



Role Organizational Culture towards Employee Engagement in The Context of Green Economy in Technology Companies Multinational Studies Google LLC Case

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Abstract

This study aims to examine the role of organizational culture in shaping employee engagement within the context of the green economy in multinational technology companies, with Google LLC used as an illustrative case. Adopting a qualitative approach through a systematic literature review, this research synthesizes theoretical frameworks and empirical findings related to organizational culture, employee engagement, and sustainability-oriented organizational practices. The analysis draws on reputable academic books and peer-reviewed journal articles to explore how shared values, norms, and meanings embedded in organizational culture influence employees' psychological attachment, motivation, and involvement at work. The findings indicate that organizational culture plays a fundamental role in fostering employee engagement by creating a supportive environment that enhances vigor, dedication, and absorption. Furthermore, the integration of green economy principles into organizational culture strengthens employees' sense of meaningful work, collective identity, and emotional attachment to the organization. In the context of multinational technology companies, sustainability-oriented cultural values not only support environmental responsibility but also contribute to long-term employee engagement and talent retention. This study contributes conceptually by positioning the green economy as a contextual factor that reinforces the relationship between organizational culture and employee engagement, offering insights for sustainable human resource management and organizational development.

Introduction

The development of the business world in the era of globalization and digital transformation has change how organizations operate and compete (Agustian et al., 2023; Khanom, 2023; Omol, 2024). Companies, especially those operating in the manufacturing sector, technology, no longer just focused on achievement profit financial only, but also required to be able adapt with the dynamic, complex and full of changes in the business environment uncertainty. In condition said, source human power becomes factor the key to success sustainability and power organizational competitiveness (Akbar & Budiani, 2021) .

In study management and organizational behavior, resources human resources are seen as asset strategic role that has important in reach organizational goals. Source human power is ability Power thought and power physical possession individual (Priyono, 2016). Source human resources that exist in a company is asset most important to run company, achieving targets and sustainability company. The success of an organization is very influenced by attitudes,

behavior, and levels involvement employee in operate his work (Amah & Ahiauzu, 2013; Tang et al., 2010; Abun et al., 2021).

Therefore, the organization needs to create environment capable work push employees to contribute optimally, not only in a way physique but also in a way psychological and emotional. Jeung (2011) said that, one of draft important that many discussed in organizational behavior is employee engagement. Employee engagement describes condition psychological marked employees with Spirit work, dedication, and involvement full in jobs. The importance of having employees with level productivity his work Good will very impact on achieving company targets (Teo & Low, 2016; Andreas, 2022; Anitha, 2014). Based on matter the need existence positive relationship between employee with organization, positive relationships can intertwined if the existence of employee engagement which will influence productivity performance employee in A company (Aveline & Kumar, 2017) .

On the other hand, low employee engagement can impact negative to productivity, increasing absence, as well as height employee turnover rate. Employee engagement is not appear in a way automatically, but rather influenced by various organizational factors. One of them factor main role in form attachment employee is organizational culture. Organizational culture is A the rules that govern. How employee behave in place work, so that can it is said organizational culture is guidelines used in operate activity performance in an organization (Hofstede et al., 2010) (Koesmono, 2005) (Santosa & Sugiyono, 2017). Organizational culture functions as system meaning together that differentiates one organization with another organization as well as influence method employee behave in place Work.

Technology company multinationals have a relatively different organizational culture different compared to sector others, with emphasis on innovation, creativity, collaboration cross team, flexibility work, and utilization technology optimally (Zhang & Tansuhaj, 2007). Culture This kind of thing is designed to create environment supportive work employee potential development at a time strengthen attachment they towards the organization. A strong organizational culture also encourages harmony mark between employees and companies, so that increase involvement in work.

In the middle global business dynamics, modern companies are faced with the demands to run sustainable business practices (Brenner, 2018). Climate change issues, environmental damage environment, and limitations source Power natural give birth to the concept of green economy, namely approach development economy that emphasizes balance between growth economy, sustainability environment and welfare term long. In in this context, responsibility answer company No only limited to holders shares, but also includes concern to environment and society.

