

東海大學企業管理學系
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碩士學位論文

組織文化對於前線員工的工作投入度的影響
— 以宜家台中店為案例

The Role of Organizational Culture in Building
Employee Engagement among Frontline Employees:
In the Case of IKEA Taichung Store

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**The Role of Organizational Culture in
Building Employee Engagement among Frontline
Employees: In the Case of IKEA Taichung Store**

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ABSTRACT

Title of Thesis: The Role of Organizational Culture in Building Employee Engagement among Frontline Employees: In the Case of IKEA Taichung Store

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Abstract:

Frontline employees play a central role in building and developing customer relationships. A business needs engaged frontline employees to provide not only quality customer services but to channel culture into customer experience. This research investigates the relationship between organizational culture and employee engagement among frontline employees at IKEA Taichung store. The research conducts a survey that includes culture-focused and employee engagement-related statements to study these two concepts. The results and analysis reveal strong evidence that organizational culture has positive influence on employee engagement. Furthermore, the difference between full-time and part-time frontline employees is significant in their perceptions of organizational culture and levels of employee engagement. The findings of this study suggest nurturing organizational culture has the possibility of enhancing employee engagement which can, in turn, result in good business performance.

Keywords: organizational culture, employee engagement, frontline employee, IKEA Taichung

論文摘要

論文名稱：組織文化對於前線員工的工作投入度的影響 — 以宜家台中店為案例

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論文摘要：

前線員工是建設和發展客戶關係的重要角色。企業需要有高工作投入度的前線員工提供不僅僅是優質的客戶服務，還必須能將組織文化融入客戶體驗中。本研究探討組織文化和前線員工的工作投入度之間的關係。研究調查問卷檢驗前線員工對於組織文化的想法及工作投入度的程度。分析結果顯示組織文化對於工作投入度有正面影響。此外，全職和兼職的前線員工於組織文化的看法和工作投入度方面都有顯著的差異。這項研究的結果顯示培育企業文化具有增強員工投入度的可能性，對於企業的表現也會有提升的效果。

關鍵詞： 組織文化、工作投入度、前線員工、宜家台中店

TABLE OF CONTENTS

ABSTRACT.....	i
論文摘要	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	vi
LIST OF FIGURES	viii
CHAPTER 1. INTRODUCTION	1
1.1 Research Motivation	1
1.2 Research Purpose and Hypothesis	3
1.3 Research Framework	4
CHAPTER 2. LITERATURE REVIEW	6
2.1 Employee Engagement	6
2.1.1 Concepts of Employee Engagement	6
2.1.2 Impact of Employee Engagement.....	7
2.1.3 Current State of Employee Engagement.....	8
2.1.4 Employee Engagement Drivers	10
2.2 Organizational Culture.....	17
2.2.1 Concepts of Organizational Culture.....	17
2.2.2 Organizational Culture’s Impact on Employee Engagement.....	19
2.3 About IKEA	20
2.3.1 History and Development of IKEA	20
2.3.2 Organizational Culture of IKEA	22
2.3.3 IKEA Taichung Store	25
2.3.4 Frontline Employees of IKEA Taichung Store	25
CHAPTER 3. METHODOLOGY	27

3.1 Research Design	27
3.2 Research Instruments	28
3.2.1 Deloitte Core Beliefs and Culture Survey	28
3.2.2 Utrecht Work Engagement Scale (UWES)	29
3.3 Sampling	31
3.4 Data Collection	31
CHAPTER 4. RESULTS AND ANALYSIS	32
4.1 Organizational Culture Analysis	32
4.2 Employee Engagement Analysis	35
4.3 Engagement vs. Culture Analysis	37
4.3.1 Results of Employee Engagement vs. Organizational Culture	38
4.3.2 Correlation Analysis of Organizational Culture and Employee Engagement	40
4.3.3 Simple Regression Analysis of Organizational Culture on Employee Engagement	41
4.3.4 Multiple Regression Analysis of Organizational Culture and Employee Status on Employee Engagement	42
4.3.5 Multiple Regression Analysis of Organizational Culture, Employee Status and Interaction Effect on Employee Engagement.....	44
4.4 Results of Hypothesis Test.....	48
CHAPTER 5. CONCLUSIONS	49
5.1 Findings and Discussions.....	49
5.2 Importance of Findings	50
5.3 Conclusions.....	51
5.4 Limitations and Suggestions for Future Research	52
REFERENCES	53

APPENDIX A. LETTER OF CONSENT.....	57
APPENDIX B. QUESTIONNAIRE.....	58
APPENDIX C. 研究調查同意書	61
APPENDIX D. 研究問卷.....	62
APPENDIX E. PERMISSION TO USE UWES FOR RESEARCH PURPOSES	65

LIST OF TABLES

Table 2.1 Gallup Performance Indicators & Difference between Top-Quartile Units and Bottom-Quartile Units	8
Table 2.2 Employee Engagement by Gallup for 2009-2010 & 2011-2012	9
Table 2.3 The RESPECT Model	16
Table 2.4 Number of IKEA Stores Worldwide as of August 2015	22
Table 2.5 IKEA Facts and Figures as of August 2015	22
Table 3.1 Fixed-Choice for Culture-Focused Survey & Associated Culture Score.....	28
Table 3.2 Cronbach’s α of Utrecht Work Engagement Scale.....	30
Table 4.1 Culture-Focused Statements in the Questionnaire	32
Table 4.2 Survey Results for Culture-Focused Statements for All Frontline Employees (Sample Size N=50)	33
Table 4.3 Survey Results for Culture-Focused Statements for Full-time Frontline Employees (Sample Size N=20).....	33
Table 4.4 Survey Results for Culture-Focused Statements for Part-time Frontline Employees (Sample Size N=30).....	33
Table 4.5 Result of t-test: Culture Score for Full-time and Part-time Employees.....	34
Table 4.6 Utrecht Work Engagement Scale-15 (UWES-15) Statements	35
Table 4.7 The UWES-15 Survey Results: Mean (M), Standard Deviation (SD) and Sample Size (N) of the UWES Dimensions and the Total Score	36
Table 4.8 Result of t-test: UWES Score for Full-time and Part-time Employees	36
Table 4.9 Database: Mean (M), Standard Error (SE) and Standard Deviation (SD) of the UWES-15 Dimensional Score and the Total Score (Sample Size N=9,679)	36
Table 4.10 Result of t-test: t-value (t), df (degree of freedom) and p-value (p) for Sample UWES Score vs. Database Score	37

Table 4.11 UWES Score vs. Perception of Organizational Culture.....	38
Table 4.12 Mean (M), Standard Deviation (SD) and Sample Size (N) of UWES Score vs. Perception of Organizational Culture	39
Table 4.13 Result of t-test: t-value (t), df (degree of freedom) and p-value (p) for UWES Score vs. Perception of Organizational Culture	40
Table 4.14 Result of Correlation Analysis of Organizational Culture & Employee Engagement	40
Table 4.15 Cohen’s Standard in Correlation Coefficient	40
Table 4.16 Result of Simple Regression Analysis of Organizational Culture on Employee Engagement.....	42
Table 4.17 Result of Multiple Regression Analysis of Organizational Culture and Employee Status on Employee Engagement.....	43
Table 4.18 Result of Multiple Regression Analysis of Organizational Culture, Employee Status and Interaction Effect on Employee Engagement	44
Table 4.19 Result of Multiple Regression Analysis of Organizational Culture, Employee Status and Interaction Effect on Employee Engagement with Centering	46
Table 4.20 Partial F-test Parameters and Result	47
Table 4.21 Summary of Hypothesis Test Results	48

LIST OF FIGURES

Figure 1.1 Research Framework.....	5
Figure 2.1 Employees Engagement Levels by Function Types.....	9
Figure 2.2 Engagement Elements for “The simply irresistible organization”	11
Figure 2.3 Aon Hewitt Employee Engagement Model.....	14
Figure 4.1 Frontline Employees’ Perceptions of Organizational Culture.....	34
Figure 4.2 UWES Score vs. Perception of Organizational Culture.....	39

CHAPTER 1. INTRODUCTION

1.1 Research Motivation

Frontline employees are often customers' first encounters with a company. The quality of customer service provided by frontline employees affects customers' perceptions and experiences with the company. Consequently, they generate a considerable impact on the organization's bottom-line results and overall performance. It is crucial that frontline employees understand their role in developing customer relationships and their potential in building customer loyalty.

These days consumers have a great deal more choices than any other time in history, from boutique stores, offering select merchandises to huge and extravagant retail establishments, and the comfort of the every minute of every day worldwide online shops. The increase in purchasing choices results in an increase in customer demands and expectations. With the ever-increasing competitions, providing excellent customer experiences is what every company strives for. Traditional standardized service is simply not good enough. In retail industry, frontline employees are those persons who play different roles within the department of Customer Service. Their functions include providing product information, checkout services and exchange/return services, handling customer complaints, just to name a few. Frontline employees help customers getting what they need, prevent or solve problems that customers might experience. They have direct interactions with customers and therefore have more opportunities to make a direct impact on the customers' perceptions of the company's services.

Many researches and studies show the importance of a strong organizational culture on a company's success. Former IBM CEO, Louis V. Gerstner, Jr., said, "The

thing I have learned at IBM is that culture is everything” (Lagace, 2002). Similarly, the CEO of Zappos, Tony Hsieh, pointed out that company culture is the key factor in the success of Zappos. During an interview, he stated, “For us our number one priority as a company is company culture, and our whole belief is that if we get the culture right then most of the other stuff like delivering great customer service or building a long-term enduring brand will just happen naturally on its own” (Ryssdal, 2010).

Discussions about organizational culture often focus exclusively on the organizational levels. However, as more organizations are recognizing, what successful companies with strong organizational culture do right is to translate a unique culture into great experiences for customers. An important part of customer experience in a retail store comes from an enjoyable shopping experience. The products and store arrangements deliver an essential part of great customer experience. However, what is often overlooked by the management team in retail stores is the opportunity to communicate a strong, unique culture to customers by the frontline employees.

Much too often, frontline employees in retail stores, for various reasons, do not have sufficient culture immersion, and therefore fail to make an impact on customers. Frontline employees are required to complete tasks, whether it is providing product information, operating cash registers, or answering customer requests at the service desk. For the most part, frontline employees’ job descriptions at one store do not differ much from those at another. Frontline employees are customer’s primary human interaction with a company. Channeling culture into customer experience should be established in all aspects of customer interaction, including the frontline employees. Researches show employees who are able to relate to the values and operating processes in their organizational culture also have a stronger engagement. Employees’ engagement in their jobs and pride in their organizational culture are contagious and define every interaction they have with customers.

In the report, entitled “Global Human Capital Trends 2015: Leading in the new world of work” (Brown, Chheng, Melian, Parker, & Solow, 2015), organizational culture and employee engagement are two topics that most concern executives and management. They recognized that a ‘high engagement culture’ can be a competitive advantage that benefits all stakeholders and in turn yields good results in business performance. In face of ever-increasing competitions in retail industry, it is vital for a company’s sustainability to differentiate itself from others.

This study is based on research survey on frontline employees at IKEA Taichung store. IKEA, one of the largest furniture brand and retailer, renowned for its uniqueness in business strategies and innovations in business operations, has also distinguished itself as a company with distinctive and strong positive culture. Its legendary founder, Ingvar Kamprad, recognized the importance of values and culture and was dedicated to creating and maintaining strong culture at IKEA. Can organizational culture, today’s major performance differentiator, play an important role in building employee engagement among frontline employees? By studying the frontline employees at IKEA Taichung store, this paper intends to investigate the relationship between organizational culture and employee engagement. The findings of this paper may provide insights and suggestions to the management level on enhancing engagement of frontline employees by establishing a culture of engagement.

1.2 Research Purpose and Hypothesis

The purpose of the study is to investigate the role of organizational culture in creating and driving employee engagement among frontline employees in the retail store, IKEA Taichung. The research study employs a questionnaire survey to collect data and uses quantitative method to analyze the data. The research is guided by the following questions:

- How do frontline employees perceive their organizational culture?
- What are the levels of employee engagement among frontline employees?
- How does organizational culture influence employee engagement?
- Is there any difference in the perception of organizational culture and the level of employee engagement between full-time and part-time frontline employees?

