Framework to Create Employee Engagement Culture in Saudi Banks

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▓ **ABSTRACT:** Employee engagement has attracted widespread interest over the past twenty years from the practitioner network and researchers. It is claimed that organizations that focus on growing an engagement culture will result in increasing employee productiveness, the fulfilment of the organizational objectives, and competent employee retention. However, the fundamental issues revolving around the meaning and key antecedents of employee engagement nevertheless require similar research interest [2].

The Saudi Banks are an important component of Saudi Arabia's financial system. In light of the emerging high volume of business activities, Saudi Banks are keen to inspire worker participation and employee engagement. This behaviour will allow banks to achieve sustainable business development.

In response to these issues, the present research offers the possibility to advance the knowledge of organizational culture's influence on employee engagement. The present research adopts a qualitative approach, and the method used is a grounded theory. The data collection process adopted an issue focused approach. Interviews were conducted with banks managers and their subordinates (male- female). The findings of the present study indicate that the factors that make the greatest contribution to employee engagement were employee satisfaction, achievement recognition, and jobs that were in line with the employees' competent. Furthermore, the results revealed that the Saudi national culture, which is rooted in Islamic belief, has an influence on employee engagement in Saudi banks. This influence manifested itself as Non-interests bearing transactions, and the female segregation rule. The outcomes of the present research contributes to the existing theory of employee engagement by providing empirical evidence regarding the engagement meaning construct and its distinctiveness from similar, alternative, well-established attitudinal constructs. Furthermore, the present research offers a framework consisting of the themes that emerged from the analysis of the present study, and the proposed interventions to maintain an employee engagement culture. Furthermore, a discussion of the analysis' limitations and recommendations for future researches will be presented, and a conclusion will be drawn.

Keywords: Employee engagement, Organizational culture, Interventions, Engagement culture frameworks, Saudi Banks

1. INTRODUCTION

According to O'Reilly et al. [2], the efficient management and development of organizational culture is vital for the organization to be able to use all the Organizational culture advantages [3], among which having and respecting strong values is perceived as important because it sets clear guidance on what is important within the organization, setting acceptable behaviour and attitudes and providing a focus on employees as well. Furthermore, O'Reilly [3] also developed on four mechanisms used to develop and manage organizational culture and its advantages.

Organizational systems which encourage employee participation within the system are prone to develop and change the culture of the organization due to subordinates becoming involved, sharing their beliefs with other employees who are therefore likely to make decisions and take responsibility of their actions [4]. Allowing employees to feel they are making their own choices leads to them feeling committed, bound to the other employees and the organization itself. On the other hand, symbolic actions management supposes evident and well-defined actions taken by managers to support organizational cultural values, actions which inform employees on the development of the organization [5].

According to Caldwell et al. [6] and Weinzimmer, et al. [7], in order for organizations to successfully promote an engagement culture, need regulated plans, policies and systems. Furthermore, Huhtala & Feldt [8] also specify that an organization's culture mostly focuses on its ethical expectations for its subordinates, also connected to employee engagement and creating an engagement culture which is known as the nature of engagement key aspects. furthermore Schaufeli, et al. [9] stated that, besides the fact that the beliefs of the employees are in agreement with the goals of the organization, at affective level, engagement culture also leads to satisfaction increase, a sense of belonging, and affiliative attachment to the organization, while at behavioural level, they

lead to an interest to do more in order to reach Organizational objectives.

Furthermore, Rothwell underlined the direct connection between engagement culture and high employee commitment and partnership, reduced number of employee change and health and safety issues, increased productivity, profit and customer satisfaction as well. In 2012, Gallop conducted a quantitative statistical study of 192 organizations within 49 industries, across 34 countries, an analysis which emphasised and developed on the direct connection between employee engagement and nine organization performance measures: quality (defects), customer ratings, profitability, productivity, turnover, safety incidents, absenteeism, shrinkage (theft), and patient safety.

1.1 Significance of the Study

Organizational culture, together with the values that it epitomises, is a significant element in the success of any organization, and is gaining support as a predictive and explanatory construct in organizational studies [10]. Organizational culture has been linked to job satisfaction and commitment and is considered one of the main indicators of organizations' efficiency. Therefore, oorganizations are keen to identify the features of their organizational culture and its influences on employee behaviour, such as work engagement. Halbesleben [11] emphasize that employee engagement is vital to attaining organizations' success, and can be shown to lead to greater job satisfaction and productivity, which ultimately contributes to employee retention.

Wildermuth and Pauken, [12] emphasized that there are organizational factors that are linked to employee engagement, such as; "work place relationship", "work life balance", and values. Furthermore, organizations can retain their competent and skilful employees, when they incorporate a strategy of enhancing their organizational culture [13]. Consequently, developing a favourable culture for promoting work engagement is essential in order to attain the most appropriate organizational outcomes. However, to the best of this researcher's knowledge, work engagement had not been empirically researched in the banking industry in Saudi Arabia. Therefore, a study of work engagement in the Middle East, especially in the Gulf Council Countries (GCC), and in Saudi Arabia in particular, would be of interest. The purpose of the present study is to identify the factors that contribute towards having an employee engagement culture in the banking industry in Saudi Arabia. Having exploring the empirical evidence, there is no study examining the relationship between organizational culture and employee engagement in KSA, and Gulf countries (GCC). Therefore the present research offers a framework that contributes in facilitating an employee culture.