Technology company multinational start integrate green economy principles into business strategy and culture organization. Values such as efficiency energy, reduction emission carbon, utilization source Power renewable, and responsible answer environment become part from core values of the organization and internalized to employees through practice work. Google LLC is example company technology multinational known for having an innovative organizational culture and commitment strong to sustainability. Integration between innovation and care environment believed capable increase meaning work and employee engagement.

Although research on organizational culture and employee engagement has Lots carried out, studies that link second draft the in the context of the green economy in companies technology multinational Still limited, especially in literature national. Therefore, this research is important to provide greater understanding comprehensive regarding the role organizational culture in.

Methods

This research uses approach qualitative with method studies literature. Approach qualitative chosen because this research aims to understand and explain concepts, thoughts, and findings related theories with organizational culture, employee engagement, and green economy in general in depth, not to test connection intervariable in a way statistics. Methods studies literature considered relevant Because allows researchers dig various perspectives theoretical and previous research results that have been tested in a way academic (Creswell, 2014) . Research data obtained from secondary data sources in the form of book text and articles journal scientific discussion topic organizational behavior, in particular organizational culture and employee engagement, as well as related literature with green economy concept in organizational context. Book text is used as references main to get understanding fundamental conceptual works, such as works (Robbins & Judge, 2017) regarding organizational behavior and (Koesmono, 2005) (Wibowo & Phil, 2016) related to organizational culture. Meanwhile, the article journals are used to obtain findings empirical and studies contemporary and relevant with research topic. Data collection process is carried out through tracing literature in journal databases scientific such as Google Scholar and journal portals national, with using keywords including *organizational culture*, *employee engagement*, *green economy*, and *Google LLC*. The literature used is selected based on relevance with research focus, credibility sources, and recency publications. Literature that is not directly discuss relatedness between organizational culture and engagement employee in context sustainability No made into as references main. Data that has been collected Then analyzed use technique analysis descriptive qualitative analysis done with method read in a way careful every literature, identifying draft main, and comparing views and findings from various sources. Furthermore, researchers do synthesis to summarize and connect ideas main so that obtained a complete understanding of the role organizational culture towards employee engagement in green economy context (Sugiyono, 2019). Through analysis literature this research attempts to compile framework logical and systematic thinking about relationships between concepts studied. Analysis results expected can give description comprehensive conceptual as well as become the basis for development study continuation related to organizational behavior in companies technology multinational.

Result and Discussion

Organizational Culture as Foundation Behavior and Attitude Employee

Organizational culture is fundamental elements that form method employees understand their roles and responsibilities answer, and meaning work in the organization. As has explained in Chapter II, organizational culture does not only understood as a set mark or symbol, but as system meaning together that influences method employee think, behave and act in context Work daily. In In this discussion, organizational culture is positioned as foundation that is not directly direct behavior employee without must always through the mechanism formal control (Armenakis et al., 2011; Hu et al., 2012).

Based on synthesis literature, organizational culture functions as guidelines behavior that creates regularity social within the organization. The values and norms adopted together allows employees understand behavior what is considered appropriate, expected, and valued by the organization. (Gibson et al., 2012) confirm that organizational culture plays a role as adhesive social uniting individuals with background diverse background into One unity system work. This function becomes the more relevant in modern organizations characterized by complexity structure and dynamics environment fast work changed.

In context company technology multinational, role organizational culture becomes more strategic. Diversity culture national, differences style work, and system Work cross- country potential cause fragmentation mark if no balanced with strong and adaptive organizational culture. Literature show that clear and consistent organizational culture capable become point meeting for employee in interpret organizational goals, as well as become framework reference in interact and work together effective.

Organizational culture also plays a role in form attitude Work employees, especially regarding commitment and sense of belonging to the organization. Employees who feel suitability between personal values with organizational values tend to show more attachment height and attitude more work positive. This condition creates stability social in the environment work, where employees No only working to meet formal demands, but also driven by an internal awareness to contribute optimally.

More furthermore, organizational culture has value strategic in support organizational effectiveness. Strong and positive culture capable strengthen organizational identity and become source superiority tough competition imitated. In term long, organizational culture plays a role in form pattern behavior sustainable work, because embedded values in culture tend endure although structural changes occur or organizational policies.