The following hypotheses are formulated and serve as the focal point of this study:

- **H1:** There is significant difference between full-time and part-time frontline employees in their perception of organizational culture.
- **H2:** There is significant difference between full-time and part-time frontline employees in their level of employee engagement.
- **H3:** There is significant positive linear relationship between employee engagement and organizational culture.
- **H4:** There is significant difference between full-time and part-time frontline employees in their level of employee engagement with respect to organizational culture.
- **H5:** There is significant difference between full-time and part-time frontline employees in the degree of enhancement in employee engagement with respect to organizational culture.

1.3 Research Framework

This research is broken down into eleven steps, each of which is fully developed to ensure the validity and reliability of the research. Figure 1.1 shows the framework of this research. The first three steps are to define the research questions and scopes. Then literature review is conducted to establish the relevance and significance of the concepts in discussion. Research methods are designed and implemented to collect data for analysis and discussion. Finally, conclusions are made accordingly.

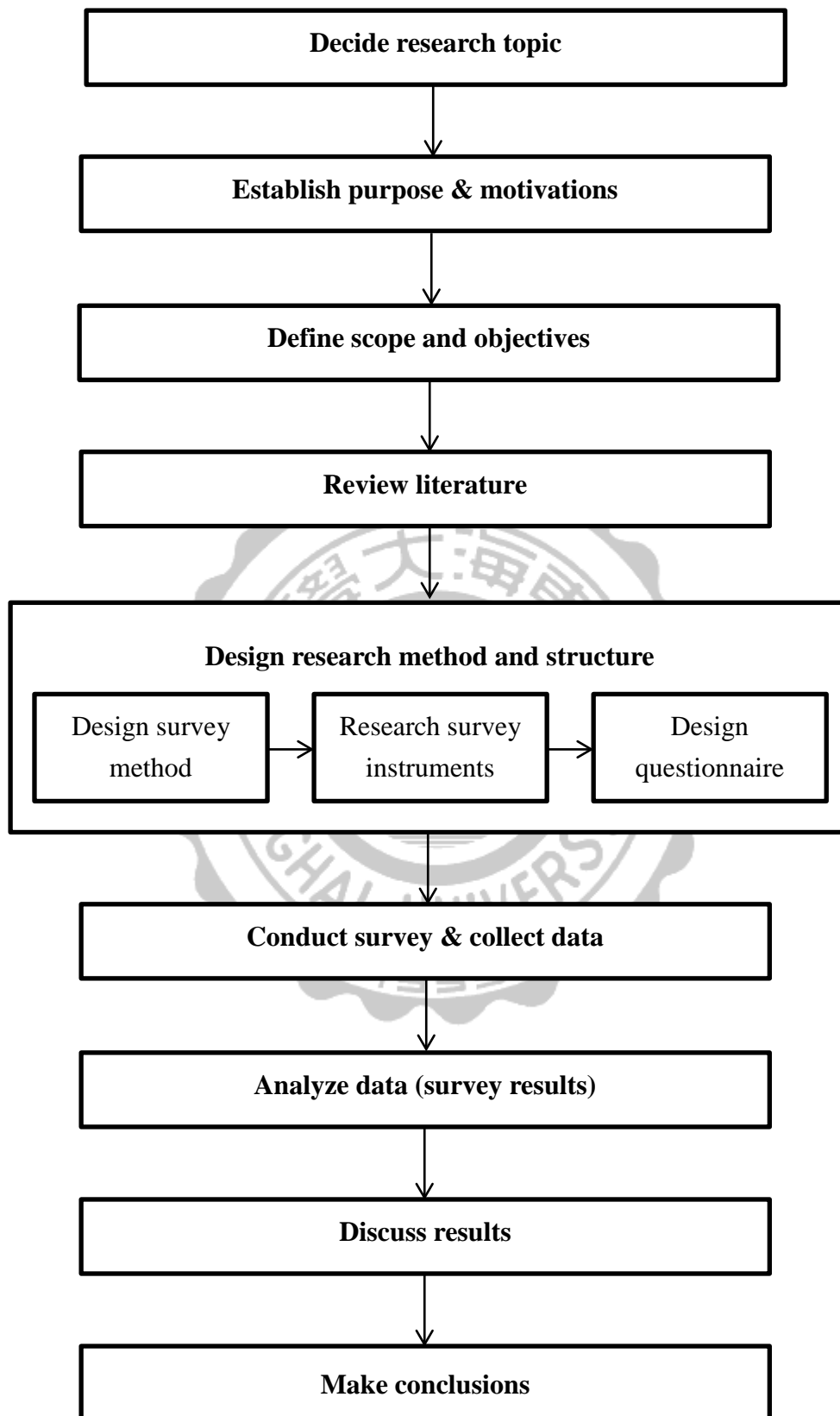


Figure 1.1 Research Framework

CHAPTER 2. LITERATURE REVIEW

This chapter investigates two concepts that are significant to this study, namely, employee engagement and organizational culture. It also provides relevant information on the case study, IKEA and IKEA Taichung store.

2.1 Employee Engagement

2.1.1 Concepts of Employee Engagement

The term ‘employee engagement’ is often used interchangeably with ‘work engagement’. The word ‘engagement’ was initially applied to work in 1990s. It was used in a survey tool developed by Gallup Organization known as the Q¹². The concept started in business and later it developed in the academic field too. The number of publications of academic papers on this topic rose sharply between 2000 and 2010 (Schaufeli, 2013).

The concept of engagement had been ambiguous. According to the study, “Employee Engagement: A Review of Current Research and Its Implications” (Gibbons, 2006), employee engagement was studied in twelve influential research papers over the prior four years. However, top research firms, for example, Gallup, Blessing White and Towers Perrin, used different definitions for the concept in their studies. Collectively 26 drivers of employee engagement were identified. Some studies underscored the basic cognitive issues while others emphasized the underlying emotional aspects. Several studies propose that in business employee engagement is characterized as a mix of three existing ideas: “job satisfaction, commitment to the organization, and extra-role behavior, i.e. discretionary effort to go beyond the job description” (Schaufeli, 2013). In addition to the ambivalence of definition and overlapping of existing concepts, there has also been the problem with transparency since the studies and researches of the

consulting companies are proprietary and therefore cannot be reviewed and assessed by external researchers (Schaufeli, 2013).

According to Schaufeli in his discussion of the concept of employee engagement, the definitions vary due to the differences of approaches and perspectives in the practice and theory. It is therefore a matter of choice whether to view the concept as a purely psychological state or to incorporate other factors to include the causes and consequences. Taking a solely scientific view, Schaufeli (2013) defined work engagement as “a unique positive, fulfilling, work related state of mind that is characterized by vigor, dedication, and absorption; that can be measured using a valid and reliable self-report questionnaire (the UWES).” The UWES is short for Utrecht Work Engagement Scale, a survey instrument created by Schaufeli and Bakker (2004) to quantify work engagement. Nonetheless, Schaufeli pointed out that this definition on engagement may be somewhat restricted in light of the fact that it neither incorporates its drivers nor its outcomes, which are imperative for business and consulting firms. He suggested a more flexible solution to consider the concept ‘engagement’ as a “psychological state *in conjunction* with its behavioral expression” to preserve its uniqueness and to ensure its practicability (Schaufeli, 2013).

2.1.2 Impact of Employee Engagement

Intuitively, higher levels of employee engagement should have positive impacts on all aspects of business. A research done by Gallup (Harter et al., 2013) which studied over 49,000 business/work units including more than 1,390,000 employees related employee engagement with nine performance indicators. By comparing the top-quartile units (at the 99th percentile) with the bottom quartile units (at the 1st percentile), the report revealed a substantial difference in business performance between these two groups. The nine performance indicators and the difference in performance between the top-quartile

units and the bottom-quartile units are shown in Table 2.1.

Table 2.1 Gallup Performance Indicators & Difference between Top-Quartile Units and Bottom-Quartile Units

Performance Indicators	Difference between Top-Quartile Units & Bottom-Quartile Units
Absenteeism	37%
Employee turnover	25% (in high-turnover organizations) 65% (in low-turnover organizations)
Shrinkage	28%
Safety incidents	48%
Patient safety incidents	41%
Quality incidents (defects)	41%
Customer ratings	10%
Productivity	21%
Profitability	22%

Source: Adapted from “*The Relationship Between Engagement At Work and Organizational Outcomes: 2012 Q¹² Meta-Analysis*” (Harter et al., 2013)

2.1.3 Current State of Employee Engagement

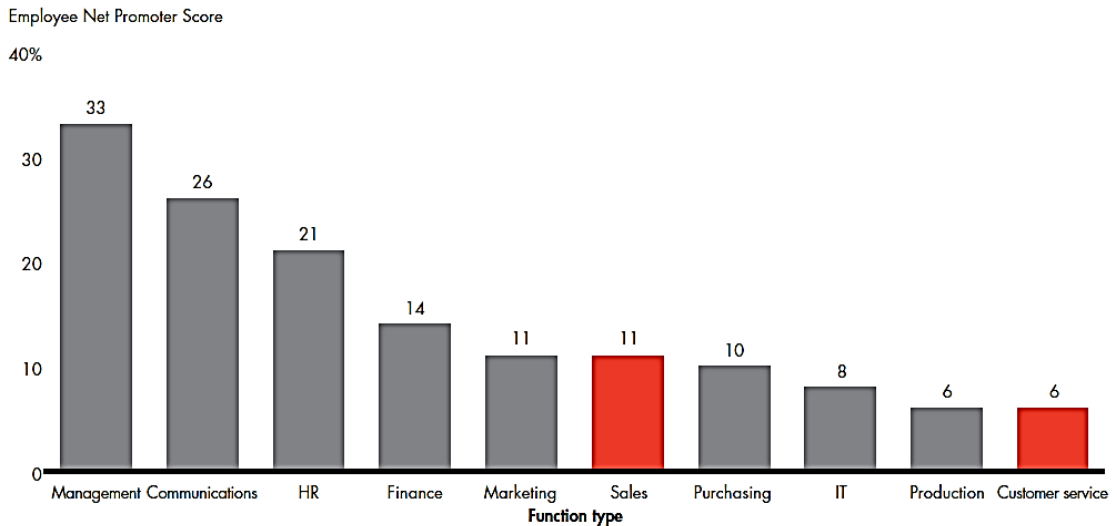
The research discussed above shows that engaged employees are integral to the success of an organization. It follows that organizations often want to know whether they have an engaged workforce. In business, one of the engagement instruments commonly used to assess employee engagement is the well-known Gallup Q¹² (Harter et al., 2006). According to a recent report by Gallup (O'Boyle & Harter, 2013), only 13% of employees worldwide are engaged at work (see Table 2.2). In that study, Taiwan is listed with a lower-than-average figure at 9%.

Table 2.2 Employee Engagement by Gallup for 2009-2010 & 2011-2012

	2009-2010	2011-2012
Actively disengaged	27%	24%
Not engaged	62%	63%
Engaged	11%	13%

Source: Adapted from “State of the Global Workforce” report by Gallup Inc. (O’Boyle & Harter, 2013)

Since this research paper is focused on frontline employees, it is important to look at employee engagement levels among them. According to another study by Gallup, in U.S., the level of employee engagement is lowest among service workers and is declining (Sorenson & Garman, 2013). This coincides with a report by Bain & Company (Kaufman et al., 2013), which reveals that engagement levels are lowest in sales and customer service functions according to a survey done in 2012 (see Figure 2.1).