This study focuses on work engagement and examines of the role played by organizational cultural factors in affecting employee engagement, based on the Edgar Schein Culture model, which is frequently used to define organizational culture and highlight the importance of the research conducted by Schein. Therefore, a key definition considered in the present research was formulated by Schein, and it describes organizational culture as "a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which 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" [14]. Therefore, this definition clearly supports the reasons why it makes clear sense to consider a direct connection between both organizational culture, and employee engagement. In other words, what Schein was implying is that culture plays the role of a behavioural guide, helping organizational members to cope with challenges and overcome all obstacles, always putting the organization first. That is why companies are so focused on analysing and adapting their cultures to achieve success, however their advice must be based on psychometrical analyses which provide accurate and trustworthy results [15].

1.2 Research Design

This research is an exploratory study using the grounded theory methodology which "provides a systematic process for the abstract conceptualisation of latent patterns within a social reality" [16]. Theory development is not an just an ideological process, but involves a reiterating and methodical sequence of methodological action that allows the advancing deduction of concepts that meet the data, but also have a conceptual generality with broader interpretative value [17]. Similar to the research methods used when reaching for new areas of study, the researcher starts with a limited number of pre-set ideas as the idea is for the participants base their findings on the gathered data, therefore there is no initial hypotheses made available for the researcher to simply and traditionally start in the fields, collecting and analysing data [17]. These two initial steps take place simultaneously with the researcher's new breaks in the data. While other studies use extensive qualitative data, a grounded theory is defined by Holton [18] as a "conceptually abstract narrative" which first analyses each key concept individually and then focuses on the relationships between them.

2. CONSTRUCT THE MEANING OF EMPLOYEE ENGAGEMENT

To start with, the earliest research on engagement is attributed to [19], therefore the present research will start by a short discussion of his theory on personal engagement. Christian, et al. [20] noted that, the roles of "performance of work tasks" and "self-investment of personal resources" were highly important to defining and explaining engagement within Kahn's work. Therefore, any materialization of employee engagement should also suppose an effective action towards performance as well as "personal resource" as claimed by Kahn [19]. The majority of the definitions so far provided for engagement agree, however none of them uses the term 'active' as a characteristic of the term, however terms such as 'proactivity', 'focus', and 'initiative' are used [21, 22]. Therefore, engagement has been described as an active condition, meaning that the engagement energy is not

perceived as stationary [23]. Despite the general opinion accordance regarding employee engagement as an active condition, there is need to debate on the difference between state and trait engagement.

In fact, engagement as a "trait" [12, 24], "trait-related affect" [25], or specifically as a trait inserted within a state, in which personality traits influence the "mood effect" [20] are topics which have been so far seldom researched upon. Even if many researchers have disregarded or avoided this topic entirely, it is an important determinant in the development of several commonly agreed concepts and beliefs. In order to be able to provide or formulate a definition for Defining engagement as a "trait or trait-like concept", there is a need to consider individual or personal stability with time and context as crucial factors; this particular form of engagement is known as trait engagement [26]. Previous research has analysed ramifications between state and trait affectivity, however as argued by Brief and Weiss [27], there haven't been any studies conducted on a factual approach to state versus trait engagement. However, there is close relationship between the term "trait" and employee

Furthermore, scholars have reliably suggested that the meaning of the term originates in "maintenance, intensity, and direction based on context" [19, 28, 29]. A further discussion point touched by specialised literature is the dormant employee engagement establishment and how the practiced term is formed. As noted by Kahn [19], employees may use a wide variety of intellectual, emotional, and physical energies in their jobs, namely while some researchers have observed that certain employers express themselves through elements of understanding and emotion which form the main focus of their engagement [30], others have concentrated mainly on their behaviour.

Furthermore, Shuck et al. [31] have perceived employee engagement development as an individual-level type of employee engagement manifestation of at cognitive, emotional, and behavioural level. Several studies [1, 31, 32], applicable to the topic of employee engagement development, have linked tentative preliminary states to engagement state but have yet to supply detailed-enough explanation of the emotional processes [29, 31].

The present research agrees with the theories developed by Purcell [33] and Newman & Harrison [34] who stated that real engagement cannot be only the result of extreme work, that keeping employees engaged is not the outcome of intense workload, but on the contrary, it is the intense energy with which work is achieved within a purposeful context [35]. Despite the rapid growth of engagement research, work engagement seems to be well distinguished from other engagement types due to the relative consistency of measurement, scholarly reference points, and definition. Below is the table that includes the development of engagement definitions by the key authors.

2.1 Antecedents of Engagement

The search for the antecedents of employee engagement is relatively new [36]. Researchers have identified that much of the employee engagement literature has come from practitioners and consultants, but considerable academic research has been achieved [37]. Although various studies have tried to understand what drives employees' engagement, the specialised literature on the employee engagement background does not represent much experimental research [38]. The present section expands on the contemporary logic and proof of employee engagement motivation [36] (figure 1).
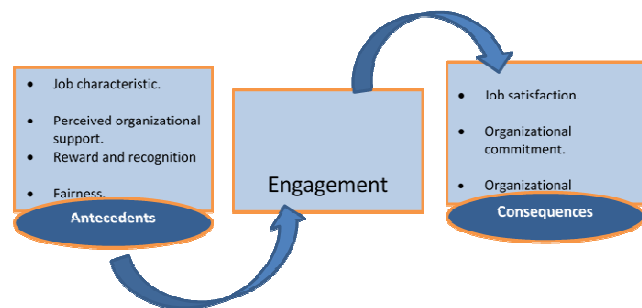

Figure 1: Antecedents of engagement.

