

IMPACT OF EMPLOYEE BELIEFS ON ORGANIZATIONAL SUSTENANCE

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Abstract

It is evident that music forms a major part of the advertisements. Marketers aim the current dynamic milieu that the organizations are functioning in, is indeed a challenging task. Of all the dynamics that are innate for every organization, there are some factors that can lead an organization to its extreme situation. The rapid change in technology, innovation rate, product life cycle etc., are all ever changing factors that affect an organization's performance. These changes are obvious in the corporate economy where every second seems new. As the old saying goes "people may come, people may go; but the company goes on forever", it is true that people keep changing in an organization but all of them still possess the innate human nature that does not change overtime. Human nature is very complex to understand but very easy to mould. This is where every organization attracts and holds its employees by building beliefs about the organization which motivate them to perform well. This study is thus an attempt to understand how the employee beliefs impact the organizational sustenance in the long run and also adding to the existing body of knowledge. The data for the study was collected by administering a questionnaire and the data collected was analysed using the SPSS software. For an employee, motivation is very necessary for performance. The results show that the employee experience and the core values of an organization create certain beliefs about the organization that influence the work behaviour of an employee and his/her performance. Every employee's performance sums up to the organization's performance as a whole. As long as an organization is performing well in all terms, the sustenance of the organization is assured. This study elucidates a detail about the employee beliefs leading to organizational sustenance.

Keywords: Employee Beliefs, Employee Motivation, Employee Engagement, Employee Performance, Employee Satisfaction, Organizational Sustenance

1. INTRODUCTION

Since the industrial revolution, many companies have boomed and among those many companies, some still stand as strong motivating pillars to the new budding companies. A corporate entity is said to have a perpetual life i.e., the employees working in the company may keep changing but the company lives on forever. Here comes a question, “how can a company go on till perpetuity?” The answer may sound simple i.e. until the company is functional based on all the resources it has, the company can go on forever. Among all the resources that a company has i.e. finance, technology and human resource, one complex resource that is difficult to acquire, retain and manage is the human resource.

Humans are the brain of every company, once the brain is dysfunctional; there is no possibility for a company’s perpetuation. Therefore, the managerial call of the day is how to manage this complicated brainpower i.e. the employees in the organisation. Decades before it was money that was a sole motivator that kept employees working but today money is one among the many motivators for an employee to work. Employee beliefs therefore form a basis employee motivation. These beliefs set expectations about the organisation to an employee. Therefore, as times change, so do the employees and their mind-set. This gives a reason to the companies as to comprehend and analyse the latent beliefs of their employees in order to develop strategies to cultivate & preserve the employee beliefs about an organisation for the overall organisational sustenance and growth. Thus, this study is a journey towards comprehending the employee beliefs that are the major motivators today in an organisation.

1.1 Objectives of the study

- To identify the role of employee beliefs in motivating an employee.
- To pinpoint the role of employee beliefs in employee engagement.
- To determine the influence of employee beliefs in employee performance and satisfaction.
- To establish a relationship between employee beliefs and organizational sustenance.

The current study focuses on how employee beliefs about an organization lead to organizational sustenance. This study is only on finding the link how employee beliefs lead to organizational sustenance and not on how these beliefs are formed. The

sample does not represent the total population and hence it is not conclusive but only indicative. The sample is restricted to a convenient sample from Bengaluru.