Notes: Calculated from question “On a scale of 0 to 10, how likely are you to recommend your company as a place to work?”; applies standard Net Promoter Score methodology that takes the percentage of respondents indicating 9 or 10 and subtracts the percentage responding with a 0-6
 Source: Netsurvey analysis, September 2012 (n=130,000)

Source: “Who’s responsible for employee engagement?” report by Bain & Company (Kaufman et al., 2013)

Figure 2.1 Employees Engagement Levels by Function Types

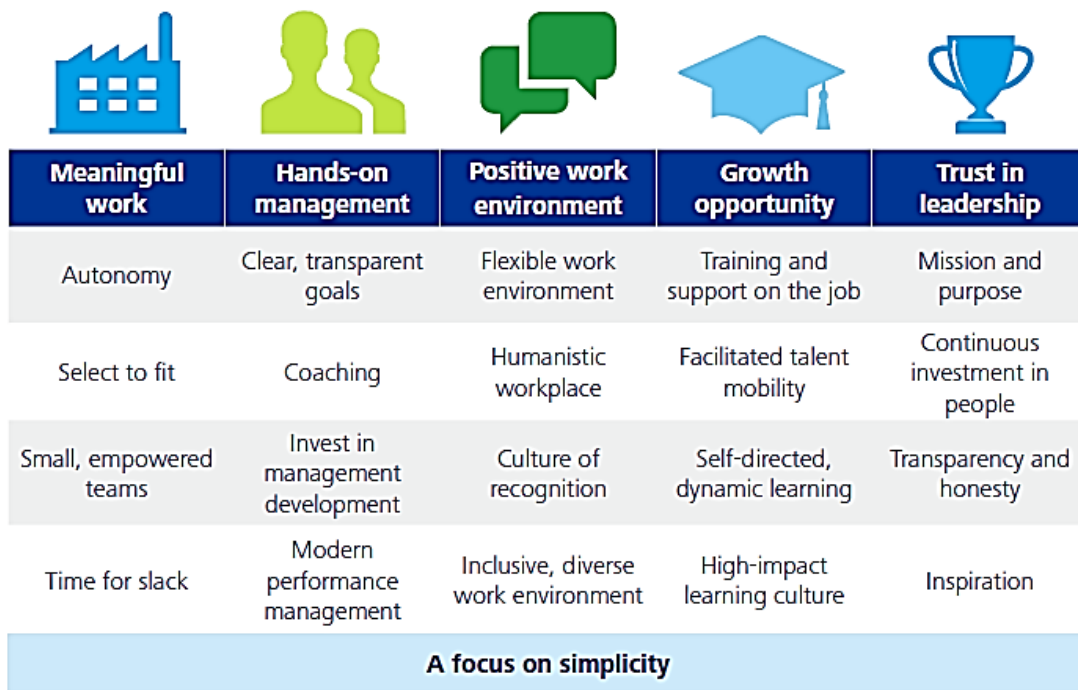
These surveys show that frontline employees, those interacting directly with customers, are not engaged. A disengaged employee is not expected to value his work and provide quality services for customers, let alone become a brand advocate for his company. Since frontline employees often determine customers' perceptions of service quality, it is vital that frontline employees feel great and passionate about working in their companies and are willing to share their enthusiasm with customers. Essentially, engaged frontline employees make happy customers: "Employees learn how to wow customers and feel great when they do. Customers love the experience. It's a virtuous cycle and it leads to great financial performance" (Markey, 2011).

2.1.4 Employee Engagement Drivers

According to a survey done by Deloitte Development LLC, 87% of the organizations under study view culture and engagement as their top challenges, and 50% consider these two issues to be very important (Brown et al., 2015). Since culture and employee engagement have become predominant concerns for companies in recent years, many surveys and researches about employee engagement have attempted to identify the driving factors of employee engagement and thereby creating the so-called "culture of engagement". This study investigates several of the engagement models available, including the followings: (1) "The simply irresistible organization," (2) the Aon Hewitt Employee Engagement Model and (3) the RESPECT Model.

1. "The simply irresistible organization"

Josh Bersin, principal with Deloitte Consulting LLP, after two years of research and discussions with hundreds of clients, develops a model for employee engagement which includes five elements and twenty underlying factors (see Figure 2.2). These factors work together to build an "irresistible" organization.



Graphic: Deloitte University Press | DUPress.com

Source: “*Becoming irresistible: A new model for employee engagement*” (Bersin, 2015)

Figure 2.2 “The simply irresistible organization”

Instead of improving employee engagement, the aim is to build an irresistible organization, one that is held together through culture. At the bottom of the model, “a focus on simplicity” is emphasized. Simplicity may involve the removal of administrative overhead and bureaucratic overhead and/or simplification of work processes and environments (Bersin, 2015).

To become an irresistible organization, the first and most important thing is to define culture. Creating a culture of engagement involves five elements (Bersin, 2015):

1. Making work meaningful — Employees thrive when they have the necessary tools and autonomy to achieve goals. Moreover, they need to work in functions that fit their interest, temperaments and aptitudes. It is important that employees feel connected with his coworkers and having small, empowered teams allow them to know their teammates and make decisions faster. Finally,

employees need time to slack. It helps them to be spontaneous, creative and think out of box.

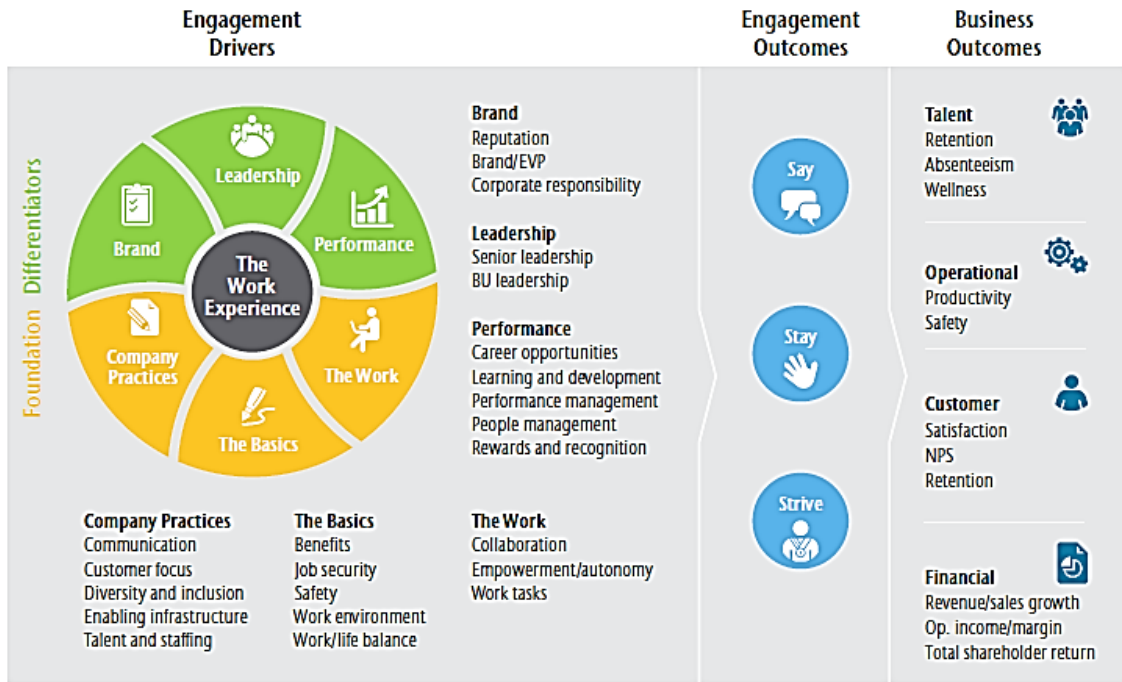
2. Fostering strong management — High-performing managers set simple, clear goals for their teams and revisit and discuss them regularly. Goals provide alignment, transparency and fulfillment. In addition, managers understand that while directions and supervisions are important practices, coaching and development are the most valuable roles that they play in management. They recognize people's strengths and put them in positions that leverage and build on these strengths. Coaching and development are applied to management teams as well. Investing in management development is essential to “building leaders, connecting leaders to each other and giving leaders the coaching they need.” Last but not least, managers need to simplify the performance evaluation process to ensure that the focus of performance management is not actual rating and ranking but coaching and development.
3. Encouraging a flexible, caring, friendly workplace — Employees today look for a flexible and supportive work environment that provides benefits and employee wellness programs such as in-house daycare, fitness center with exercise classes, free food and commute buses, just to name a few. Work-life balance is essential to employees and they want to ensure that work fit into their lives. Moreover, employees prefer open, flexible workplaces. Humanistic workplaces allow employees to work together or alone and give employees freedom to choose where they want to work on a given day depending on the tasks at hand or the way they feel on a given day whether it is in the office, at home or even in a restaurant or in a park. Beside flexibility in workplaces, nurturing a culture of recognition is important through social reward systems or regular thank-you activities that allow recognition to flow among co-workers,

managers, top leaders. The aim is to create “a general culture of appreciating everyone from top to bottom.”

4. Creating a lot of opportunities for growth — Employees need to know that there are ample opportunities for learning, developing and advancing in their chosen careers. The top leadership and management levels must build a culture of support and learning where employees are expected to grow and develop and are given the time to learn. Employees are also encouraged to try new roles, take on challenging assignments and move to different functions within the company.
5. Establishing mission, purpose and trust in leadership — Employees work with enthusiasm and passion when they feel excited about the vision and the purpose of the company. Leaders must have a strong sense of purpose and define company’s values that benefit all stakeholders. They constantly share their vision and communicate company’s values to inspire employees from top-down. More importantly, they need to act and align business strategies accordingly to gain trust and respect from employees.

2. Aon Hewitt Employee Engagement Model

A report done by Aon Hewitt (2014) identifies the engagement drivers along with engagement outcomes and business outcomes. According to the Aon Hewitt Employee Engagement Model (see Figure 2.3), the so-called “work experience indicators” have great influence on employee engagement and therefore they are recognized as the engagement drivers. This model exams three engagement outcomes called ‘Say’, ‘Stay’ and ‘Strive’. The business outcomes are assessed in the following aspects: talent, operational, customer and financial.



Source: "2014 Trends in Global Employee Engagement" (Aon Hewitt, 2014)

Figure 2.3 Aon Hewitt Employee Engagement Model

The work experience indicators are categorized into six elements. The first three elements — the work, the basics and company practices — are grouped under foundational elements. They are fundamental for any organization and the first step to a strong and sustainable business. The next three elements — brand, leadership and performance — are grouped under potential differentiators. These are key areas that differentiate ordinary companies from extraordinary companies. According to the study, best companies build positive and engaging culture that is marked by a strong brand, great leadership and solid performance orientation (Aon Hewitt, 2014).

This model measures engagement with three outcomes: 'Say', 'Stay' and 'Strive'. Employee engagement is assessed in the extent to which employees "say positive things about their organization, will want to stay and will strive to go above and beyond in their jobs". This study also found that businesses with higher engagement levels have better business performances as a result (Aon Hewitt, 2014).

Another report by Aon Hewitt (2015) shows that the top three core engagement drivers for overall engagement outcomes are “employee value proposition” (EVP), “company reputation” and “work fulfillment”. However, there are some other engagement drivers specific to each individual engagement outcome. For example, in the ‘Say’ engagement outcome, “diversity and inclusion” and “talent and staffing” are important. Employees are more likely to speak positively about the organization when they feel that the people they work with are great. They appreciate diverse, caring, friendly co-workers and they respect talented and competent teammates who make contributions to the team. In the ‘Stay’ engagement outcome, “career opportunities” and “rewards and recognition” are key motivators. Employees are more inclined to stay in a company where they see opportunities for advancement and they are recognized for their values and contributions. In the ‘Strive’ engagement outcome, “performance management” and “enabling infrastructure” are main engagement drivers. Employees exert discretionary effort when they are aligned with the organization’s goals and they are provided with necessary support and resources to accomplish their works.

3. The RESPECT Model

Marciano (2010) in his book, *Carrots and Sticks Don't Work : Build a Culture of Employee Engagement with the Principles of RESPECT*, presents another engagement model called the RESPECT Model. It is based on ‘respect’ as the central driving force for engagement with several specific factors using the word ‘respect’ as acronym. Marciano suggests the traditional ‘reward and punishment’ programs provide only short-term motivations because they have no true, long-lasting impact in changing attitudes and behaviors. The philosophies presented in this book underscore the importance of culture and leadership that nurture respect in the workplace. The underlying belief for this model is that when employees feel respect for their

organization, leaders, team members and work and are treated with respect, they engage and exert extra effort to achieve the goals of the organization. Seven critical engagement drivers, which determine how employees assess ‘respect’ and thereby influence their subsequent engagement, are identified in the RESPECT Model as in Table 2.3.