Saks [38] conducted a study to examine the antecedents of Engagement with a sample of 102 Canadian employees in different positions within various Canadian organizations who had been in their job for four years on average. The results showed that job characteristics were significant job engagement predictors, among which POS had a major influence on both job and organizational engagement; however procedural justice was the main predictor of organizational Engagement. The study revealed that job characteristics were the main indicator for Job Engagement [36], while Perceived Organizational Support had a major influence on organizational engagement and job Engagement [36, 39].

According to Findley Musgrove et al. [40], job and organizational Engagement are influenced by organizational strategic profit stress, and they emphasized that offer employees a revenue enhancement strategic profit emphasis tend to have workers who are engaged and devoted to the work [36], while employees with unpredictable quality service, such as cost domination profit stress, tend to be less engaged [41].

Furthermore, Karatepe [42] emphasized that "high-performance" work practices that provide skills development, "empowerment" and recognition lead the organization to be a collaborative organization, which improves employee engagement.

Similarly, Saks [38] and Trinchero, et al. [43] studied the link between perceived organizational support, development, flexible authority and employee engagement. This study involved a sample of 826 nurses in Italy. The results confirmed the significance of workplace relationships in improving both autonomy and engagement [36].

Sarti [44] conducted a study in Italy on a sample of 167 car providers. The result of this study indicated that organizations

that offer employees an opportunity to develop was the most important engagement antecedent, while no connection was found between financial rewards, feedback and work engagement. Furthermore, decision authority was perceived negatively, while co-workers and managers support the link to employee engagement [36]. However, engagement predictors were not limited to job characteristics [21]. Gan and Gan [45] recommended that adding the consequences of personality would provide an even deeper analysis of the active progress of engagement.

In addition to job characteristics and personal traits, organizational level resources such as Human Resource Management (HRM) practices are also vital engagement antecedents, as these practices can support employees to become more successful in their job and decrease the demands on them at the same time. Karatepe [42] conducted experimental research on 110 influential employees from eight hotels based in Romania and concluded that HRM practices were significant predictors of engagement [36].

2.2 Consequences of Engagement

Researchers including Halbesleben [11] have identified employee engagement as a vital factor in improving employee performance and found a positive relationship between engagement and employee performance [36]. This in line with what Saks [38] stated; employee engagement has an influence on organizational outcomes' results through individual performance as engagement is an individual stage construct. To observe employee performance, Bakker et al. tried to discover the impact of engagement on job performance using a sample of 144 distinct occupational employees and found that relatively dynamic and constant employees were more likely to be more successful in their work performance [36].

Similarly, Shantz et al. conducted a study on a sample of 283 UK consulting firm employees, and found better engagement results at higher levels of role and citizenship performance, whilst different behaviour was one of the feasible negative consequences of employee engagement.

Empirically, using a sample of 139 employees working in the health sector, Simon et al., conducted a study to examine the engagement outcomes, and found that engagement was linked to employee motivation, commitment, and employee retention. This conformed the outcomes of Shuck, et al. [46] study, which revealed that employee engagement is crucial factor in employee retention.

Hewitt consultancy firm conducted a study to examine the relationship between employee engagement and financial performance, which indicated that engagement had a significant effect on organizational financial performance and profit growth. This result was confirmed by Kumar & Swetha [47]. Furthermore, Gallup investigated the consequences of having disengaged employees in organizations, which indicated that this led to an annual loss of $250 to $350 billion [36].
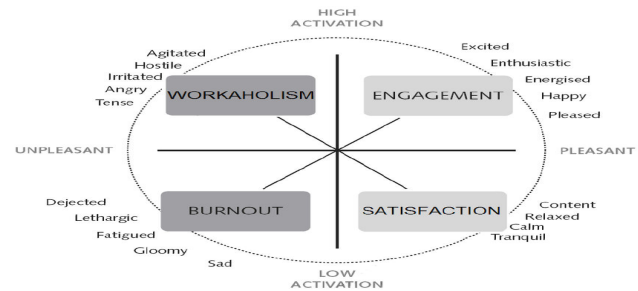

Figure 2: Impact of work engagement on job performance.

However, Boon & Kalshoven [48] conducted a study of 270 supervisors to examine the impact of work engagement on OC, and the results showed that engaged employees were highly committed to their organization. A cross-sectional study found similar results among 595 academics in South African higher education institutions [49]. Moreover, engaged employees helped to increase the organizational effectiveness by instituting discretionary innovative work behaviour.

Empirically, Shuck, et al. [46] found that work engagement in the health care industry reduced turnover intention among employees. Furthermore, Simon, et al. confirmed the direct and indirect outcomes of work engagement. Schaufeli and Bakker [50] identified that employee engagement had a negative influence on turnover intention in the presence of job resources for a sample of 1,698 employee from four independent occupations, suggesting that job resource availability would help to reduce employees' job demands; consequently, it increases work engagement which, in turn, reduces turnover intention [36].