2. REVIEW OF LITERATURE

In today's trending marketing milieu, corporate branding or corporate personality are the gimmicks used to entice the most contributing personnel in an organization. The corporate branding is but the reflection of the organizational core values. Organization values thus directly and indirectly shape the employee beliefs about a particular organization (**Balmer, 2001**). Beliefs are not just a cause for an organization's performance but the performance also shapes the beliefs of all the stakeholders which includes the organization's employees (**Lawler, 2001**). It's not just corporate branding but today, employee branding has become a strategic competitive advantage for many organizations. Employee branding is exemplified as "the process by which employees internalize the desired brand image and are motivated to project the image to customers and other organization constituents." Employees internalize the brand image only when they have certain beliefs about the organization and these beliefs are shaped by the organization itself. Therefore, the shaping and nurturing of beliefs in employees is very important because it reflects the culture affects the performance of the organization (**miles & Mangold, 2005**). The culture of an organization highly impacts the employee motivation, engagement, satisfaction and performance (**Done, n.d.**). Organization values form the rock bed of every culture, this informal culture includes how the employees think, the set of values, reasons for existing and the type of decisions made (**Wallace, et al., 1999**). The alignment of individual and the organizational values influences the formation of employee beliefs (**Hyde & Bill, 2000**). Core values define what an organization believes in, shapes employees' beliefs and also helps in aligning the employee beliefs with organization beliefs (**Heathfield, 2018**). As the beliefs are channelized or aligned with the organization's vision, the motivated employees contribute to the organization's profitability. In order to earn all these advantages, it is imperative that an organization selects employees with beliefs that match the firm's beliefs (**Steen, 2005**). Only when employees have certain beliefs, they trust and perceive the organization in positive manner. Beliefs are not always positive, they can also be negative and so the result also would be negative (**Vest, et al., 2000**). As employee beliefs influence the employee motivation, there are yet many other factors that lead to employee motivation. It also is a result of high intrinsic motivation, determination, innovation and self-regulation.

Personal initiative in brief means, “That extra mile” which employees take to do the assigned job. This results in employee engagement which is influenced by motivation (Frese & Fay, 2001). (Bakker, et al., 2008) Saysthat the job resources and personal resources are the main predictors of employee engagement.(Bakker, 2011)As in organizations collaborative effort is very important, the engagement one person influences the other and helps in improving team work. (Truss, et al., 2013)A common connotation of “engagement refers to involvement, commitment, passion, enthusiasm, absorption, focused effort, zeal, dedication and energy”. To improve the performance, the company should have strong foundation of values and culture. Only then can it sustain for a longer period in the market (Luthans, 2002).

“A happy worker is a productive worker” is a very common notion. Every organization has become attentive to making an employee happy because the entire organizational performance lies in all the employee arms. Only when an employee is satisfied with the organization, his/her performance increases. This study proves that the stronger the relationship between employee satisfaction and employee performance, the company as a whole will benefit (Iffaldano, 1983). Employee performance today is mostly harmoniously driven and not obsession driven. It is the passion that drives the workforce rather just some activities undertaken by organizations to keep the employees engaged. Employers must start focusing on driving passion of the potential employees by identifying the drivers for that passion or the affective component causing it. These drivers are all internal and contribute majorly to employee performance. Therefore, an organization can sustain long if its employees are driven by passion to do work and not for just doing it (Ho, et al., 2011).Performance of the entire organization is dependent on the employees who are an internal strength but yet a weakness for every organization. This is so because the performance is affected employee satisfaction and the turnover rate of the company. This study shows that when employees feel reliable on an organization, only then there is high performance for that organization. This reliability comes from the relationship that the organization maintains with its employees. The trust that an organization creates is the basis for an employee’s reliability and therefore organizations must develop that strong trust among all its employees (Sturman, et al., 2005). The employees’ performance increases when there is a constructive performance appraisal done and the reactions of the employees are also considered after the appraisal happens. The employee should be able to give his input as well in the appraisal process. The

operational efficiency of employee increases when there is a constructive appraisal done involving even the employee (Walsh & B.S., 2003).

2.1 Research Gap

As the above studies show how employee beliefs lead to employee motivation, employee motivation to employee engagement, employee engagement to employee satisfaction and then to employee performance which will impact the organization's performance as a whole. Every organization has a life cycle but prevent itself from the decline stage, organizations' have to continuously update themselves. Although there a number of external factors that affect the organization's sustenance, there are internal factors as well that could lead an organization to demise. The most critical factor to be managed is the employees in the organization. The gap found in the review of literature is how employee beliefs directly affect the organization's sustenance. Therefore, this study is about how the employee beliefs lead to organizational sustenance.