Table 2.3 The RESPECT Model

Engagement Drivers	Descriptions
R – Recognition	Employees feel acknowledged and appreciated for their contributions. Supervisors regularly recognize deserving team members and people are rewarded based on their work performance.
E – Empowerment	Supervisors provide employees with the tools, resources and training to succeed. Employees experience high levels of autonomy and are encouraged to take risks. Supervisors take the initiative to communicate with employees and ensure that they are equipped to succeed not fail.
S – Supportive feedback	Supervisors provide employees with timely, specific feedback in a supportive, sincere and constructive manner. Feedback is delivered for the purpose of reinforcement and improvement – never to embarrass or punish.
P – Partnering	Team members and management collaborate to achieve common goals. Employees view supervisors as advocates for their development and growth. Team members and departments actively communicate and share information with one another.
E – Expectation	Supervisors ensure that goals, objectives and business priorities are clearly established and communicated. Employees know precisely the standards by which their performance is evaluated and are held accountable for meeting their performance expectations.
C – Considerations	Supervisors, managers and team members demonstrate consideration, caring and thoughtfulness toward one another. Supervisors actively seek to understand employees’ opinions and concerns and are understanding and supportive when employees experience personal problems.
T – Trust	Supervisors demonstrate trust and confidence in employees’ skills and abilities. Employees trust that their supervisor will “do right” by them. Leaders keep their promises and commitments, and, thus, are trusted by employees.

Source: Adapted from “Respect Model” (Marciano, 2012)

2.2 Organizational Culture

An organization, like any individual, has its uniqueness. A distinct, unique organizational culture differentiates a company from others. Organizational culture is a topic that has raised much attention and interest. Many case studies of successful companies attribute the success to organizational culture. Culture is a word that could mean different things to different readers and so is organizational culture. The definitions of organizational culture vary and evolve through time. Many studies provide definitions, interpretations, categorizations, applications for organizational culture because it is considered one of the most important factors in the success of a company.

2.2.1 Concepts of Organizational Culture

Historically, there are numerous ways of defining organizational culture (Sun, 2008). One of the most complete and comprehensive studies on organizational culture is done by Edgar H. Schein (2004), a former professor at the MIT Sloan School of Management. According to Schein in his book, *Organizational Culture and Leadership*, the culture of a group can be defined as “a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.” Here the term ‘group’ refers to “social units of all sizes — including organizations and subunits of organizations” (Schein, 2004).

Levels of Culture

Organizational culture exists at three levels — (1) visible artifacts and observable behaviors, (2) espoused beliefs and values and (3) basic underlying assumptions. On the surface level, visible artifacts and observable behaviors include symbols, stories,

slogans, behaviors, dress, and physical settings. Espoused beliefs and values are stated values and rules of behaviors which may include strategies, goals and philosophies. Sometimes they “may only reflect rationalizations and aspirations.” Beneath the surface is the true essence of culture — the basic underlying assumptions. They are “difficult to discern because they exist at an unconscious level yet they provide the key to understanding why things happen the way they do” (Schein, 2004).

Dimensions of Culture

As an organization begins its formation and continues to develop, it faces two common issues: issues of external adaptation and issues of internal integration. In dealing with these issues, certain assumptions arise and persist. These issues ultimately lead to a set of assumptions that reflect more profound assumptions about conceptual general issues about what is true or real. A summarization of the three types of assumptions is listed below (Schein, 2004).

1. Assumptions about external adaptation issues:

- Mission and strategy
- Goals derived from mission
- Means to achieve goals (structure, systems, processes)
- Measurement of results
- Remedial and repair strategies

2. Assumptions about managing internal integration:

- Common language and conceptual categories
- Group boundaries and identity
- Power, authority and status
- Rules for relationships
- Rewards and punishments
- Ideology and religion

3. *Deeper cultural assumptions:*

- Nature of reality and truth
- Nature of time
- Nature of space
- Human nature
- Appropriate human activity
- Nature of human relationship

2.2.2 Organizational Culture's Impact on Employee Engagement

The discussions on the three employee engagement models presented in section 2.1.4 reveal the importance of organizational culture in driving employee engagement. Similarly, a study by Corporate Executive Board labels organizational culture as the most effective engagement lever (2004). A high-performance culture can positively influence employee engagement in the following ways (Rice, 2008):

- Provide significance and emotional bond
- Prevent bad business practices and unethical conducts
- Guide and inspire employee decision
- Encourage innovation, risk taking, and trust
- Support hiring for culture fit
- Attract and retain star performers
- Provide guidelines and strength amid times of vast change or crisis
- Align employees with diverse interests around shared goal.

High-performance cultures are created around the following three fundamentals (Rice, 2008):

- A clear, compelling corporate mission. A mission inspires employees, provides

meanings, guides business practices, results in customer loyalty, and leads to discretionary effort.

- Shared organizational values. Values and culture provide guidance to employees therefore they impact business practices and conducts as a company delivers its promises to customers and employees.
- Shared accountability. Employees are willing to take ownership of the organization's financial performance, work environment and cultural foundation. It is vital that all employees appreciate the center drivers of culture and provide support for sustaining them.

2.3 About IKEA

IKEA is a multinational furniture retailer designing and selling Scandinavian styled, well-designed, functional, ready-to-assemble furniture and home accessories. As of August 2015, there are 375 IKEA stores in over 47 countries with total sales exceeding EUR 33 billion and more than 884 million visitors in business year 2015 (Inter IKEA Systems B.V., 2015). The achievement of IKEA as the world's largest furniture retailer has aroused great attention and interest in its stories including its legendary founder, Ingvar Kamrad. He was a strong leader with visions and passions. He built the IKEA business and laid the foundation for IKEA culture.

2.3.1 History and Development of IKEA

The name of IKEA is an acronym that is made of by the initials of the founder's name (Ingvar Kamrad), the farm where he grew up (Elmtaryd) and his hometown in Småland in south Sweden (Agunnaryd). IKEA was founded in 1943. It started out as a mail-order business selling stationery and other products. It began to sell furniture as a complement to the general merchandise five years later. The furniture business was a

big success and therefore Ingvar Kamprad tried other innovative solutions, for example, furniture design, self-assembly and marketing. IKEA's first store was opened in 1958 in Älmhult, Småland. It started its expansion outside Sweden in the 1960s in nearby countries, Norway and Denmark and spread to other parts of Europe in 1970s (Inter IKEA Group).

The success and rapid growth of IKEA in 1980s made Ingvar Kamprad realize that if IKEA were to continue international expansion and provide a consistent brand experience to customers, a system must be devised and implemented to support the unique and fast growing business. The answer was to separate the retail operation from the IKEA brand and concept. Kamprad adopted a franchise system where he could have retail operation and concept in different business groups. IKEA business model was further developed and conceptualized into what today has become the IKEA Concept. In 1983, Inter IKEA Systems B.V. was established in the Netherlands. It is the owner of the IKEA Concept and the worldwide IKEA franchisor (Inter IKEA Group).

The IKEA Concept is the foundation for IKEA's business model and guides everything from furniture designs to culture. The IKEA Concept comprises (Inter IKEA Systems B.V., 2003-2015):

- IKEA product range
- IKEA symbols
- IKEA stores
- IKEA culture and values
- IKEA Concept Center

IKEA's international expansion is still underway. As of August 2015, IKEA has 375 stores worldwide. Table 2.4 illustrates the number of stores in different regions of the world. More facts and figures about IKEA are summarized in Table 2.5.

Table 2.4 Number of IKEA Stores Worldwide as of August 2015

Region	Number of IKEA Stores
Europe	262
North America	52
Asia	40
Middle East	12
Australia	8
Caribbean	1

Source: Adapted from “IKEA 2015 Worldwide Facts & Figures” (Inter IKEA Systems B.V., 2015)

Table 2.5 IKEA Facts and Figures as of August 2015

Fact	Figure
Number of stores worldwide	375
Number of IKEA co-workers	172,000
Number of IKEA website visits	1.9 billion
Number of IKEA store visits	884 million
IKEA retail sales revenue	EUR 33.8 billion
IKEA retail space	11 million m ²

Source: Adapted from “IKEA 2015 Worldwide Facts & Figures” (Inter IKEA Systems B.V., 2015)

2.3.2 Organizational Culture of IKEA

The formation of organizational culture at IKEA began with its founder Ingvar Kamprad. He was a strong leader with visions, enthusiasm and good business sense. He was dedicated to sharing his values and passions with his employees and leading by good examples. He recognized the importance of culture for the longevity and sustainability of the business as he said, “Maintaining a strong IKEA culture is one of the most crucial factors behind the continued success of the IKEA Concept”. On the IKEA website, its webpage “Our Heritage” describes the culture of IKEA and begins with the following passage (Inter IKEA Group):

The values and culture of Inter IKEA Group reflect the entrepreneurial spirit of our founder Ingvar Kamprad. Our values have its roots in the Småland region of

Sweden, where Ingvar Kamprad was born and grew up. It is a stony and rather rugged landscape where the inhabitants often were forced to get by on small means and make use of the scarce resources at their disposal. Smålanders have a reputation for being thrifty and innovative with a straightforward, no-nonsense approach to problem-solving in general and to business challenges in particular.

This ‘Småland legacy’ is built into the IKEA culture and values, all over the world. In the practical business world of today this means that IKEA values encourage a constant desire for renewal and a willingness to make changes, as well as a cost-conscious mindset applied in all areas of operations. They also imply a willingness to try solutions other than the conventional ones and daring to be different while maintaining practical connections with the day-to-day activities. Humbleness in approaching our task and simplicity in our way of doing things are also cornerstones in the IKEA culture.

The growth and international expansion prompted Kamprad to put IKEA spirit and values in writing. In 1976, Kamprad published “The Testament of a Furniture Dealer” in which the vision and values of IKEA are asserted. The opening line of the booklet “To create a better everyday life for the many people” is a vision that has inspired employees and non-employees alike and it continues by stating, “by offering a wide range of well-designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them” (Kamprad, 1976). This statement has since become the cornerstone of IKEA’s business strategies and practices. The booklet also contains nine aspects that underline the important values and desirable behaviors that are admired and respected and also the spirit that is to permeate in the organization.

The nine aspects in “The Testament of a Furniture Dealer” are listed below (Kamprad, 1976):

1. The product range — our identity
2. The IKEA spirit — a strong and living reality
3. Profit gives us resources

4. Reaching good results with small means
5. Simplicity is a virtue
6. Doing it a different way
7. Concentration — important to our success
8. Taking responsibility — a privilege
9. Most things still remain to be done. A glorious future!

With the help of “The Testament of a Furniture Dealer” IKEA achieved to retain much of its unique culture, even as it expanded into different countries. In 1996, Ingvar Kamrad published another booklet called “A Little IKEA Dictionary”. In this document, he elaborates on words that are deemed to be “an important part of the IKEA heritage” (Kamrad, 1996). The purpose of this document was to avoid misunderstandings among employees, and to furthermore shape the IKEA spirit. The words included in “A Little IKEA Dictionary” are:

- Humbleness
- Will-power
- Simplicity
- The many people
- Making do
- Experience
- Doing it a different way
- Never say never
- Fear of making mistakes
- Status
- ... the IKEA Way
- Bureaucracy

- Honesty
- Common sense
- Cost-consciousness
- Accepting and delegating responsibility
- Facing up to reality
- Togetherness and enthusiasm

2.3.3 IKEA Taichung Store

IKEA entered the Taiwan market in 1994 and opened its first store in Taipei City. Currently there are five IKEA stores in Taiwan, operated by Dairy Farm International Holdings, Ltd., a franchisee of IKEA in Hong Kong, Taiwan and Indonesia (Dairy Farm Group, 2015). IKEA Taichung store opened in September 2013 and is currently the largest store in Taiwan. It is located in the Nantun District of Taichung City, the most populated area in the southwest part of Taichung since 1990. IKEA Taichung store has market coverage of 685,000 families, amounting to a market value of NT\$4.6 billion. As of October 2015, there are 266 employees in IKEA Taichung store including 129 full-time employees and 137 part-time employees.