The analysis conducted by Hewitt detected an obvious connection between employee engagement and financial performance, also supported by Kumar and Swetha [47], who underlined that high-engagement-level organizations (with over 65 percent of the total number of employees) performed higher than the total stock market index, even in uncertain economic conditions. The example year was 2009, in which "the total shareholder return for these companies was 19 % higher than the average total shareholder return". At the opposite pole, low-engagement companies (lower than 40 %) had a "total shareholder return lower than the average by 44 %" [36].
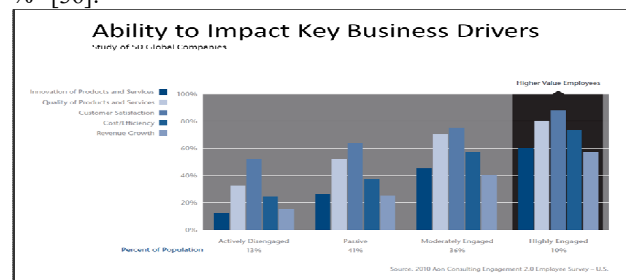

Figure 3: Employee engagement and financial performance.

According to Rath & Conchie [51], over time, Gallup has found that unengaged employees cause U.S. companies a

yearly loss of $250 to $350 billion. One way of estimating the impact of engagement on business outcomes is to compare and contrast the more engaged employees with the disengaged ones.
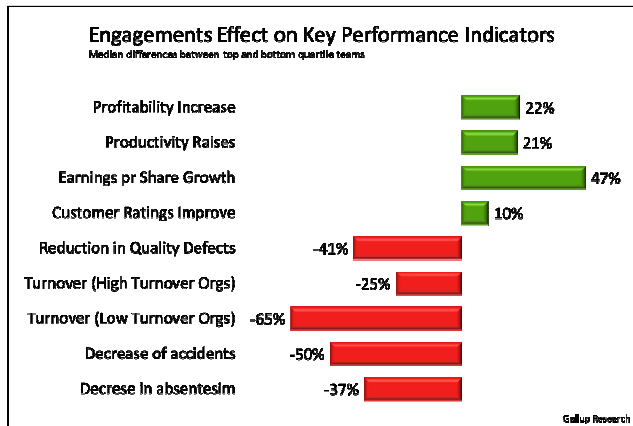

Figure 4: The relationship between engagement and business outcomes.

2.3 Work Engagement in Saudi Arabia

According to one of the key researchers, G Hofstede [52], people and culture are closely interconnected, therefore influencing workplace engagement level. Thus, due to the specific cultural setting of the present research, a close and detailed study of Saudi Arabian work engagement build on a series of observational studies conducted in the above-mentioned area is required. Both previous literature and the present research focus on work engagement, job performance, and turnover intention were studied within the current experimental studies within the Saudi Arabian banking system [53].

The present study uses a different interpretation of work engagement compared to the definitions provided by previous researchers. One of the definitions, quoted by Ahmad & Aldakhil [54] though uncited, perceives work engagement as "the emotional link which is built due to high work satisfaction level between an employee and the organization and which motivates the employee into increasing their work effort" .The study was conducted on a sample of 237 out of 250 participants randomly contacted from local banks in Riyadh, the capital of Saudi Arabia. Ahmed and AlDakhil research [54] was based on a questionnaire with a 94.8% response rate interpreted through a Pearson correlation and multiple regression system. The researchers concluded that there was a strong positive link between communication, leadership attention and job satisfaction.

A further study was conducted by AL-Zahrani and Almazari [55] based on a web-questionnaire analysis of the effect of successful human resources management on the financial outcome within Saudi banks, however without defining employee engagement. The study involved 175 randomly-selected participants out of 200 Riyadh bank employees, in, and it generated an 87.5% response rate. The sole hypo-research connected to employee engagement was its positive influence on the Saudi bank financial achievement, the study relying on "data using correlation and multiple regression" [55]. However, findings revealed a negative link between employee engagement, the professional development procedure, and the recruitment process.

Moreover, Shmailan [56] focused on an analysis of the level of influence employee engagement has on the movement Saudi employees compared to non-nationals within the private. The work engagement evaluation process was based on the UWES-¬9 model and a survey to collect data, based on 104 randomly-selected participants out of 500 healthcare and information technology employees in Riyadh. The research questions were based on the link between background variables and employee engagement, and employee engagement and effects such as the intention to quit the firm. The Pearson correlation and multiple regressions were the tools used to analyse the gathered data, the findings revealing that the only two background constructs linked positively to employee engagement were job characteristics and rewards.

The results concluded that:

- Employee satisfaction and engagement are directly connected, increasing productivity and career enhancement.

- Employee engagement is also highly influenced by cultural environment, therefore management should be aware of employees' needs and motivation factors.

- If employees lack engagement, this may lead to a decrease in the organization's "profit margins", "customer service", "employee turnover" and "competitive edge".

- Moreover, engaged employees are generally the face of their company and are always aiming at achieving meaningful tasks and work with available managers.

- An organization should aim at setting up an employee engagement plan as time-consuming as it may be because

- Objectivity and recognition are vital factors in increasing employee commitment.

The research recommended that further research on the cultural factor as an influential effect employee engagement may be needed especially in fields which have been characterised by negative/decreased engagement. Therefore, even if quite challenging, an interesting research topic could be the study of the Gulf Cooperative Countries, as these changes might be received with some animosity; however, an emphasis of a potential positive opportunity to educate arises.