3 RESEARCH METHODOLOGY

This study is taken forward by using the quantitative techniques to interpret the data collected using a questionnaire made by gathering many other existing questionnaires. Quantitative methods involve a stringent research process which starts with the formulation of research questions, research design and collection and analysis of data. For this study, data was gathered using the primary source through administering the self-developed questionnaire which was compiled using many other existing questionnaires. The data was collected using the convenient-cum-snowball sampling method because of time crunch. The data collected was further analysed using the SPSS software. The Cronbach's Alpha is 0.865 for the self-developed questionnaire. It was generated using the SPSS software.

3.1 Limitations and Delimitations

- The sample was taken only from the city of Bengaluru and therefore it does not give a total image of the country. Thus the findings from this study cannot be generalised.
- Due to time constraint, the sample size is also small and hence the findings are not conclusive but are indicative.
- This study is restricted to only the employees working in the private sector.

4. QUANTITATIVE ANALYSIS

The data collected using the questionnaire is analysed using the SPSS software. Chi-Square Test and Factor Analysis were used to analyse the data collected. The results for the Chi-Square Test are as follows for each factor.

4.1. CHI-SQUARE TEST

4.1.1. Motivation

H0: there is no relationship between employee beliefs about the organization and the employee motivation.

H1: there is relationship between employee beliefs about the organization and the employee motivation.

The Chi Square test results are shown in the following table. The value of chi-square is less than 0.05 in case of all variables and therefore the null hypothesis is rejected and the alternative hypothesis is accepted. This shows that there is relationship between employee beliefs and motivation.

Table-1: Chi Square Test for Employee Beliefs and Employee Motivation

Components	Chi-Square	df	Asymp. Sig.
Company policy	39.244 ^a	2	.000
Relation with supervisor	70.178 ^a	2	.000
Relation with peer	74.133 ^a	2	.000
Personal life	100.044 ^a	2	.000
Company culture	45.378 ^a	2	.000
Company goals	67.104 ^b	3	.000
Personal goals	52.526 ^b	3	.000
Salary	97.200 ^a	2	.000
Work environment	41.644 ^a	2	.000
Work itself	101.296 ^b	3	.000
Company	83.333 ^a	2	.000
Career opportunities	86.178 ^a	2	.000

Recognition	144.081 ^b	3	.000
Career advancement	144.141 ^b	3	.000
Achievements	116.230 ^b	3	.000
Team recognition	102.481 ^b	3	.000

4.1.2. Employee Engagement

H0: there is no relationship between employee motivation and employee engagement.

H1: there is relationship between employee motivation and employee engagement.

The Chi Square test results are shown in the following table. The value of chi-square is less than 0.05 in case of all variables and therefore the null hypothesis is rejected and the alternative hypothesis is accepted. This shows that there is relationship between employee motivation and employee engagement.

Table-2: Chi Square Test for Employee Motivation and Employee Engagement

Components	Chi-Square	df	Asymp. Sig.
Trust	40.311 ^a	2	.000
Give free comments	18.311 ^a	2	.000
Free to give suggestions	78.185 ^b	3	.000
Fair treatment	47.511 ^a	2	.000
Free to approach supervisor	61.237 ^b	3	.000
Free to communicate with supervisor	72.081 ^b	3	.000
Supervisor cares for employees	58.748 ^b	3	.000
Aware of opportunities	36.133 ^a	2	.000
Clear career path	34.178 ^a	2	.000
Fair promotions	34.844 ^a	2	.000
Opportunities to grow	43.600 ^a	2	.000
Information about the work	72.022 ^b	3	.000
Peer help	36.400 ^a	2	.000
Job resources	8.711 ^a	2	.013
Company's expectation about the job	43.874 ^b	3	.000
Equal work load distribution	14.978 ^a	2	.001
Job competency	138.156 ^b	3	.000

Proud to work for the company	78.400 ^a	2	.000
Comfort in the workplace	76.978 ^a	2	.000
Transportation facilities	44.311 ^a	2	.000
Security provided by the company	48.844 ^a	2	.000
Recreational activities encourage work	29.378 ^a	2	.000
Recreational activities hold me to the company	19.200 ^a	2	.000
Recreational activities are better in this company comparatively	28.933 ^a	2	.000
Job recognition	39.511 ^a	2	.000
Money motivates work	27.511 ^a	2	.000
Good packages	44.044 ^a	2	.000
Team members help each other	88.578 ^a	2	.000
Team members share ideas	73.244 ^a	2	.000
Team members enjoy working together	86.978 ^a	2	.000

4.1.3. Employee Satisfaction

H0: there is no relationship between employee engagement and employee satisfaction.

