty, a scale with four items was used by (Martensen & Grønholdt, 2006). A well-structured questionnaire was designed to avoid unnecessary data junk. It saved time, effort and the chances of personal preferences of the researcher were minimized. The researcher personally visited the target sample and carried out the survey via the policy of single respondent at a time. The questionnaire was briefed by the researcher in person. The survey took a month. Descriptive analysis is conducted to describe the general characteristics of the study population. SPSS 21 is used to analysis the data. Hypothesis 1, 2 and 3 is tested using binary logistic regression while hypothesis 4 is tested using two-stage least squares analysis. Before testing the hypothesis, missing values are handled and a validity and reliability test was conducted.

Result of factors analysis showed that all items were measure the construct with the minimum strength of factor loading hence it can be conclude that the all questions listed in the questionnaire are valid. While the result of reliability analysis showed Cronbach Alpha value for organizational culture (0.64), leadership style (0.67), employee engagement (0.84) and loyalty (0.75).

5 Results

5.1 Assumptions

Binary logistic regression test is used to find the result of hypothesis first, second and third in order to discover the accuracy and applicability of the Hypotheses. Moreover the suitability and working of fourth hypothesis was tested on the grounds of two-stage least squares analysis. Below is presented the analysis result of binary logistic regression tests for organizational culture and leadership style toward employee engagement, regression test of employee engagement toward loyalty. Some assumption for binary logistic regression test are as under.

5.1.1 Assumption 1

The questions of dependent variable were in nominal scale for hypothesis 1, 2 and 3 therefore the researcher tested the hypothesis 1,2 and 3 through binary logistic regression. In this study the independent variables questions are in scale therefore during test put them in covariate cell.

5.1.2 Assumption 2

There is no multicollinearity between data showing in the table below,

Table 1.1

Model	Collinearity Statistics
Culture	1.138
Leadership	1.138

Dependent Variable: Engagement

The value of VIF is 1.138 for organization culture and 1.138 for leadership style, if VIF value lie from 1 to 10 that mean there is no multicollinearity.

Table 1.2

Model	Collinearity Statistics
Engagement	1.000

Dependent Variable: Loyalty

The value of VIF is 1 for employee engagement, if VIF value lies from 1 to 5 that mean there is no multicollinearity.

5.2 Result of Hypothesis

5.2.1 Hypothesis 1 and 2

Table 1.3

	Beta value (B)	Sig.
Constant		.000
Organizational Culture	.750	.017
Leadership style	2.528	.001
R Square R ²	.655	

Independent variables: Organizational culture, Leadership style

Dependent variable: Employee engagement.

The test for first and second hypothesis which stated that culture of organizational and style of leadership affects engagement level of employees was significantly supported in this research with the significant value .000 which is less than α value .05.

The table 1.3 shows that R square = 65.5% which means 65.5% change in dependent variable is explained by both independent variables. The model explains 65.5% of the variance in the employee engagement by organizational culture and leadership style and the rest of 34.5% was affected by other factors that were not included in this research.

The table also stated that organizational culture and leadership style affects employee engagement was significantly supported in this research with the significant value .017 and 0.001 which are less than α value .05. The above figures show that if one unit in organizational culture is increased it will positively affect the employee engagement by 0.750 units and if one unit of leadership style is increased it will accelerate the employee engagement by 2.528 units. It depicts that leadership style produces a more effective impact on employee engagement i.e. 1.778 units more than organizational culture.

5.4.2 Hypothesis 3

Table 1.4

	Beta Value	Sig.
	B	
Constant	2.512	.000
Employee engagement	1.902	.001
R Square R ²	.676	

Independent variable: Employee engagement

Dependent variable: Employee loyalty

The test for hypothesis 3 which speculated that employee engagement affects employee loyalty was significantly supported in this research with the significant value .000 which is less than α value .05.

The table 1.4 shows that R square = .676 which means 67.6% change in employee loyalty is due to employee engagement. The model explains 67.6% of the variance in the dependent variable by employee engagement and the rest of 72.4% was affected by other factors that were not included in this research.

The table also shows employee engagement significantly effects employee loyalty and improving the value of employee engagement by one unit can affect the employee loyalty by 1.902 units.

5.4.3 Hypothesis 4

Table 1.5

Model Description			
	Types of variable		
Loyalty	Dependent		
Engagement	Predictor		
Culture	Instrumental		
Leadership	Instrumental		
Df value	1		
	Beta	t value	Sig
Engagement	.874	5.640	0.000

In the above table 1.5 it is notified that employee engagement variable has t value = 5.640 with significance level of 0.000. Because $t = 5.640 > t$ table of $df = 1$ and significance level $0.000 < 0.050$, it can be said that employee engagement was a mediating variable for organizational culture and leadership style towards employee loyalty.

6 DISCUSSION

The result of binary logistic regression test for organizational culture and leadership style toward employee engagement and explanation in the earlier part of this article showed that hypothesis about organizational culture affects employee engagement and hypothesis about leadership style affects employee engagement were supported in this research. This finding supports the previous researches such as the research done by Herminingsih (2015) organizational culture positively effects employee engagement. As stated by Herminingsih (2015) and Siddhanta and Ghosh (2010) organizational culture significantly affects employee engagement and has proven the influence of both factors. In addition this research also supports the analysis of Suharti and Suliyanto (2012) regarding the effects of leadership style and organizational culture on employee engagement. Meanwhile, some empirical studies found that perceived organizational support (POS) was positively related to employee engagement (Ram & Prabhakar, 2011; Saks, 2006; M. Shuck, 2010). Organizational culture comprises of a similar concept construction with POS in which the implementation of good values and management system with a confidence building environment can be assumed as a support from the organization to its employees. Good organizational culture assumed by the employees can bring a feeling of being safe psychologically to the employees themselves.

According to Herminingsih (2015) in an Indonesian context, the direct effect of leadership style on employee engagement is although positive but not significant, on the contrary this research showed significant effect of leadership style on employee engagement. This research shows

36.5% R-Square value for the relationship between organizational culture leadership style and employee engagement and their effects in accordance with the studies of Shuck and Herd (2012),Ghafoor et al. (2011)as they mentioned in their study that there was a positive relationship between leadership style and employee engagement. They explained that the transformational leadership positively influence on employee engagement.

As the third hypothesis in this research explores mutual relationship between employee engagement and employee loyalty acknowledging the phenomenon that R-Square value 27.6% employee engagement affected employee loyalty. Several previous studies showed that a strong employee engagement create a strong employee loyalty. Vazirani and Nitin (2005) showed in the finding of their research that employee engagement is a central antecedent for the success of organization because it effects the employee loyalty. Every organization wants to success and get a better position against their competitor in that condition organizations try to engage their skilled employees, in the result their employees are loyal with the organization.

The forth hypothesis in this research indicates that employee engagement is a mediating variable for organizational culture and leadership style towards employee loyalty. This research showed significant results regarding the mediating effect of employee engagement with significant value 0.000 which is less than α value 0.05and a t-value= 5.640.Suharti and Suliyanto (2012) studied the same version in an Indonesian context with same results which further strengthens this study.

Future Research

- Conducting a research in more than one organization/comparative study can improve the results.
- Addition of variables may to boost the scope of applicability.
- Data collection using qualitative and quantitative methods might produce different and more precise results.

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