Another study conducted by Al-Khalifa, broadens the existent knowledge on work engagement background, underlining the important role of job resources and demographics as factors in their relationship with work engagement. Furthermore, two more factors have been statistically proven as having a strong influence on work engagement, namely age and work

experience, the positive impact and engagement levels increasing with age and wider experience. Moreover, the results also perceive job resources as background constructs to work engagement, emphasizing the positive connection between job performance and work engagement, namely the higher the engagement level, the better the performance. However, the findings also iterated the negative link between turnover intentions and work engagement.

Furthermore, Aboshaiqah, et al. [57] analysed the antinomies within work engagement among 1200 nurses in Saudi Arabia and its connection with personal attributes within different hospitals. The method used to calculate nurses' level of engagement was the Utrecht work engagement scale (UWES), an analytic comparative cross-sectional design, and was applied in eight hospitals from three provinces; the results indicated a high total level of engagement, especially dedication, were close in value to the upper part of the Likert scale. Furthermore, the results underlined the vital influence on the engagement levels of the different work environment, the subjects' age and experience, as well as the need for a statement of professional nursing scope of practice [57]. In summary, while the previous researches illustrated above, have explored the varieties factors that influence employee engagement in Saudi Arabia, the present study uniqueness represented as it is proposing a framework that will contribute in maintain the employee engagement culture. Furthermore the grounded theory approach makes the outcomes of the present study has more relevance to Saudi Arabia culture.

3. ORGANIZATIONAL CULTURE

Organizational culture is a topic of management, which is currently a highly debated subject. The analysis and development of organizational culture began in the 1970s and the main indirect cause was the performance of Japanese firms to a substantial extent through their specific culture. One of the key components a company needs to achieve success and efficacy is Organizational culture and its values, a topic more and more widely studied in Organizational studies [58]. Halbesleben's [11] work engagement has been seen as one of the elements leading to business and work success outcomes, such as commitment, satisfaction, productivity, innovation, and retention.

Three vital environmental factors linked to engagement were found by Wildermuth and Pauken [12], namely "(1) relationships, (2) work-life balance and, (3) values". Of precise importance to this research is the values aspect that is related to engagement and, especially, the juxtaposition of Organizational and individual values. According to Maslowski [59], values are taken into consideration as unwritten standards or guidelines according to which others should behave. Organizational culture overall consists of as explained by Schein [60], both Organizational values and ideals, assumptions, attitudes and norms, all of which are essential to the identity of each employer.

Safety and meaningfulness are, according to Wildermuth and Pauken [12], two of the levels at which values connect to work engagement. Kahn [19] found that if, on one hand, safe jobs had been anticipated, and valued the employees' principles

and opinions, worth, on the other hand, increases their efforts and strength. Chalofsky [61] also adds that there is a higher chance for meaningfulness to happen at the place of work if only the employee's values match the employer's values, while Saks [62] goes further by stating that if the employees ready psychologically and their workplace offers them safety and meaningfulness, then they will be increasingly more involved and productive in their work. Therefore, it can be clearly deduced that work engagement cannot be attained when the values of an organization do not match those of the employees.

Values and beliefs are considered constituent parts of both a leader's and an organization's vision [63]. The founders of an organization own from the very beginning a set of values which, would will be further found in the formal definition of the mission as well as in the setting of its objectives [64]. In 1990, William Kahn [19] started employing the term work engagement in the United States, which, according to him, was further applied in many other countries, such as: Finland, Greece, Spain, Sweden, Portugal, Netherland, Norway, Belgium, Australia, South Africa, Japan, China, Romania, Egypt, South Korea, Japan [65].

The roots of Organizational culture are to be found in anthropological research, namely, since the 1950s and 1960s, scholars borrowed the anthropological term culture and focused on its role in understanding individuals' and groups' behaviour within organizations [66-68]. However, this vast research did not succeed in reaching a universally accepted definition of organizational culture, although there are some agreed aspects, including the perception of organizational culture as a "complex phenomenon shared at different levels among organizational members" [69, 70], with the possibility to classify it into several subcultures [71, 72], influencing employees' attitudes and behaviours [73, 74], and consisting of a "complex bundle of collective values, beliefs, and assumptions" [75, 76]. Schein [77] succeeds in providing a definition of organizational culture summarising the above-mentioned approaches within the specialised literature, defining it as: "…the set of shared, taken-for-granted implicit assumptions that a group holds and that determines how it perceives, thinks about and reacts to its various environments" [77].

4. RESEARCH GAP

Exploring previous research literature, indicated that employee engagement could be a crucial factor in improving employee engagement , due to the fact there is a capacity impact of employee engagement on extensive range measures of organizational overall performance such employee retention, loyalty, productivity, satisfaction [30]. Furthermore, higher employee engagement, results in both employees and organizational-level outcomes [19]. However, prior discussion of empirical evidence of the relationship between organizational culture, and engagement always inconstant, which reinforce the need of more exploration of those inconsistent outcomes to clarify any ambiguity in knowledge to what extent of organizational culture contributes to improving of employee engagement [50, 78]. Furthermore, having explored the empirical evidences, there is no a study

examining the relationship between organizational culture and employee engagement in Gulf countries (GCC), and Saudi Arabia in particular. Therefore the present study will be offering a framework that contributes to the research in the area of employee engagement culture.

5. DEVELOPING THE INTERVENTION FRAMEWORK

The present framework development was built around the themes developed by the Focus group meetings. These themes were clarified in a repetitive process to plan potential solutions that would contribute in creating employee engagement. There was clear description of each intervention, where possible, with a clear aim and responsible people. This discussion resulted in eleven interventions, considered as enabling employee Engagement culture.