With Thus, this discussion confirms that organizational culture does not can viewed as element symbolic only, but as foundation behavior and attitudes employees. In this research framework, organizational culture becomes point beginning to understand how attachment Employee *engagement* is formed and influenced by the context values, norms, and meaning work constructed by the organization.

Organizational Culture in Forming Employee Engagement Employee

As has described in Chapter II, *employee engagement* is condition psychological positive that reflects involvement employee in a way comprehensive to jobs and organizations. In study literature, engagement employee understood as a result of the interaction between individual and environment work, where organizational culture plays a role as context the main thing that forms experience Work employee (Schaufeli & Bakker, 2004) .

Various studies show that supportive and participatory organizational culture contribute significant to improvement *employee engagement*. Culture that emphasizes clarity values, openness of communication, and support to development employee create condition psychological factors that allow employee involved in a way active in work they (Albrecht et al., 2015) . In In this context, organizational culture does not only functioning as guidelines behavior, but also as source Power psychological strengthening attachment employee.

Reviewed from vigor dimension, fair organizational culture and providing support social proven capable increase energy work and mental resilience of employees. Employees who feel existence support from the organization tends to show level Spirit more work tall as well as capable face demands work in a way more adaptive (Bakker & Demerouti, 2007) . This finding confirms that vigor is not only influenced by characteristics work, but also by perception employee to climate organizational culture.

In the dedication dimension, organizational culture plays a role in form a sense of meaning and pride to work. Research shows that culture that emphasizes objective togetherness, innovation, and contribution social push employees to identify self they with the organization, so that increase commitment and attachment emotional (Kahn, 1990) (Robbins & Judge, 2017) . When

employee look at his job in harmony with organizational values, dedication grows as form more involvement deep.

Meanwhile, the absorption dimension is related with level involvement employee in a way cognitive in work. Organizational culture that provides autonomy, trust, and flexibility Work allows employees to work with focus and concentration tall without pressure excessive. Research (Bakker & Bal, 2010) show that environment supportive work involvement psychological employee contribute to increased absorption in activity Work.

Connection between organizational culture and *employee engagement* can also explained through the concept harmony value *congruence*. When the values adopted by the organization are in line with employee personal values, employees tend show attitude more work positive and level more attachment tall (Kristof-Brown et al., 2005) . On the other hand, mismatch mark potential lower *employee engagement*, even though the organization provides system awards and facilities adequate work.

In addition, organizational culture functions as mechanism non-material motivational complements system formal incentives. Values such as recognition, trust, and appreciation to contribution individual create motivation intrinsic driving force employees to get involved in a way sustainable (Deci & Ryan, 2000) . In term long, this approach is considered more effective in building *employee engagement* compared to strategy motivation that only focused on rewards financial.

With Thus, this discussion confirms that organizational culture has a role central in form *employee engagement* employees. Synthesis literature show that positive and harmonious organizational culture with mark employee capable create condition psychological factors that support vigor, dedication, and absorption in a sustainable. This finding strengthens framework conceptual that has been built in Chapter II, that organizational culture is factor key in increase involvement employees within the organization.

Relationship Organizational Culture and Employee Engagement as Mechanism Psychological and Social

Connection between organizational culture and *employee engagement* No nature mechanical or linear, but rather formed through ongoing psychological and social processes in a way sustainable within the organization. As has as described in Chapter II, organizational culture functions as system values and meanings together that forms method employee interpret jobs, organizations, and role himself inside system work. In in this context, *employee engagement* appear as response psychological to experience work constructed by organizational culture.

From the perspective psychologically, organizational culture influences attachment employees through the fulfillment of basic psychological needs, such as the need for meaning, security, and recognition. (Kahn, 1990) confirm that involvement employee appear when individual feel safe in a way psychological (*psychological safety*), has the meaning in work (*psychological meaningfulness*), as well as get adequate support from environment work. An organizational culture that emphasizes trust, openness, and respect to contribution individual create supportive conditions fulfillment of these needs.