2.3.4 Frontline Employees of IKEA Taichung Store

At IKEA, employees are recruited largely based on values. The recruitment process includes questionnaire asking about job applicants' values and beliefs. Employee training programs at IKEA Taichung store include 2-day store induction (2 sessions monthly), buddy program, meet & greet customer the IKEA Way, functional trainings in operation. Constant communications of culture and values to employees is also important at IKEA. The following passage cites an interview with Peter Agnefjall, CEO of IKEA, in which he explains the recruitment and people development processes that are adopted at IKEA (Brzezinski, 2013):

“We need to work actively with our values and culture to keep them alive. Today, this is integrated in the way we recruit and work with people development. We actively seek people who share our values and recruit on values first and second on competence. For our leaders there is constant follow up regarding culture and values and we measure how well they communicate the values. Culture and values are also an integrated part of our development and performance talks for all managers and co-workers.”

Ekmekci (2009) defined frontline employees as those employees who have direct contact with customers. For the purpose of this study, frontline employees are employees who work in the department of Customer Relations. The frontline employees of IKEA are called Customer Relations Specialists. Their responsibilities include information desk, children’s play areas, checkouts, exchange areas, returns, contact centers. They help customers find answers and prevent and solve problems that customers may encounter. They need to be helpful, friendly and knowledgeable to be able to provide excellent customer experience and gain customer trust. As of February 2016, there are 24 full-time employees and 36 part-time employees, adding up to 60 employees in total, in the department of Customer Relations.

CHAPTER 3. METHODOLOGY

The research study uses a quantitative approach to analyze the role of having a clearly articulated and lived organizational culture in building employee engagement. This paper addresses these specific questions: “What are frontline employees’ perceptions of organizational culture and levels of employee engagement?” and “How does organizational culture influence employee engagement?”

3.1 Research Design

This study intends to examine the relationship between organizational culture and employee engagement among frontline employees. The target population of this study is frontline employees and considering the author’s accessibility to information, IKEA Taichung store is chosen to be the subject of study in this research. After establishing the research topic and doing literature review, the author decides to employ a quantitative approach. In answering the above-mentioned questions, a questionnaire is designed to have two parts. The first part consists of culture-focused statements to explore employees’ sense of workplace culture and the second part includes employee engagement-related statements to rate engagement levels of the employees. The statements regarding organizational culture are based on the “Core Beliefs and Culture: Chairman's Survey Findings” by Deloitte (2012). These statements ask for employees’ opinions related to culture in the workplace. The statements on assessing employee engagement come from the Utrecht Work Engagement Scale (UWES) developed by Schaufeli and Bakker (2004). The UWES has been proven for its reliability and validity. Since the majority of the participants in this research survey have higher language proficiency in Chinese than in English, the original questionnaire (see Appendix A & B) is translated truthfully into Chinese for the survey participants (see Appendix C & D).

3.2 Research Instruments

There are two survey instruments used in this research paper. The first instrument is the culture-focused survey in “Core Beliefs and Culture: Chairman's Survey Findings” by Deloitte (2012). It consists of 5 ‘agree/disagree’ culture-related statements that evaluate organizational culture on the scale of 1 to 5. The second instrument is the “Utrecht Work Engagement Scale” by Schaufeli and Bakker (2004). It measures the level of employee engagement on the scale of 0 to 6.

3.2.1 Deloitte Core Beliefs and Culture Survey

Organizational culture is determined by a set of underlying assumptions shared by the members of the organization. These shared underlying assumptions are the core beliefs and together they give an organization a distinct personality, or culture. Communications of these core beliefs and alignment of culture are important to any organization because they establish a strong organizational culture that bonds and aligns the members of the organization. The Deloitte Core Beliefs and Culture survey done in 2012 has five culture-focused statements. The participants can pick one of the five fixed-choices that best suit their opinions about the statements. The survey uses a five-point Likert scale to measure how strongly participants agree or disagree with the statements. The points on the scale will be used to compute the ‘culture score’ of each participant, ranging from 1 to 5. Table 3.1 lists the five fixed-choices for culture-focused statements and its associated ‘culture score’.

Table 3.1 Fixed-Choice for Culture-Focused Survey & Associated Culture Score

Fixed-Choice for Culture Focused Survey	Culture Score
Strongly agree	5
Agree	4
Neither agree nor disagree	3
Disagree	2
Strongly disagree	1

3.2.2 Utrecht Work Engagement Scale (UWES)

The Utrecht Work Engagement Scale (UWES) measures the level of an employee's work engagement. Schaufeli and Bakker (2004) define work engagement as “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. Rather than a momentary and specific state, engagement refers to a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior.”

The UWES identifies and measures three constituting aspects or dimensions of work engagement: vigor, dedication, and absorption. According to Schaufeli and Bakker (2004), these three dimensions are described as follows:

“Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties. Dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge. Absorption is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work.”

The UWES uses a seven-point Likert scale to describe how frequently participants experience work engagement. Participants select a number on each statement ranging from zero (0, never) to six (6, always) to describe their work experience. Each statement is associated to one of the three dimensions of work engagement: vigor, dedication and absorption. Dr. Wilmar Schaufeli grants researchers permission to use the UWES in exchange for the data collected from their studies (see Appendix E).

Several research studies report that the UWES is the most widely used instrument to measure work engagement on an international basis and serves as a valid and reliable test instrument (Bakker et al., 2008; Schaufeli & Bakker, 2004; Seppala et al., 2009).

These studies focus on a wide variety of work groups, organizations and nationalities. The UWES is appropriate for the population being studied since the instrument provides valid and reliable data as engagement scores for employees. The UWES Cronbach's α for each of the UWES versions are located in Table 3.2 and "are well above the criterion of .60 that is recommended for newly developed instruments" (Schaufeli & Bakker, 2004). UWES-9, UWES-15 and UWES-17 represent the Utrecht Work Engagement Scale consisting of 9 items, 15 items and 17 items respectively. This research employs UWES-15, consisting of 15 statements, to assess work engagement levels of the participants.

Table 3.2 Cronbach's α of Utrecht Work Engagement Scale

	UWES-9 (N=9,679)			UWES-15 (N=9,679)			UWES-17 (N=2,313)		
	Total	Md	Range	Total	Md	Range	Total	Md	Range
Vigor	0.84	0.84	.75 - .91	0.86	0.86	.81 - .90	0.83	0.86	.81 - .90
Dedication	0.89	0.89	.83 - .93	0.92	0.91	.88 - .95	0.92	0.92	.88 - .95
Absorption	0.79	0.79	.70 - .84	0.82	0.81	.75 - .87	0.82	0.8	.79 - .88

Source: Adapted from "Utrecht Work Engagement Scale: Preliminary Manual" (Schaufeli & Bakker, 2004)

The Chinese version of UWES has also been proven reliable and valid according to a research study done by Zhang and Gan (2005). It shows that the results of the Confirmatory Factor Analysis confirm the hypothesized three-factor model of work engagement, consisting of vigor, dedication and absorption. All of the three sub-scales show acceptable internal consistencies.

3.3 Sampling

As indicated, the subject of case study is the frontline employees at IKEA Taichung store. The frontline employees are defined as those workers who have direct contact with customers which include staff from the department of Customer Relations. To ensure the results yield validity and reliability, the participants of the study must have worked in the same function at IKEA Taichung Store for over six months at the time of survey. Since the ratio of full-time to part-time employees is about two to three at IKEA Taichung store, it is important to include both employee types in the survey: full-time frontline employees and part-time frontline employees. This study adopts convenient sampling. A list of full-time frontline employees and part-time frontline employees, who fit the criteria, is compiled. A sample of 20 full-time employees and 30 part-time employees is chosen from the list. In the case that the selected employees decline to participate in the survey, an alternative employee is chosen from the list.

3.4 Data Collection

Each questionnaire requires approximately 10 minutes to complete. Any personal information revealed in the questionnaires is destroyed after data is retrieved. The purpose of the survey and the instruction for completion are specified in the questionnaire and are also explained orally to each participant before the questionnaire is given.

CHAPTER 4. RESULTS AND ANALYSIS

This chapter presents the data collected from the questionnaires and the results of analysis. The intention is to answer the two important questions in this research: “What are frontline employees’ perceptions of organizational culture and levels of employee engagement?” and “How does organizational culture influence employee engagement?”

The survey is conducted in the form of questionnaires. Of the 50 questionnaires handed out, 50 were collected. Of all the 50 participants, 20 were full-time frontline employees and 30 were part-time frontline employees. All of the questionnaires are valid and suitable for data analysis.

4.1 Organizational Culture Analysis

The first part of the survey questionnaire is designed to learn about employees’ perceptions of their workplace culture. Table 4.1 lists the five culture-focused statements in the research questionnaire, denoted by C1 to C5.

Table 4.1 Culture-Focused Statements in the Questionnaire

No.	Culture-Focused Statement
C1	My company has a distinct culture.
C2	I can clearly explain my company’s culture to my friends and family.
C3	My boss speaks to me often about our company’s culture.
C4	Senior leadership regularly communicates my company’s core values and beliefs.
C5	Senior leadership acts in accordance with the company’s core values and beliefs.

Source: Adapted from “Deloitte Core Beliefs and Culture Survey: Chairman’s Survey Findings” (Deloitte Development LLC., 2012)

Table 4.2, Table 4.3 and Table 4.4 show the percentage of frontline employees for each fixed-choice in the culture-focused statements of the questionnaire. Figure 4.1 shows the percentage of all frontline employees who ‘strongly agree’ or ‘agree’ with the

questionnaire statements. As shown in the histogram, a remarkably higher percentage of full-time frontline employees say that their organization has a clearly articulated and lived culture when compared to part-time frontline employees.

Table 4.2 Survey Results for Culture-Focused Statements for All Frontline Employees (Sample Size N=50)

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
C1	60%	32%	6%	2%	0%
C2	30%	46%	14%	6%	4%
C3	26%	48%	10%	12%	4%
C4	28%	40%	16%	14%	2%
C5	14%	52%	26%	8%	0%

Table 4.3 Survey Results for Culture-Focused Statements for Full-time Frontline Employees (Sample Size N=20)

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
C1	85%	15%	0%	0%	0%
C2	55%	40%	5%	0%	0%
C3	45%	40%	5%	10%	0%
C4	40%	45%	10%	5%	0%
C5	15%	60%	20%	5%	0%

Table 4.4 Survey Results for Culture-Focused Statements for Part-time Frontline Employees (Sample Size N=30)

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
C1	43%	43%	10%	3%	0%
C2	13%	50%	20%	10%	7%
C3	13%	53%	13%	13%	7%
C4	20%	37%	20%	20%	3%
C5	13%	47%	30%	10%	0%