H1: there is relationship between employee engagement and employee satisfaction.

The Chi Square test results are shown in the following table. The value of chi-square is less than 0.05 in case of all variables and therefore the null hypothesis is rejected and the alternative hypothesis is accepted. This shows that there is relationship between employee engagement and employee satisfaction.

Table-3: Chi Square Test for Employee Engagement and Employee Satisfaction

	Work	Opportunities	Challenging work	Clarity in organization's expectations	Cooperation among members	Say in getting work done	Relationship among members
Chi-Square	118.067 ^a	102.067 ^a	94.007 ^a	78.422 ^a	68.644 ^a	180.963 ^b	73.385 ^a
df	3	3	3	3	3	4	3
Asymp. Sig.	.000	.000	.000	.000	.000	.000	.000

4.1.4. Employee Performance

H0: there is no relationship between employee satisfaction and employee performance.

H1: there is relationship between employee satisfaction and employee performance.

The Chi Square test results are shown in the following table. The value of chi-square is less than 0.05 in case of all variables and therefore the null hypothesis is rejected and the alternative hypothesis is accepted. This shows that there is relationship between employee satisfaction and employee performance.

Table-4: Chi Square Test for Employee Satisfaction and Employee Performance

Variables	Chi-Square	df	Asymp. Sig.
Job Handling	25.733	2	0.000
Mentoring	35.244 ^a	2	0.000
Training	16.933 ^a	2	0.000
Personal recognition	25.600 ^a	2	0.000
Criticism	22.800 ^a	2	0.000
Creativity	28.311 ^a	2	0.000
Punctuality	91.696 ^b	3	0.000
Commitment	78.067 ^b	3	0.000
Ethics	73.444 ^b	3	0.000
Team work	72.141 ^b	3	0.000
Work environment	93.889 ^b	3	0.000

The above results prove that there exists a relation between each of the two categorical variables. This is proved because the p-value is less than 0.05. Therefore, organizations must work building positive employee beliefs which are the foundation stone for the employee motivation, engagement, satisfaction and performance. These factors when combined help the organization to sustain for a longer time period comparatively. The results of the Factor Analysis are shown below

4.2. FACTOR ANALYSIS

4.2.1. The Rotated Component Matrix

To reduce the number of dimensions, the variables are rotated. To do this rotation, this study has adopted the Varimax rotation. The problem of multicollinearity is jettisoned by using this Varimax method. The table below shows the factors that are newly created.

The table below shows the different variables regarding motivation. All the factors that have less than 2 variables and loading less than 0.32 are ignored. In the below table, only

three components are considered and the other five are ignored as per the rule stated above. The three components used for further analysis are:

1. Company goals and personal goals
2. Company and the work environment
3. Career advancement and personal recognition.

This shows that the company they work for, their own personal goals, the company goals, the career advancement that they are given and personal recognition that they get motivates employees. Therefore, companies can work on building a good reputation in the industry to motivate the employees and make them feel proud to work in that company, the companies must also focus on the goal congruence of the company and the employee because it enhances the motivation to work. Not just the benefits must be focused on but also personal recognition of the employee for doing some good work must also be practiced because it increases the morale of the employee.

The three components used for further analysis are:

1. Good relationships and resources availability
2. Information and fair treatment
3. Benefit packages and freedom to give suggestions

The employees are highly engaged if they have good relationships with their supervisors, the resources must be available for their work, engagement is influenced by the information available to the employees, they should be treated fairly, and the packages, the health and security of the employee also must be taken care of by the company. Of all the employees must be given the freedom to give comments and suggestions. All these factors help the company to keep the employees more engaged.