In order to make changes to current engagement culture, adopting a model to make changes. While exporting the literature, researcher has set criteria to identify the most appropriate model of employee engagement interventions.

Having identified step one through analysing the existing culture illustrated in the themes shaped by the participants in the focus group, these themes have been developed by the focus- group members; they believed that to be the core categories (phenomena) influencing these themes used in developing the framework the interventions are based on, they had to be planned to have a positive impact in improving the area of these themes. As indicated, these themes reinforce the need of having a culture of employee engagement that can be withstood rather than implementing a programme for certain time. These programmes may stop or be negatively affected by changing the organization leadership. In order to make culture changes, adopting a model that considers the culture as a dynamic concept is important, to facilitate the area aimed to be altered to move to the desired direction or level. The present study adopting Kotter model of change as it provide clear steps that lead changes, furthermore, this model emphasized more on how to avoided errors while implementing changes to achieved the desired outcomes of the changes process [79]. Overall, there is not a clear description of specific change methods; however three specific models have produced ground-breaking work according to specialised literature.

Firstly, Kotter [79] aimed to avoid change process errors by constructing an eight-stage model.

According to Kotter, to enable an organization to prosper, there are eight crucial success factors that will lead the organization through successful changes. As illustrated in the figure and quote above, by following the eight steps of change, the company can make successful walkthrough. Kotter [79] introduced the eight steps for making changes through reorganization, and added that these eight steps can prevent any errors that might occur during a change process. These steps are:

1. Creating a sense of urgency

A sense of urgency will make the organizational members make changes as a vital task. Furthermore this sense of urgency can be converted into action to prevent the negative consequences that might arise unless these changes are implemented.

2. Creating the directional team, a powerful coalition
The second step is convincing the employees to change, which requires substantial support from the management. This means adopting a plan of assigning a group to lead the change. Moreover, this group shapes the urgency and conveys the message that change is needed.

3. Developing a change vision
This step refers to the management's desire to implement ideas and solutions to make the change. By developing a vision which is straightforward and well defined as well as apprehend, and incorporating this into the organizational strategy, this will result in including the employees within the change process and support any decisions that may be required in order to make the change.

4. Communicating a vision
Having creating a sense of urgency regarding the need for change, the role of the management in the change intuitive, involving sharing the organization's vision with the organizational members, as it is a vital step in realizing successful change. Furthermore the organization must incorporate its vision in all of the processes and practices that it undertakes.

5. Removing obstacles
In the fifth step, the group leading the change must remove any obstacles that may detract from the change process, identify the source of any resistance in the organization and provide solutions that will help to minimize or remove the causes of this resistance.

6. Induce short-term wins
In order to maintain the organizational members' motivation and support change, recognizing the short-term achievement will help to maintain support for the change intuitive, but setting short-term goals may lead to criticism in the early stages of the change process, that may be detract from the whole process of change.

7. Building on change
Having completed the steps of involving and communicating the need for change an organization should implement and build on the change, while continuing to work towards achieving the main goals and dealing with any resistance that may arise.

8. Make it stick
Making the change one of the organizational cultural components is the final step in Kotter's model of change, and an indication of cultural success is if the new way of performing the organizational task is perceived as better than the old way. Moreover, the change's success should be communicated to the whole organization and changes can be

made to stick by incorporating them into the day to day work process.

6. DEVELOPING EMPLOYEE ENGAGEMENT INTERVENTIONS

In order to develop interventions to improve employee engagement in Saudi banks, it is essential to consider the Organizational culture, this statement being valid due to that fact that applying predetermined intervention based on different empirical evidence that was set on different cultural settings is not going to be feasible. In this context, namely the reward theme developed in this research, the general perception was that the financial reward is the most crucial factor in motivating employees, whilst the results of this research indicated that for employees form Saudi banks non-financial reward is more valued than financial rewards. The explanation of this result is due to the Saudi work culture which is mainly based on the interpersonal culture-work setting. A cultural change has been previously suggested as necessary to enhance employee engagement culture in Saudi Banks. The present chapter analyses the main issues regarding the theoretical categories presented in Chapter Four in order to clearly understand Saudi bank employee engagement. The theoretical categories provide new views that might enable Saudi banks to achieve higher employee engagement levels. A detailed discussion this culture change model will be illustrated in discussion chapter.

7. ORGANIZATIONAL BEHAVIOUR AND PRACTICE INTERVENTIONS

The recommended interventions on Management in order to maintain employee engagement culture is as follow:

• Maintain employees' autonomy.
• Setup achievable targets and rational performance appraisal.
• Develop effective communication Strategy.

The interventions anticipated outcome is, reducing the danger of role ambiguity and conflict as well as helping employees with managing their responsibilities, reinforcing employees' involvement to maintain employee engagement and prevent potential resistance to Organizational decisions and plans.

7.1 Job Characteristics and Employee Competent Matching Interventions

The intervention to maintain the matching between employee preferences and job characteristics is;

1. Designs jobs that provide them with opportunity for skill gaining, growing, improvement, and provide jobs with verity of different skills.

The aim of the intervention is to create a job that match with employee skills and competences which will influence employee performance and engagement level. Having such workplace will improve an organization's performance and outcomes. It plays a crucial role in providing jobs that match employee preferences and prevent role conflict situation.