More furthermore, organizational culture plays a role as mechanism social that forms quality connection between members of the organization. Values such as cooperation, mutual respect, and open communication facilitate creation connection healthy social environment in place work. Research Bakker & Albrecht, (2010) show that quality of social interaction in the

organization has an influence significant to level *employee engagement*, because positive relationship strengthen the sense of togetherness and support perceived social employee.

In this context, organizational culture can be understood as a social place where employees build a collective identity. When employees identify themselves as part of organizations that have clear values and goals, a sense of attachment arises, driving more involvement. High involvement identifies the organization as a bridge between organizational values and employee behavior. Work employees, so that *employee engagement* develops as a form of internalization, marking culture into attitudes and actions (Robbins & Judge, 2017).

Connection between organizational culture and *employee engagement* are also influenced by alignment between individual and organization (*person-organization fit*). (Kristof-Brown et al., 2005) confirm that suitability increases satisfaction, work commitment, and employee engagement. In an aligned organizational culture with employee personal values, engagement is no longer seen as organizational demands, but rather as meaningful personal choices. This condition explains why strong organizational culture is often correlated with higher levels of *employee engagement*.

In addition, organizational culture functions as a mechanism strengthening social behavior to the expected behavior of the organization. Values that are valued and reinforced in a way consistent with the norm will form behavior that encourages active employees. In the long term, this mechanism creates a positive cycle where the organizational culture strengthens *employee engagement*, and *employee engagement* in turn strengthens internalization of organizational culture.

Thus, the relationship between organizational culture and *employee engagement* can be understood as a dynamic process involving psychological and social dimensions in a way that is simultaneous. Organizational culture does not only create structure and meaning for employees, but also forms a quality connection and supportive social attachment. This literature strengthens the argument in Chapter II that organizational culture is a contextual factor determining the level of *employee engagement*, at the same time becoming a conceptual runway to understand the role of *green economy* in strengthening the connection.

Integration Organizational Culture and Employee Engagement in Context Green Economy

Integration of the principle of *green economy* into organizational culture brings wide implications compared to just implementing a practice-friendly environment. In a study of organizational behavior, *green economy* can be understood as a framework of values that influence how organizations interpret business objectives, social responsibilities, as well as the role of employees in creating sustainability in the long term. As described in Chapter II, the values internalized in potential organizational culture form behavior and employee attitude in a way that is more deep.

Literature shows that the organization that integrates the principle of *green economy* into values and practices tends to create a meaningful work environment for employees. When sustainability is made into part of the core values of the organization, employees do not just understand what to do, but also why it is important. This is in line with the views of Renwick et al. (2016) that emphasize that internalization of sustainability in management source human power is capable of forming responsible employee behavior in a social and environmental way.

In context organizational culture, *green economy* functioning as source meaning meaningful work. Employees who work in the organization with commitment clear sustainability tend look at his job as contribution to greater purpose wide, no limited to achievement performance financial. This perception has a direct impact on dimension of dedication in *employee engagement*, where employees show more enthusiasm, pride, and commitment tall towards the organization (Schaufeli & Bakker, 2004) .

Besides strengthen meaning work, integration *green economy* also influences dimensions of vigor and absorption. A supportive organizational culture practice friendly environment often accompanied by with policy more work humane, such as work process efficiency, reduction waste, and attention to welfare employees. Environment Work this kind of creates supportive conditions energy more work stable as well as more involvement deep in activity Work (Bakker & Demerouti, 2007) .

More-further, implementation *green economy* in organizational culture also has implications significant social impact. Sustainability values push the emergence of a sense of responsibility answer collective among employees, where pro- environmental behavior understood as part from identity with the organization. Identity This collective strengthens bond social and sense of togetherness, which in turn increase attachment employee towards the organization (Albrecht et al., 2015) .

From the perspective strategic, integration *green economy* into organizational culture also contributes to improving reputation and image company. Organizations that are perceived to have commitment to sustainability tend more interesting for employees, in particular generation increasingly young put attention to the issue environmental and social. (Porter & Kramer, 2018) state that mark integrated sustainability with business strategy can create mark shared *value* for companies and stakeholders interests, including employee.

In context company technology multinational, role *green economy* become the more relevant remember size impact environment from activity operational and usage technology. Integration mark sustainability into organizational culture allows company technology No only reduce impact negative to environment, but also builds attachment more employees strong through creation meaning -work - oriented term long.