The table below shows the different variables regarding employee satisfaction. All the factors that have less than 3 variables and loading less than 0.32 are ignored. In the below table, only two components are considered and the other nine are ignored as per the rule stated above. The two components used for further analysis are:

1. Clarity in work, cooperation and challenging work
2. More say, more opportunities and clarity in organization's expectations

The employee satisfaction is influenced by a various number of factors but the narrowed down factors that are the most influencing are employees must have a clarity about the

work they are doing, clarity in what the organization is expecting from them, they aspire for challenging work get satisfaction, cooperation among the organizational members, more say in getting work done and also more opportunities to learn and grow.

The table below shows the different variables regarding performance. All the factors that have less than 3 variables and loading less than 0.32 are ignored. In the table below, only one component is considered and the other nine are ignored as per the rule stated above. The one component used for further analysis is 'Work Environment Adaption'

Table-5: Rotated Component Matrix for Satisfaction

Component	1	2	3
Clarity in work	0.741	-0.027	-0.292
Cooperation among members	0.695	-0.075	0.276
Challenging work	0.656	0.169	0.188
Clarity in organization's expectations	-0.082	0.748	0.223
More opportunities	0.002	0.727	0.044
Say in getting work done	0.205	0.606	-0.298
Relation with manager	0.159	0.066	0.867

The below table shows that the employee performance is mainly affected by the work environment adaption i.e. the ability of the employee to adapt to new work situations, the commitment that employees show towards their work, the work ethics and conduct, the team work and the punctuality in work. All these factors, if positive they will show high employee performance and if they are negative then performance will be low. Therefore, organizations must focus on developing all these factors into positive to get high performance from the employees. These factors also show a common area for employee satisfaction and therefore employee performance is influenced by the employee satisfaction as well.

Table-6: Rotated Component Matrix for Performance

Component	1	2	3	4	5
Work environment adaption	0.731	-0.15	-0.245	0.005	0.109
Team work	0.723	0.275	-0.094	-0.023	0.045
Punctuality	0.661	-0.016	0.098	0.106	-0.089

Work conduct & ethics	0.651	-0.499	0.267	-0.211	0.019
Work commitment	0.556	0.319	-0.392	0.196	-0.237
Adapting to new situations	0.033	0.79	0.144	-0.153	0.07
Job handling	-0.103	0.107	0.876	0.114	-0.013
Training	0	-0.155	0.025	0.764	-0.02
Creative space	0.331	0.241	0.303	0.5	-0.084
Mentoring	0.129	0.162	0.068	-0.184	0.827
Handling criticism	-0.25	-0.188	-0.14	0.399	0.578

5 Findings of the study

LITERATURE REVIEW	FINDINGS FROM DATA ANALYSIS
Employee beliefs influence the employee motivation by forming positive attitudes towards the organization (Neal, et al., 2000) .	The results of the Chi-Square Test prove that there is a relation between the employee beliefs and the employee motivation.
Personal initiative in brief means, “that extra mile” which employees take to do the assigned job. This results in employee engagement which is influenced by motivation (Frese & Fay, 2001) .	The Chi-Square test for employee engagement shows that when an employee is given responsibility for some work, then he/she is more engaged in the work. There are still many other factors that influence the employee engagement, responsibility was one of the most important factor influencing employee engagement.
Employees are motivated by a good pay and once they have a good pay, it is the intrinsic factors that motivate them more than the extrinsic factors (Kuranchie-Mensah & Amponsah-Tawiah, 2016) .	Salary was opted by many employees as a motivating and an engaging factor. The results of the Factor Analysis show that salary is a motivating factor for employees.

Engagement arises out of motivation as motivation spurs the creativity of an employee which in turn allows him/her to take risks (Dewett, 2003). Therefore, when the employees are intrinsically motivated, their creativity is spurred (Grant, et al., 2006).	Performance of an employee increase when he/she is given the creative space to work in. The creativity is spurred only if the employee is motivated from within to do so. Therefore, motivation allows the employee to be engaged by giving the creative space required. This is proved in the factor analysis.
Job resources and personal resources are the main predictors of employee engagement (Bakker, et al., 2008)	As a part of the engagement questions, job resources, the transport facilities, the health and security of the employee in an organization were questioned and the results of the factor analysis showed that job resources fourth most important factor influencing the employee engagement.
Engagement influences employees performance and helps in improving team work (Bakker, 2011)	The results of the Factor Analysis show that team work enhances the engagement and also allow the employees to share new ideas among the team.
Employee satisfaction comes with employee engagement. Satisfaction is kindled because of many factors like team work, good work atmosphere, company benefits etc., (Afshan Naseem, 2011).	Company benefits like the packages offered, the recreational activities, the recognition for work etc., and the ambience of the work area kindle employee satisfaction which help the employee to contribute to a better work performance. This is proved in the results of the Factor Analysis.
Employee engagement results in employee's higher satisfaction and therefore increases in the employee performance. This will benefit the organization as a whole and not just the	As the Chi-Square results show positive results, it proves the existence of relationship between employee engagement and employee satisfaction which leads to