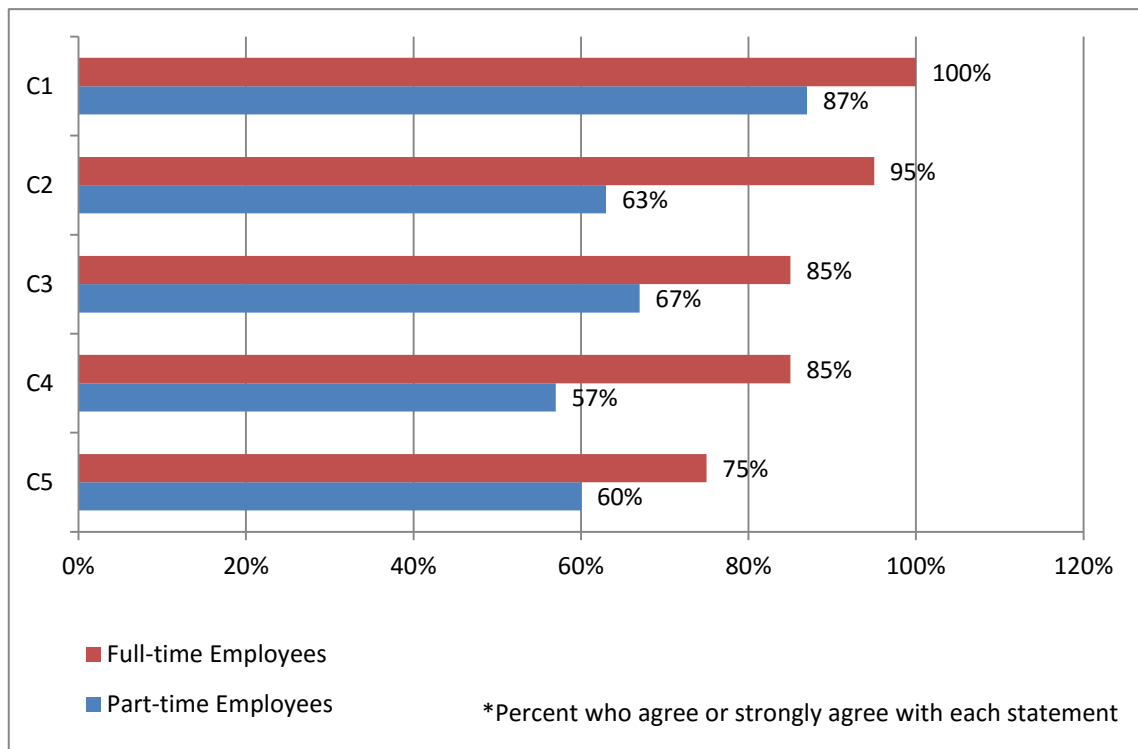


Figure 4.1 Frontline Employees' Perceptions of Organizational Culture

A culture score is also computed for each participant using the five-point Likert scale on the scale of 1 to 5, '1' being 'strongly disagree' and '5' being 'strongly agree'. To test the significance of difference in the culture score between full-time and part-time frontline employees, a Welch's t-test is done and the result is shown in Table 4.5. The p-value is below the significance level of 0.01 and therefore, the null hypothesis is rejected. There is overwhelming evidence to infer a highly significant difference between the culture score of the full-time and that of the part-time frontline employees.

Table 4.5 Result of t-test: Culture Score for Full-time and Part-time Employees

	Full-time (N=20)	Part-time (N=30)
Mean	4.32	3.69
Standard Deviation	0.58	0.87
Hypothesized Mean Difference	0	
df	48	
t	3.04	
p (two-tail)	$3.78 \times 10^{-3**}$	

*p < 0.05 **p < 0.01

4.2 Employee Engagement Analysis

The survey questionnaire regarding employee engagement is based on the Utrecht Work Engagement Scale (UWES). Table 4.6 lists the fifteen statements in the questionnaire with V, D and A being indices for vigor, dedication and absorption, respectively. The results of the survey for UWES-15 are compiled in Table 4.7.

The Welch's t-tests are performed on the UWES score of the full-time employees and that of the part-time employees to test whether there is difference between the means of the two sample data. The t-test results are compiled in Table 4.8. As illustrated, all the p-values for individual dimensions and overall are much smaller than the significance level of 0.01; therefore, the null hypothesis that the means of the two populations are equal is rejected. The UWES score of full-time employees and that of part-time employees can be said to be significantly different.

Table 4.6 Utrecht Work Engagement Scale-15 (UWES-15) Statements

No.	Dimension	Statement
1	V	At my work, I feel bursting with energy.
2	D	I find the work that I do full of meaning and purpose.
3	A	Time flies when I'm working.
4	V	At my job, I feel strong and vigorous.
5	D	I am enthusiastic about my job.
6	A	When I am working, I forget everything else around me.
7	D	My job inspires me.
8	V	When I get up in the morning, I feel like going to work.
9	A	I feel happy when I am working intensely.
10	D	I am proud of the work that I do.
11	A	I am immersed in my work.
12	V	I can continue working for very long periods at a time.
13	D	To me, my job is challenging.
14	A	I get carried away when I'm working.
15	V	At my job, I am very resilient, mentally.

Source: Adapted from "Utrecht Work Engagement Scale: Preliminary Manual" (Schaufeli & Bakker, 2004)

Table 4.7 The UWES-15 Survey Results: Mean (M), Standard Deviation (SD) and Sample Size (N) of the UWES Dimensions and the Total Score

	All Employees (N=50)		Full-time Employees (N=20)		Part-time Employees (N=30)	
	M	SD	M	SD	M	SD
Vigor	4.05	1.06	4.59	0.80	3.69	1.07
Dedication	4.09	1.05	4.64	0.81	3.72	1.04
Absorption	3.92	1.00	4.51	0.74	3.52	0.96
Total	4.02	1.00	4.58	0.75	3.64	0.97

Table 4.8 Result of t-test: UWES Score for Full-time and Part-time Employees

	Full-time Employees vs. Part-time Employees		
	t	df	p (two-tail)
Vigor	3.39	47	1.44x10 ^{-3**}
Dedication	3.49	47	1.07x10 ^{-3**}
Absorption	4.11	47	1.60x10 ^{-4**}
Total	3.82	47	3.86x10 ^{-4**}

*p < 0.05 **p < 0.01

The Welch's t-tests are also performed to see if there is any significant difference between the UWES score collected for this survey and the database score from the UWES Manual (Schaufeli & Bakker, 2004). Table 4.9 shows the database score from the UWES Manual for UWES-15. Table 4.10 shows the results of the t-tests.

Table 4.9 Database: Mean (M), Standard Error (SE) and Standard Deviation (SD) of the UWES-15 Dimensional Score and the Total Score (Sample Size N=9,679)

	M	SE	SD
Vigor	3.99	0.01	1.11
Dedication	3.91	0.01	1.31
Absorption	3.59	0.01	1.18
Total	3.82	0.01	1.10

Source: Adapted from "Utrecht Work Engagement Scale: Preliminary Manual" (Schaufeli & Bakker, 2004)

Table 4.10 Result of t-test: t-value (t), df (degree of freedom) and p-value (p) for Sample UWES Score vs. Database Score

	All Employees vs. Database			Full-time Employees vs. Database			Part-time Employees vs. Database		
	t	df	p	t	df	p	t	df	p
Vigor	0.41	50	0.68	3.35	19	$3.34 \times 10^{-3} **$	-1.51	29	0.14
Dedication	1.19	50	0.24	4.00	19	$7.71 \times 10^{-4} **$	-0.99	29	0.33
Absorption	2.30	50	0.03*	5.54	19	$2.43 \times 10^{-5} **$	-0.40	29	0.69
Total	1.41	50	0.17	4.50	19	$2.45 \times 10^{-4} **$	-0.99	29	0.33

*p < 0.05 **p < 0.01

The t-tests in Table 4.10 reveal the following statistical inferences:

- There is no significant difference between the UWES score of all frontline employees and the database score, except for the ‘absorption’ dimension.
- There is highly significant difference between the UWES score of the full-time frontline employees and the database score.
- There is no significant difference between the UWES score of the part-time frontline employees and the database score.

4.3 Engagement vs. Culture Analysis

To investigate the relationship between employee engagement and organizational culture among frontline employees, this paper first presents the average UWES score of all frontline employees as to how strongly they agree or disagree with each of the culture-focused statements. A t-test analysis is then conducted to determine if there is significant difference between the UWES score of those who have strong, positive perception of their organizational culture and those who do not. Correlation analysis, simple linear regression analysis and multiple linear regression analysis are then employed to determine whether there is a linear relationship between organizational

culture and employee engagement and to determine the influence of employee status — full-time or part-time — has on employee engagement.

4.3.1 Results of Employee Engagement vs. Organizational Culture

Table 4.11 is compiled to show the average UWES score of all frontline employees for each of the fixed-choices in the culture-focused statements. Figure 4.2 represents the results in Table 4.11 and shows a decline in UWES score as the perception of organizational culture weakens. To further compare the score of those who think positively of their organizational culture with those who do not, Table 4.12 shows the average UWES score of those who choose ‘strongly agree’ or ‘agree’ and that of those who choose ‘neither agree nor disagree’, ‘disagree’ or ‘strongly disagree’, for each of the culture-focused statements. Welch’s t-tests are performed on the two sets of score and return p-values that are well below significance level of 0.01 as shown in Table 4.13. The t-test results infer the significance of difference between the two sets of score. From the analysis, it is evident that frontline employees’ engagement is significantly different for those speak positively about their organizational culture and those who do not. Further analysis using correlation and regression is therefore required to examine the influence of organizational culture on employee engagement.

Table 4.11 UWES Score vs. Perception of Organizational Culture

Culture-Focused Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
C1	4.48	3.66	2.11	1.80	N/A
C2	4.75	4.23	3.19	2.11	1.83
C3	4.69	4.27	3.53	2.67	1.97
C4	4.80	4.19	3.84	2.47	1.87
C5	4.74	4.33	3.57	2.17	N/A

N/A: No available data

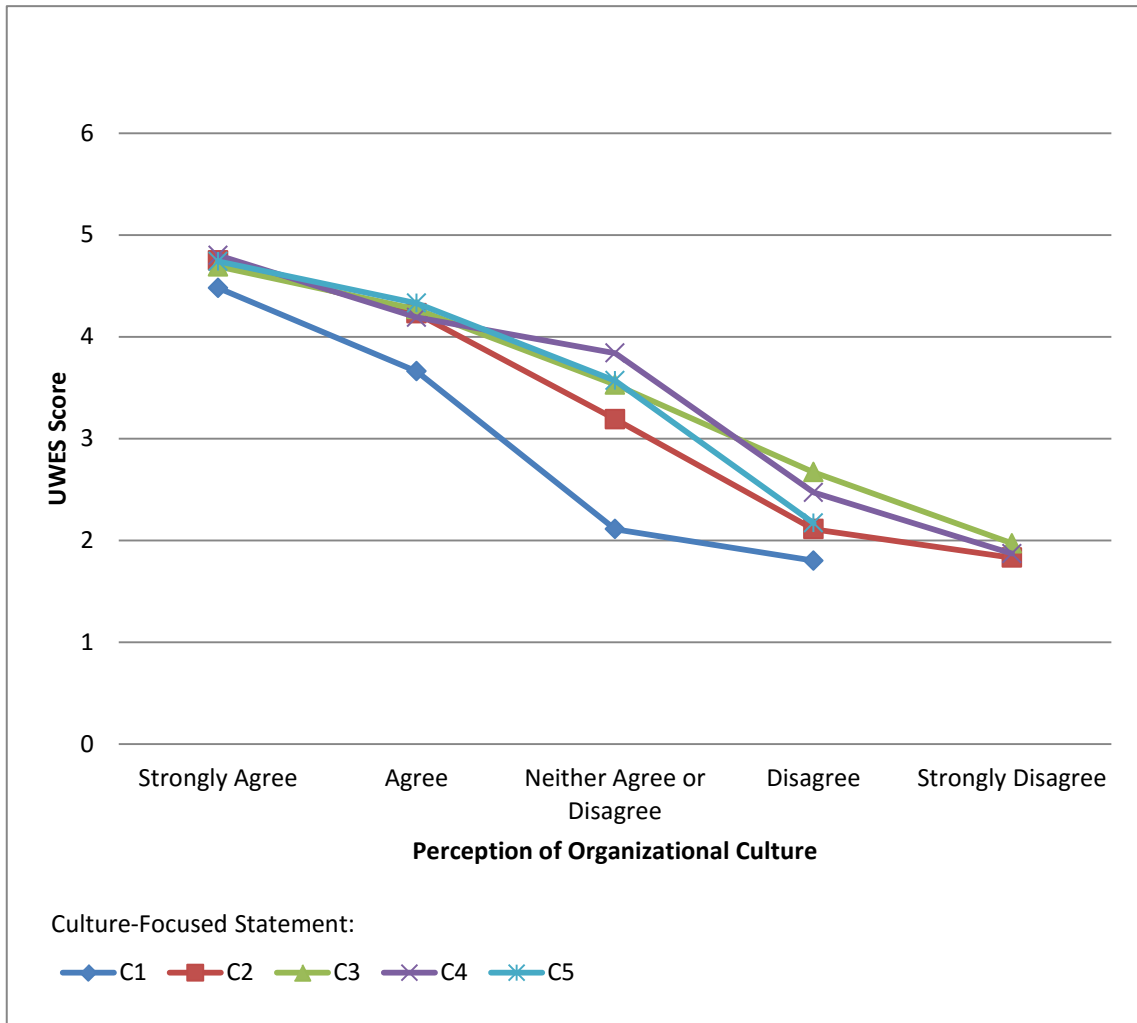


Figure 4.2 UWES Score vs. Perception of Organizational Culture

Table 4.12 Mean (M), Standard Deviation (SD) and Sample Size (N) of UWES Score vs. Perception of Organizational Culture