Furthermore, it will be reflected in employee productivity and engagement.

7.2 Fairness at Work Place Interventions

In order to maintain fairness within the work place, the contribute to maintain employee engagement culture this study proposed the following intervention;

• Develop policies that monitor organization leadership decisions and to maintain good value of justice.

Fairness is perceived to be high in the case of Organizational leadership treating employees with dignity and respect. The anticipated outcome of this intervention is, employees feel that their voices were heard, and they have a feeling of a fair involvement in the results development. This form of involvement technique enforces the perception of fairness. Furthermore, the equal distribution of reward and development opportunities reflects the Organizational commitment and builds a trustful relationship, which encourages employees to be more engaged.

Competences and skills development interventions.

Competence and development are important factors in improving employee engagement;

• Prompting sustainable training and development strategies.
• Allocating sufficient resources to maintain training strategies

Provide employees with opportunities to be developed. Sustain the availability of talent required to create the talent pool to train new employees to combine new acquirements into the organization, and have various skills within organization to make sure that being highly skilled keeps employees engaged. According to Satish Kumar [80], Organization which provides opportunities for development, and makes use of its employees' skills, will have them more engaged.

7.3 Employee Psychological Ownership Intervention

The intervention used within this study to maintain Employee psychological ownership is the following:

1. Designing and operating in an open, participative management style which leads towards moral progression.

The anticipated outcome of this intervention, employees will feel more attached to the organization, which will urge them to execute tasks and being more emotionally attached to the work. It is an investment with great return to organization, and it enforces the sense of accountability for it, and positively influences employees' engagement level.

7.4 Motivations; Reward and Recognition Interventions

The intervention proposed to improve motivational level; reward and recognition.

• Developing fair reward policies and practices link to the accomplishment of business goals.
• Designing recognitions polices that can be in the form of non-cash benefits. Engagement

The aim of this interventions is to Create work environment that attract employee value scheme and providing rewards polices that contribute in retaining people and enlist their engagement. Moreover, offering motivations polices that cover all organizations level to gain employees commitment and engagement.

7.5 Diversity Management Interventions

The theme of diversity management developed in this study is another important theme, due to the fact that Saudi Arabia is in the stage of bringing changes to work culture, a culture transition period:

• Developing policies which provide assurance of equal opportunities between different groups and genders.
• Adopting a fair recruitment and promotion procedure that does not "discriminate" against any specific individuals or groups.

The desired outcome of these interventions is providing the organization the ability to accommodate deferent views from different genders in order to accomplish the desired employee engagement culture.

Theme	Interventions
Fairness at workplace	- Developing policies that monitor Organizational leadership decisions and to maintain good value of justice.
Employee psychological ownership	- Designing and operating in an open, participative management style that builds a moral progression.
Competency and skills Development	- Prompting sustainable training and development strategies. - Allocating sufficient resources to maintain training strategies
Motivations; Rewards recognition	- Developing fair reward policies and practices linked to the accomplishment of business goals. - Design recognitions polices that can be in the form of non-cash benefits.
Organization behaviour and	- Maintaining employees' autonomy.

practices	- Setup achievable targets and rational performance appraisal - Developing effective communication Strategy
Diversity Management	- Developing policies that provide assurance of equal opportunities between diverse groups and genders. - Adopting a fair recruitment and promotion procedure that does not "discriminate" against any specific individuals or groups.
Job characteristics and employee competent matching	- Designing jobs that provide them with opportunities for skill gaining, growing, improvement, and provide jobs with verity of different skills.

Table 1: Employee Engagement framework interventions.

8. FRAMEWORK VALIDATION

The primary purpose of using experts' judgment is to provide "judgments" and utilise their wide experience and knowledge. In this research, the main goal of undertaking the validation processes it to authenticate framework components, suggested interventions, and the anticipated outcomes of these interventions, to ensure framework applicability and that the intervention used is the most appropriate, to examine the framework elements and the interventions, as well as evaluate how the interventions are linked to the framework elements and the anticipated outcomes of the interventions. The researcher aims to validate the framework by approaching academic and practical views that will provide to integrated insights.

The academic validation was sought by inviting a senior lecturer at King Saud University to validate the framework in terms of its components and the anticipated outcome from the suggested intervention, aiming to have an input from a theoretical prospective. The senior lecturer has been working in the Business Administration College for about 10 years.

The researcher approached a management consultant practitioner with more than 20 years' experience including training and working with management consultancy firms (e.g. Hewitt Watson, Maclagan, Mackenzie). Currently, he is the director and founder of Tahweel Company which specialises in management and Organizational development advisory. This expert has been chosen due to his wide experience about Saudi Arabia and GGC countries in Organizational development and management, and more specifically in the banking industry field. Therefore, he was the right individual to provide expert judgment for the framework.

The overall opinion of that the framework is relevant to Saudi Arabia and GCC countries, namely the expert expressed their view stating that there is a suggested intervention framework is a decent attempt towards filling this gap. The summary of the expert's validation judgement comments are as follows:

| Academic expert	Practitioner expert	Researcher response
There are overlap between interventions , to explore the possibility of merging some of these interventions		The researcher revisited the proposed intervention to explore the possibility of merging potential interventions that can be merged and found it feasible to merge some of these interventions. The total number of interventions was of 16 interventions, and, as result of merging these interventions, the final numbers of these interventions became 12 in the end.
	• There is a need for refining some of the interventions anticipated outcomes to be more realistic and more feasible to be achieved.	The researcher revisited the anticipated outcomes and refined some of the anticipated outcomes that were not feasible to be achieved.
	• linking the framework implementation to time scale	The framework implementation vary according to organization size , and resources available to implement the framework , therefore incorporating time scale for the anticipated outcomes would rely in these factors, however the present study produced the gauging assessment process that can be used to measure changes.