With Thus, this discussion shows that green economy No can viewed as standing variables alone, but rather as context strengthening values connection between organizational culture and employee engagement. Integration mark sustainability into organizational culture creates environment meaningful work, support involvement employees, and contribute to the sustainability of the organization as a whole. overall.

Roles Green Economy in Strengthen Employee Engagement at a Multinational Technology Company (Google LLC)

In context company technology multinational, implementation principle *green economy* No only related with not quite enough answer environment, but also has direct implications for management source human resources and engagement employees. As has as explained in Chapter II, Google LLC is a example company global technology that is consistent integrate mark sustainability into culture and strategy organization. In In this discussion, Google is positioned as context illustrative to understand how *green economy* strengthen connection between organizational culture and *employee engagement*.

Literature show that company technology with global scale of operations facing challenge significant environmental impacts, particularly related to consumption energy, emissions

carbon, and management data center. In respond challenge In this regard, Google has adopted various initiatives sustainability which then internalized as part from organizational values. Integration mark this sustainability is not only functioning as strategy environment, but also as means formation meaning Work for employee (Porter & Kramer, 2018) .

From the perspective *employee engagement*, the organization's commitment to *green economy* contribute to increasing employee dedication. Employees who work in the organization with vision clear sustainability tend show pride and attachment more emotional strong, because they look at his job as contribution to objective more social and environmental wide (Schaufeli & Bakker, 2004) . In Google LLC context, value communicated sustainability in a way consistent strengthen identification employee towards the organization.

In addition, the implementation of *green economy* in Google's organizational culture also has an impact on vigor and absorption. Environment work that emphasizes efficiency, innovation sustainable, and welfare employee create condition supportive work energy work and involvement in-depth. Literature (Bakker & Demerouti, 2007) show that environment perceived work fair and meaningful play a role as source Power job *resources* that increase *employee engagement*.

In dimensions social, values sustainability adopted together form identity collective employee as part from the organization in charge answer to environment. Identity This collective strengthens connection social and sense of togetherness in place work, which in turn increase attachment employee towards the organization (Albrecht et al., 2015) . With thus, *green economy* No only influence behavior individual, but also forming dynamics social in the organization.

More continue, in context company technology multinational, commitment to *green economy* also plays a role as factor Power pull and retention talent. Generation power modern work is increasingly consider organizational values and goals in choose place work. Organizations that demonstrate concern to sustainability tend more interesting for employees who have orientation mark similar, so that create harmony strengthening values *employee engagement* (Kristof-Brown et al., 2005) .

With Thus, this discussion shows that at the company technology multinationals such as Google LLC, *green economy* play a role as context strategies that strengthen connection between organizational culture and *employee engagement*. Integration mark sustainability into organizational culture does not only support achievement objective environment, but also creates attachment more employees strong, meaningful, and oriented term long.

Synthesis Discussion and Implications Conceptual

The discussion in this chapter is overall show that organizational culture has a role strategic in form *employee engagement* employees, in particular in context company technology multinational that integrates principle *green economy*. Synthesis literature that has been done show that organizational culture does not only functioning as guidelines behavior, but also as system meaning that influences method employee interpret work, organization, and contributions in framework sustainability term long.

Discussion results strengthens the view that *employee engagement* is phenomena that are formed through interactions between individual and organizational context. Organizational culture that emphasizes openness, trust, as well harmony mark create condition psychological support the emergence of vigor, dedication, and absorption as dimensions main *employee*

engagement (Schaufeli & Bakker, 2004) . With thus, attachment employee No can released from quality organizational culture experienced in daily life Work.

Integration principle *green economy* into organizational culture broadens the meaning involvement employees. Internalized sustainability values in organizational practices form perception employee that work they have more impact wide, no only for the organization, but also for environment and society. This perception plays a role as source meaning strengthening work attachment emotional and commitment employee towards the organization (Porter & Kramer, 2011) .