Culture-Focused Statement	<ul style="list-style-type: none"> • Strong agree • Agree 			<ul style="list-style-type: none"> • Neither agree nor disagree • Disagree • Strongly disagree 		
	M	SD	N	M	SD	N
C1	4.19	0.84	46	2.03	0.17	4
C2	4.44	0.66	38	2.69	0.65	12
C3	4.41	0.71	37	2.89	0.83	13
C4	4.44	0.71	34	3.12	0.93	16
C5	4.42	0.75	33	3.24	0.97	17

Table 4.13 Result of t-test: t-value (t), df (degree of freedom) and p-value (p) for UWES Score vs. Perception of Organizational Culture

Culture-Focused Statement	t	df	p
C1	14.48	23	$4.81 \times 10^{-13}^{**}$
C2	8.03	19	$1.57 \times 10^{-7}^{**}$
C3	5.92	19	$1.06 \times 10^{-5}^{**}$
C4	5.07	24	$3.48 \times 10^{-5}^{**}$
C5	4.37	26	$1.78 \times 10^{-4}^{**}$

*p < 0.05 **p < 0.01

4.3.2 Correlation Analysis of Organizational Culture and Employee Engagement

Correlation analysis is adopted to measure the strength of association between the two variables in our research — organizational culture and employee engagement. The analysis is done for data obtained from all frontline employees, full-time frontline employees and part-time frontline employees, and the results are shown in Table 4.14. The correlation coefficient is interpreted according to Cohen’s (1988) guidelines. Cohen’s standard, as in Table 4.15, is adopted here to determine the strength of the relationship, or the effect size.

Table 4.14 Result of Correlation Analysis of Organizational Culture & Employee Engagement

Correlation Coefficient		
All Employees	Full-time Employees	Part-time Employees
0.85**	0.83**	0.82**

*p < 0.05 **p < 0.01

Table 4.15 Cohen’s Standard in Correlation Coefficient

Correlation Coefficient	Effect Size
0.1 ~ 0.29	Small
0.3 ~ 0.49	Medium
≥ 0.5	Large

As shown in Table 4.14, the two variables, organizational culture and employee engagement, are significantly correlated ($p < 0.01$) and the values of correlation coefficient for all, full-time and part-time frontline employees are 0.85, 0.83 and 0.82, respectively. The values of correlation coefficient are positive and would be considered large effect size, which indicates a large or strong positive association between organizational culture and employee engagement. This means that frontline employees with strong and positive perception of their organizational culture have a higher level of employee engagement when compared with those who have weak and negative perception of their organizational culture.

4.3.3 Simple Regression Analysis of Organizational Culture on Employee Engagement

In this section, a simple regression analysis of organizational culture and employee engagement is conducted to further assess the degree of influence organizational culture has on employee engagement. This process gives an accurate indication of the percentage of variance in employee engagement explained by organizational culture. The result of regression analysis using Excel with organizational culture as the independent variable and employee engagement as the dependent variable is shown in Table 4.16. The regression analysis gives R^2 as 0.72. This indicates that 72% of the variance in employee engagement can be explained by variance in organizational culture. There is overwhelming evidence to infer that a linear relationship exists between employee engagement and organizational culture ($F=124.77$, $p < 0.01$). As expected, the more positive an employee is in the perception of his/her organizational culture, the more likely that he/she is engaged at work. It gives a very strong indication that organizational culture is a good predictor of employee engagement.

Table 4.16 Result of Simple Regression Analysis of Organizational Culture on Employee Engagement

<i>Regression Statistics</i>					
Multiple R			0.85		
R Square			0.72		
Adjusted R Square			0.72		
Standard Error			0.53		
Observations			50		

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>p-value</i>
Regression	1	35.14	35.14	124.77	5.98 x 10 ⁻¹⁵ **
Residual	48	13.52	0.28		
Total	49	48.66			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>p-value</i>
Intercept	-0.034	0.37	-0.09	0.93
Culture Score	1.03	0.09	11.17	5.98 x 10 ⁻¹⁵ **

*p < 0.05 **p < 0.01

4.3.4 Multiple Regression Analysis of Organizational Culture and Employee Status on Employee Engagement

To further assess the relationship of employee engagement and employee status along with organizational culture, a multiple regression model is adopted where employee engagement is the dependent variable and organizational culture and employee status are the independent variables. The employee status is represented with a '1' for a full-time frontline employee and a '0' for a part-time frontline employee. The multiple regression analysis result is shown in Table 4.17. The R² produced in the analysis is 0.75, indicating that 75% of the variance in employee engagement can be explained by variance in organizational culture and employee status. The analysis also reveals that the model is valid and organizational culture and employee status together

have statistically significant influence on employee engagement ($F = 69.24, p < 0.01$). The coefficient tests show that the p-value for organizational culture is below 1% significance level and p-value for employee status is below 5% significance level; therefore, there is strong evidence to infer that each of the variables, organizational culture and employee status, is statistically significant. This result indicates that while organizational culture is an accurate predictor of employee engagement, employee status has significant influence on employee engagement as well.

Table 4.17 Result of Multiple Regression Analysis of Organizational Culture and Employee Status on Employee Engagement

<i>Regression Statistics</i>					
Multiple R		0.86			
R Square		0.75			
Adjusted R Square		0.74			
Standard Error		0.51			
Observations		50			

<i>ANOVA</i>					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>p-value</i>
Regression	2	36.33	18.16	69.24	$9.75 \times 10^{-15}^{**}$
Residual	47	12.33	0.26		
Total	49	48.66			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>p-value</i>
Intercept	0.13	0.37	0.36	0.72
Culture Score	0.95	0.10	9.92	$4.12 \times 10^{-13}^{**}$
Employee Status	0.34	0.16	2.13	0.04*

* $p < 0.05$ ** $p < 0.01$

4.3.5 Multiple Regression Analysis of Organizational Culture, Employee Status and Interaction Effect on Employee Engagement

To take the analysis further, another variable is added to the previous model to include the ‘interaction effect’ of organizational culture and employee status. This analysis intends to examine whether there is difference between full-time and part-time frontline employees in the degree of enhancement in employee engagement as the perception of organizational culture improves. In other words, is there difference between full-time and part-time frontline employees in the rate of increase in the ‘UWES score’ with respect to the ‘culture score’? The result of the analysis is shown in Table 4.18.

Table 4.18 Result of Multiple Regression Analysis of Organizational Culture, Employee Status and Interaction Effect on Employee Engagement

<i>Regression Statistics</i>					
Multiple R		0.87			
R Square		0.75			
Adjusted R Square		0.73			
Standard Error		0.52			
Observations		50			

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>p-value</i>
Regression	3	36.45	12.15	45.77	7.41 x 10 ⁻¹⁴ **
Residual	46	12.21	0.27		
Total	49	48.66			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>p-value</i>
Intercept	0.26	0.42	0.63	0.53
Culture Score	0.92	0.11	8.36	8.64 x 10 ⁻¹¹ **
Employee Status	-0.31	0.98	-0.32	0.75
Interaction Effect	0.16	0.23	0.67	0.51

*p < 0.05 **p < 0.01

The R^2 in this regression analysis is 0.75, indicating that 75% of the variance in employee engagement can be explained by organizational culture, employee status and interaction effect. The result indicates that the model is valid and organizational culture, employee status and interaction effect together have statistically significant influence on employee engagement ($F = 45.77$, $p < 0.01$). The coefficient test for organizational culture shows that the p-value is well below 1%, which means that organizational culture is once again an accurate predictor of employee engagement. It should be noted that with the addition of the interaction effect, the coefficient for employee status has changed and is not significant. It reflects the fact that it now has different meaning. In this model, the coefficient for employee status tests whether a full-time employee and a part-time employee who both have '0' culture score significantly differ in their engagement level. The result shows that there is no significant difference. Since it is not possible to have a culture score of 0, it is meaningless to interpret the result. But, at higher culture score, the difference between full-time and part-time may be significant.

To make the interpretation of the result easier and more meaningful, a multiple regression with centering methodology can be used (Williams, 2015) where the variable is centered on its mean. In view of that, another multiple regression analysis with centering is conducted where the variable 'organizational culture' is centered on mean culture score which is 3.94. Table 4.19 shows the multiple regression analysis with centering. Comparing the results of multiple regression analysis with centering (see Table 4.19) and without centering (see Table 4.18), there is a change in the coefficient of the variable 'employee status'. The p-value for employee status is 0.75 in the analysis without centering while the p-value is 0.08 in the case of centering. Although there is no statistical significance in both cases, the p-value drops considerably in the centering model. It suggests that by adding the interaction effect in the regression model, the coefficient for the variable 'employee status' is not significant and is no longer of interest and concern in the analysis.

Table 4.19 Result of Multiple Regression Analysis of Organizational Culture, Employee Status and Interaction Effect on Employee Engagement with Centering

<i>Regression Statistics</i>					
Multiple R		0.87			
R Square		0.75			
Adjusted R Square		0.73			
Standard Error		0.52			
Observations		50			

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>p-value</i>
Regression	3	36.45	12.15	45.77	7.41 x 10 ^{-14**}
Residual	46	12.21	0.27		
Total	49	48.66			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>p-value</i>
Intercept	3.87	0.10	39.54	3.68 x 10 ⁻³⁷
Centered Culture Score	0.92	0.11	8.36	8.64 x 10 ^{-11**}
Employee Status	0.30	0.17	1.79	0.08
Interaction Effect	0.16	0.23	0.67	0.51

*p < 0.05 **p < 0.01

The coefficient test for the interaction effect in this regression model gives a p-value of 0.51. It therefore suggests that there is no evidence that the degree of influence that organizational culture has on employee engagement is different between full-time and part-time frontline employees.

To further determine the significance of employee status and interaction effect in the regression model, a partial-F test is performed. The full model includes all three variables — organizational culture, employee status and interaction effect. The reduced model is the simple linear regression model that is discussed in section 4.3.3.

The partial F statistic can be written as:

$$F = [(SS_{\text{residual_reduced}} - SS_{\text{residual_full}}) / v] / MS_{\text{residual_full}}$$

where $SS_{\text{residual_reduced}}$ is the sum of squares for residual in the reduced model; $SS_{\text{residual_full}}$ is the sum of squares for residual in the full model; v is difference in the number of variables between the full model and the reduced model; and $MS_{\text{residual_full}}$ is the mean squares for residual in the full model. Table 4.20 shows values of the parameters used to calculate the F statistic and the associated p value.

Table 4.20 Partial F-test Parameters and Result

$SS_{\text{residual_full}}$	12.21
$SS_{\text{residual_reduced}}$	13.52
v	2
$MS_{\text{residual_full}}$	0.27
F statistic	2.47
degree of freedom in numerator	2
degree of freedom in denominator	46
p-value	0.096

The partial-F test returns a p-value that is just below 0.1. With a p-value that is between 0.05 and 0.1, it can be said that there is weak evidence to indicate that the alternative hypothesis is true. The result is not considered statistically significant. It indicates that although employee status may have little or some potential in affecting employee engagement, the main influence is organizational culture.

Considering the differences in work conditions between full-time and part-time frontline employees, such as compensation, benefits, job security, advancement opportunities, the author had expected to find ‘employee status’ to be more prominent in its influence on employee engagement. This discrepancy between the result of the analysis and the expected result may be explained by:

- insufficient sample size,
- the effect of multicollinearity between/among the variables,

- exceptionally strong organizational culture in our case study which offsets the impact of the differences in work conditions between full-time and part-time employees.

4.4 Results of Hypothesis Test

From all of the analysis discussed above, the results for the hypotheses formulated for this study are summarized in Table 4.21.