employee. Therefore, employee satisfaction is very important in every organization (Iffaldano, 1983) .	higher performance.
The operational efficiency i.e. the efficiency in performance of employee increases when there is a constructive appraisal done involving even the employee (Walsh & B.S., 2003) . When performance is influenced by the employee's satisfaction, the appraisal for the performance is another factor that iterates the satisfaction level in an employee.	Handling criticisms showed to be one of the most important factors influencing the employee performance. Not just giving the feedback of the employee performance will influence the performance but the way it is put to the employee and also the way he receives the feedback influences the employee performance. It is seen in the factor analysis.
An organization can sustain long if its employees are driven by passion to do work and not for just doing it (Ho, et al., 2011) .	The performance of an employee is triggered by one major factor i.e. the creative space given to him/her. Another factor is, the interest that employees have for their work. Interest on the work will impact the performance of the employee is elucidated using the factor analysis.
When employees feel reliable on an organization, only then there is high performance for that organization. This reliability comes from the relationship that the organization maintains with its employees. The trust that an organization creates is the basis for an employee's reliability and therefore organizations must develop that strong trust among all its employees (Sturman, et al., 2005) .	The results of the factor analysis showed that having trust in the top management is one factor that affects the employee's performance. Employees' relationship with the supervisor/subordinates and with the peers influences the employee performance in an organization.

<p>“A happy worker is a productive worker” is a very common notion. Every organization has become attentive to making an employee happy because the entire organizational performance lies in all the employee arms (Luthans, 2002).</p>	<p>Analysing the results of the chi-square, it is indeed evident that employees do give importance to the extra benefits and the extra activities that an organization provides to the employees. All these are the motivating factors that directly influence the employee performance and the organization's sustenance.</p>
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The above findings thus show that the employee beliefs are shaped by the organizational values. The employee beliefs affect the employee motivation which affects the employee engagement; the employee engagement directly influences the employee performance which affects their satisfaction. This is an iterative process in every organization. Therefore shaping positive employee beliefs is very crucial for an organization to sustain in the long run.

6. CONCLUSION

The holistic approach of how the employee beliefs lead to organizational sustenance has been analyzed step by step in this study. The primordial importance has been placed on the importance of building positive beliefs in the employees. The beliefs of the employees are a reflection of the organizational core values. The employee beliefs influence the employee work behavior which affects the organizational performance as a whole. Various literature has been studied as to how beliefs actually are formed, how they affect the employee attitude, their motivation, their satisfaction, their performance and the organizational sustenance. This study thus acts a compass for organizations to look from the direction of the employees and not just the employer point of view. This assists the organizations by providing the various factors that affect their beliefs, motivation, engagement, satisfaction and performance. It is not just performance that is stressed upon in this study but it is the innovation and creativity that is kindled because of all these factors. Every organization has a life cycle just as an industry or a product has but every organization has lot of human factor that can help reboot all the problems of the organizations if the employee needs are taken care. Therefore, employee beliefs are very important for every organization.

7. Suggestions for Organizations

- Organizations must emphasize on positive employee experience in the organization which creates positive employee beliefs about that organization.
- Core values of an organization are the most important to be focused on because they are reflected in the employee experience at the organization which foster the employee beliefs which result in the employee performance.

8. Implications for Further Study

- This study has been undertaken to see how the employee beliefs impact the organizational sustenance using the quantitative methods. Further study can be done using the qualitative methods.
- A further study can be done on how employee beliefs are actually formed and the impact of these beliefs on an organization.

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