Table 2: Framework validation.
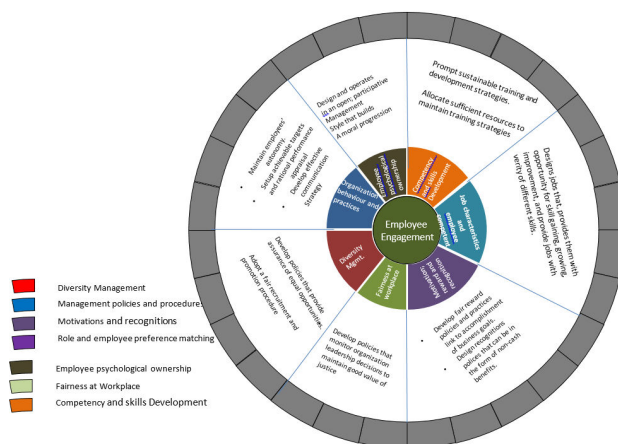
Figure 5: Saudi banks employee engagement framework.

9. CONTRIBUTION TO KNOWLEDGE

9.1 Theoretical Contribution

The present research contributes to improving existent data on the role of Organizational culture in employee engagement and analysing and discussing key factors influencing employee engagement, and developing a framework which can improve employee engagement levels. Moreover the present research provided an explanation of the current work engagement situation within Saudi Arabia, possibly clarifying the between work engagement and other terms such as job burnout. The research also guides organizations towards developing a clear definition of work engagement.

A framework comprised of culture interventions were developed for a particular part of the world (Saudi Arabia) with a unique culture, and a specific sector – the Saudi banking system. Furthermore, this study has employed the concept of management research 'relevance' which can only be proved through the effectiveness of the breadth and scope of the research. Traditionally, a research problem is set according to the gaps within the specialised literature, within the present research, a research problem is an issue which concerns the participants and seeks to manage these concerns, taking therefore into account the research participants' views.

Another outcome of this study is to adopt grounded theory approach of the generation of a perspective of perspectives', which is different to the commonly adopted approach of presenting joint or multiple perspectives within their research outcome. Considering the aim of grounded theory – abstract conceptualisation, the perspectives of research participants, are conceptually compared and integrated. This type of comparison and integration has then led to the broader coverage of the social psychological process identified in this study – 'resourcing change'. Finally, the use of the assessment

tools developed in this study would allow a gauging position against an "ideal" Employee engagement culture at various stages during the implementation process.

9.2 The Practical Implication of Study Findings

This study has developed a framework which can be implemented in Saudi banks to improve employee engagement level and contribute to the organizational progress and profit growth.

As Saudi Arabia is going through radical changes in all aspects of culture, organizational culture is one of the areas which are mostly affected. The Saudi 20-30 Vision strategy highly focused on organizational change and employee behaviour is planning to change the performance appraisal and the evaluation criteria to link the benefits and compensation for employee performance, leading to employee engagement. In contrast, the changes were needed especially due to the concept of "reward for all".

The theme of diversity management is an important study outcome to be used in the transformation phase that Saudi Arabia is going through; namely, giving more opportunities to women to take higher positions within the government and in the private sector. The changes may create different views, opinions and styles that reinforce the need for a proper diversity management that enable banks to cope with such variations, and deal with any resistance that these changes may cause.

10. RESEARCH LIMITATIONS

The aims and objectives set out in Chapter one have been achieved. However, throughout the research, several obstacles have been encountered; namely, the research has only included findings from the Saudi Arabian context, which could be more beneficial if expanded to include other GCC countries. Furthermore, the framework implementation was not feasible. Finally, the background of the Saudi Banking industry, which is a male-dominated society, and their relaxed attitude towards knowledge sharing as identified in this research made it challenging for the researcher to achieve a bigger qualitative female sample for this research.

The outcome of applying the set of interventions to another organization would be dependent upon the existing position of the engagement culture. The recommended interventions may have some applicability in other organizations, but it would be pertinent to gauge the issues that are inhibiting an engagement culture in these organizations before suggesting suitable remedies. Further research would be required to test the extent to which the proposed interventions have widespread applicability.

11. CONCLUSIONS

The purpose of this qualitative study was to explore the organizational culture factors that influence increasing engagement and promoting an employee engagement culture. The responses drawn from the individual interviews and gathered data provide an understanding of the aspects of

engagement within the work culture. The main outcomes of this doctoral study were that employee engagement starts with a manager linking it to individual, which could be increased through different approaches to organization culture. This study is one of the few studies that consider the relationship between organizational culture, and work engagement to facilities engagement culture.

The present study has been conducted in Saudi Arabia, so further research could be conducted in other Gulf countries to explore how organizational culture impacts on work engagement in these countries. Furthermore, this research was conducted specifically within the banking industry; a similar study could examine other sectors. it is recommended that future research might implement the framework developed in this research and validate the outcomes over a period of time so that the banks can gauge their employees' level of engagement at several time points.

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