Table 4.21 Summary of Hypothesis Test Results

Hypothesis	Result
H1: There is significant difference between full-time and part-time frontline employees in their perception of organizational culture.	Overwhelming evidence
H2: There is significant difference between full-time and part-time frontline employees in their level of employee engagement.	Overwhelming evidence
H3: There is significant positive linear relationship between employee engagement and organizational culture.	Overwhelming evidence
H4: There is significant difference between full-time and part-time frontline employees in their level of employee engagement with respect to organizational culture.	Strong evidence
H5: There is significant difference between full-time and part-time frontline employees in the degree of enhancement in employee engagement with respect to organizational culture.	No evidence

CHAPTER 5. CONCLUSIONS

This chapter summarizes the findings of this research and discusses the implications and limitations of the findings.

5.1 Findings and Discussions

The analysis of the questionnaire results yields the following findings:

- A significantly higher percentage of full-time frontline employees show confidence in their knowledge of and appreciation for their organizational culture when compared to part-time frontline employees. Moreover, more full-time frontline employees feel that their culture is constantly communicated and widely upheld within their organization while a smaller percentage of the part-time frontline employees agree.
- The level of employee engagement is notably higher for full-time frontline employees on average than for part-time frontline employees in each engagement dimension and in total. T-tests and regression analysis both confirm that there is significant difference between the engagement level of full-time and part-time frontline employees.
- The average UWES score of the full-time frontline employees is higher than the database from the UWES Manual while the average UWES score of the part-time frontline employees is lower than the database. However, there is no statistical difference between the average UWES score of all the employees and the database, except for in the ‘absorption’ dimension.
- A large and strong positive correlation is observed between organizational culture and employee engagement among frontline employees, full-time and part-time alike.

- There is a statistically significant linear relationship between organizational culture and employee engagement, which indicates a very strong and significant influence on employee engagement by organizational culture.
- There is strong evidence to infer that organizational culture and employee status are linearly related to employee engagement. In other words, organizational culture is an accurate predictor of employee engagement; in addition, employee status makes a significant difference in employee engagement.
- There is little to no evidence to indicate significant difference in the degree of enhancement in employee engagement with respect to organizational culture between full-time and part-time frontline employees.

5.2 Importance of Findings

This research is focused on the frontline employees and explores the connection between two important factors to the success of any organizations — organizational culture and employee engagement. The findings of the results and analysis indicate that the differentials among frontline employees in terms of the perceptions about their organizational culture and their levels of employee engagement are significant. The results in the case study of this research reveal that full-time frontline employees are much more positive than part-time frontline employees toward their organizational culture in the way it is expressed, communicated and upheld. Moreover, full-time frontline employees also exhibit notably higher engagement than part-time frontline employees on average. These differences may be a result of insufficient trainings and communications to part-time frontline employees in values and culture. In addition, the positive correlation between organizational culture and employee engagement underscores the significant impact that a clearly articulated and lived culture can play in

enhancing employee engagement.

This study shows that it is critical to engage frontline employees by having a unique, well-communicated and consistently-lived organizational culture. Frontline employees face customers directly and need to reflect the culture of the organization. It is essential that all employees, part-time and full-time alike, are equitably connected to the daily activities of the organization and share its beliefs and values. Part-time employees spend less time connecting with the company than full-time employees and therefore a support and training system designed for the development of part-time employees may be needed to enhance their connections to the company and its culture.

5.3 Conclusions

The motive of this research is to understand how frontline employees perceive their organizational culture and how it can positively influence their engagement so that they are able to deliver great services and channel culture into customer experience. In spite of its limitations of sample size, industry and geography, this study suggests that organizational culture has great influence on employee engagement among frontline employees. Furthermore, this study reveals that part-time frontline employees may not have the adequate connections with the company or the necessary training in values and culture. As a result, part-time frontline exhibit lower level of employee engagement.

While further research is required to expand and advance the findings of this study, it is important to remember that every company could take advantage of the opportunity to create extraordinary customer experiences by having engaged frontline employees who are passionate about their culture. The challenge, however, is to build a ‘culture of engagement’ that could turn all frontline employees into brand advocates. In that case, the goal of every company — great customer service — may not be so far out of reach.

5.4 Limitations and Suggestions for Future Research

This research has the following limitations:

- This research studies one store in the retail industry in Taiwan with a small sample size and therefore the results obtained may be rather narrowed. It is important not to generalize the findings across the industry.
- The implications of the findings here may or may not apply to all organizations since the results come from a single sample in a single organization.
- The correlation made here between organizational culture and employee engagement is significant but limited considering the limitations above.

This research has shown evidence of a statistically significant linear relationship between organizational culture and employee engagement among frontline employees in the case study of this research. For future research, the suggestions are as follows:

- Increase the sample size to cover other companies across various industries to improve the reliability of the study;
- Expand and advance the findings of this research to include other factors that might influence employee engagement;
- Establish a causal relationship between organizational culture and employee engagement using methods such as AHP and DEMATEL.

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APPENDIX A. LETTER OF CONSENT

Identification of Investigator and Purpose of Study

You are invited to participate in a research study, entitled “The Role of Organizational Culture in Building Employee Engagement among Frontline Employees: In the Case of IKEA Taichung Store.” The study is being conducted by Cheng-Huang Chen of EMBA, Tunghai University. The purpose of this research study is to examine the relationship between organizational culture and employee engagement among frontline employees. Your participation in the study will contribute to a better understanding of these two concepts. For the purpose of this research, you must work in the same function for the past 6 months. If you agree to participate:

- The survey will take approximately 10 minutes of your time.
- You will complete a 3-page questionnaire about your opinions and perceptions about your work and workplace culture.

Risks/Benefits/Confidentiality of Data

There will be no costs for participating, nor will you benefit from participating. No personal information will be asked for in this survey. A few number of research team members will have access to the data during data collection.

Participation or Withdrawal

Your participation in this study is voluntary. You may decline to answer any question and you have the right to withdraw from participation at any time without any penalty, prejudice, or loss of benefits.

Thank you.

Investigator: Cheng-Huang Chen

Advisor: Dr. Chi-Si Hwu

APPENDIX B. QUESTIONNAIRE

Part I – Employee Status

<i>Please answer the following 2 questions regarding your current position.</i>	
1.	Have you worked in the same position for the past 6 months? <input type="checkbox"/> Yes <input type="checkbox"/> No
2.	Are you a full-time or part-time employee? <input type="checkbox"/> Full-time <input type="checkbox"/> Part-time

Part II – Organizational Culture

<i>The following 5 statements are about how you feel about the culture of your organization. Please read each statement carefully and decide if you agree/disagree with the statement. Mark in the space that best describes your feeling.</i>						
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
1.	My company has a distinct culture.					
2.	I can clearly explain my company's culture to my friends and family.					
3.	My boss speaks to me often about our company's culture.					
4.	Senior leadership regularly communicates my company's core values and beliefs.					
5.	Senior leadership acts in accordance with the company's core values and beliefs.					

Continue on the next page. →

Part III – Employee Engagement

The following 15 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the “0” (zero) in the space after the statement. If you have had this feeling, indicate how often you feel it by crossing the number (from 1 to 6) that best describes how frequently you feel that way.

0 – Never		3 – Sometimes (A few times a month)						
1 – Almost never (A few times a year or less)		4 – Often (Once a week)						
2 – Rarely (Once a month or less)		5 – Very often (A few times a week)						
		6 – Always (Every day)						
		0	1	2	3	4	5	6
1.	At my work, I feel bursting with energy.							
2.	I find the work that I do full of meaning and purpose.							
3.	Time flies when I’m working.							
4.	At my job, I feel strong and vigorous.							
5.	I am enthusiastic about my job.							
6.	When I am working, I forget everything else around me.							
7.	My job inspires me.							
8.	When I get up in the morning, I feel like going to work.							
9.	I feel happy when I am working intensely.							
10.	I am proud of the work that I do.							
11.	I am immersed in my work.							
12.	I can continue working for very long periods at a time.							

Continue on the next page. →

		0	1	2	3	4	5	6
13.	To me, my job is challenging.							
14.	I get carried away when I'm working.							
15.	At my job, I am very resilient, mentally.							



Completed! Thank you very much!

APPENDIX C. 研究調查同意書

調查鑑定和研究的目的

您被邀請參加一項研究，題目為『組織文化對於前線員工的工作投入度的影響——以宜家台中店為案例』。該研究是由東海大學 EMBA 研究生陳政煌所進行的。這項研究的目的是檢驗組織文化和前線員工的工作投入度之間的關係。您參與這項研究將有助於理解這兩個概念之間的影響。針對這個研究的目的，您在過去的六個月內必須在同一個職務上工作。如果您同意參加：

- 您將完成一個關於您的組織文化和工作投入度的調查問卷。
- 本次調查大約需要 10 分鐘的時間完成。

數據的風險/收益/保密

您參加本研究不需任何費用，也不會從參與中獲益。本次調查不會要求任何個人資料。研究成員會對收集的資料與數據做分析、討論。而您個人的問卷答案絕對保密。

參與或退出

您可以自願參加本研究。在參加過程中，您可以拒絕回答任何問題。您也可以隨時退出此項調查，不會有任何處罰、妨礙或利益損失。

謝謝您提供我們寶貴的意見，答案無所謂對與錯，您只要按照實際的狀況與感受填寫即可，所有資料僅供學術研究使用，個人資料及答案絕對保密，請安心填答。

謝謝您在百忙之中鼎力相助與支持，在此衷心的表示感謝，敬祝

一切順心，萬事如意！

東海大學 EMBA

指導教授 胡次熙 博士

研究生 陳政煌 敬上

APPENDIX D. 研究問卷

(一) 職務狀況

請您依照您目前職務的狀況回答下列 2 個問題，並勾選您的答案。	
1.	您在過去的六個月內是否在同一個職務上工作? <input type="checkbox"/> 是 <input type="checkbox"/> 否
2.	您目前的職務為全職還是兼職? <input type="checkbox"/> 全職 <input type="checkbox"/> 兼職

(二) 組織文化

以下 5 個聲明是關於您如何看待您的組織文化。請仔細閱讀每個語句，並決定是否同意/不同意這一說法。請針對每一個敘述，勾選最適合您意見的選項。						
		非常同意	同意	無意見	不同意	非常不同意
1.	我公司擁有獨特的文化。					
2.	我可以明確地對我的朋友和家人解釋我公司的企業文化。					
3.	我的老闆經常對我談論我們公司的文化。					
4.	高層領導定期溝通我公司的核心價值觀和信仰。					
5.	高層領導的行為符合公司的核心價值觀和信仰。					

請繼續下一頁→

		0	1	2	3	4	5	6
8.	當我早晨醒來時，我會想去工作。							
9.	當我努力認真工作時，我感到快樂。							
10.	我對我的工作感到驕傲。							
11.	我沉浸在我的工作當中。							
12.	我可以長時間的持續工作。							
13.	對我來說，我的工作深具挑戰。							
14.	我會被工作沖昏頭。							
15.	在工作上，我極具挫折忍耐力。							

完成了！非常感謝您！

APPENDIX E. PERMISSION TO USE UWES FOR RESEARCH PURPOSES

Notice for potential users of the UWES and the DUWAS

- You are welcomed to use both tests provided that you agree to the following two conditions:
 1. The use is for non-commercial educational or research purposes only. This means that no one is charging anyone a fee.
 2. You agree to share some of your data, detailed below, with the authors. We will add these data to our international database and use them only for the purpose of further validating the UWES (e.g., updating norms, assessing cross-national equivalence).
- Data to be shared:

For each sample, the raw test-scores, age, gender, and (if available) occupation. Please adhere to the original answering format and sequential order of the items. For each sample a brief narrative description of its size, occupation(s) covered, language, and country.
- Please send data to: w.schaufeli@uu.nl. Preferably the raw data file should be in SPSS or EXCEL format.
- No explicit, personal permission is required — and will be given — as long as both previously mentioned conditions are fulfilled.
- By continuing to the test forms you agree with the above statement.

Source: “Notice for potential users of the UWES and the DUWAS”, retrieved January 5, 2016, from <http://www.wilmarschaufeli.nl/downloads/test-manuals/>