In context company technology multinational companies such as Google LLC, synthesis literature show that commitment to *green economy* can become factor differentiator in management source human resources. Integrated organizational culture with mark sustainability No only support achievement objective environment, but also creates environment more work meaningful, inclusive, and oriented term long. This strengthens *employee engagement* through formation identity collective and sense of pride employee towards the organization (Albrecht et al., 2015) .

In a way conceptually, this discussion provides contribution to the study organizational behavior with put *green economy* as context strengthening values connection between organizational culture and *employee engagement*. This approach broadens understanding that sustainability environment No only issue operational or strategic, but also has a dimension psychological and social impacts on attachment employees. With thus, *green economy* can understood as enriching elements framework conceptual in studies *employee engagement*.

Implications conceptual other is importance see organizational culture as mechanism dynamic capable bridge business goals and values sustainability. Adaptive and value - oriented organizational culture enable organizations to respond global challenges without ignore involvement employees. This shows that strengthening *employee engagement* No Enough done through policy source human power alone, but need supported by internalization mark sustainability in organizational culture in general consistent.

With Thus, synthesis This discussion confirms that organizational culture based *green economy* is foundation important in building sustainable *employee engagement* in the company technology multinational. This discussion is also become runway for withdrawal conclusion of the chapter next, and open room for further research that can study this relationship is empirically in different organizational contexts.

Conclusion

Based on discussion and synthesis literature that has been done, can concluded that organizational culture has a significant role in form *employee engagement* employees, especially in companies technology multinational operating in framework *green economy*. Organizational culture functions as system values and meanings that influence method employee interpret his work, interacting in the organization, as well as identify himself as part from organizational goals in general overall. Literature show that organizational culture that emphasizes openness, collaboration, innovation, and trust are capable create condition psychological support involvement employee in a way comprehensive. Condition the reflected in dimensions *vigor*, *dedication*, and *absorption* that become indicator main *employee engagement* (Schaufeli & Bakker, 2004). With Thus, *employee engagement* No only influenced by individual factors, however very determined by context culture that is built and experienced employee in the organization. In context *green economy*, integration mark sustainability into organizational culture strengthens attachment employee with give meaning-more work wide.

Employees who work in an organization that has a commitment to sustainability environment tend to show more involvement. Because they feel they contribute to the goal, meaningful social and environmental impacts (Porter & Kramer, 2011). This confirms that *green economy* is not only relevant in an operational aspect, but also has psychological implications in management of human resources. Studies in literature on Google LLC show that company technology successfully integrates innovative organizational culture with market sustainability potential to create sustainable *employee engagement*. A consistent, adaptive, and value-oriented organizational culture allows companies to guard employee involvement in the middle of complexity, global structure, and dynamics in a continuously evolving business environment. In a conceptual way, this research strengthens the view that organizational culture and *employee engagement* are two constructs that are interrelated and influenced by context and market sustainability. *Green economy* in this context plays a role as a contextual enhancer that deepens the connection between organizational culture and employee engagement, especially in multinational technology companies.

Suggestions

Based on conclusions obtained from this study, there are several suggestions that can be made, submitted as conceptual and practical implications, as well as recommendations for further research.

Theoretical Suggestion

Further research, it is recommended to develop a more comprehensive conceptual framework with *green economy* or market sustainability as variables of mediation or moderation in the connection between organizational culture and *employee engagement*. This approach can enrich the study of organizational behavior, in particular in the context of global companies facing increasing sustainability demands.

Methodological Suggestions

This study uses a literature review approach, so for further research it is recommended to do empirical testing through quantitative, qualitative, or *mixed methods*. Use surveys, deep interviews, as well as comparative case studies in multinational technology companies can give a greater in-depth understanding of organizational culture dynamics and employee engagement in the context of *green economy*.

Practical Advice for Organizations

For multinational technology companies, it is recommended to consistently internalize market sustainability into organizational culture, not only through formal policies, but also through daily work practices, system appreciation, and leadership. These efforts are important to create a meaningful and supportive work environment for employee involvement in the long term.

Suggestions for Human Resources Development

Human resources managers are needed to make organizational culture and *employee engagement* an integral part of organizational sustainability strategy. Development programs for employees, internal communications, and leadership-based programs can be designed to strengthen employee attachment at a time when support for achievement objectives is needed for *green economy* organization.

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