How do employees of StrengthCo stay engaged during organizational changes?

Thesis

UNIVERSITY OF TWENTE.

Master Business Administration
Entrepreneurship, Innovation & Strategy

Student: Niek Nolten
Student Number: s1352520
1st supervisor: Petra de Weerd-Nederhof
2nd supervisor: Jeroen Sempel

Abstract

International trade increases competition between organizations. Companies are implementing organizational changes to improve their business performance and thus compete with other organizations. Organizations are looking for factors that improve this business performance. StrengthCo is also an organization that wants to continuously improve and implements organizational changes. Every year, the company sets goals for the organization, but there has not been a single year since 2016 that the company has achieved all of its business goals. So the business performance of StrengthCo has to be improved. According to Gupta and Sharma (2015) and Korn Ferry (2016), employee engagement is an important factor in improving business performance. This study aims to understand how the engagement of the employees of StrengthCo is during an organizational change. According to this aim, the following research question needs to be answered:

"How does the management of StrengthCo ensure that employees stay engaged with the company during organizational changes such as business expansions, cultural changes and reorganizations, in addition to the impact of COVID-19 and the change of ownership?"

A systematic literature review has been conducted to examine the relationship between organizational change and employee engagement. Also, a case study was conducted at StrengthCo where eight people have been interviewed to investigate the impact of reorganizations, business expansions and cultural changes on employee engagement. Two external factors that influence this study, namely the change of ownership and COVID-19, were also taken into account during these interviews. It also examines which factors are important to the respondents to increase their engagement during changes at StrengthCo. The findings from the study show that the level of engagement of employees depends on the type of changes that are implemented and that the level of engagement differs per person. It also shows that the change of ownership and COVID-19 do not influence the relationship between organizational change and employee engagement. StrengthCo's management can increase the engagement of their employees during an organizational change by making improvements in communication, innovation, equality and providing support and attention. A limitation of this research is the sample of respondents chosen during this research. A recommendation is to carry out future research, in which more people from the organization are examined. It is also an option to investigate the engagement of employees in other companies or other sectors/industries. It may also be interesting to verify the finding from this research with the management of StrengthCo, to investigate what they have done to increase the engagement of their employees.

Keywords – organizational change, employee engagement, business performance, change of ownership, COVID-19

Table of contents

1 Introduction

1.1 Situation description

International trade increases competition between organizations. Companies are implementing organizational changes to improve their business performance and thus compete with other organizations. Organizations are looking for factors that improve this business performance. According to Gupta and Sharma (2015) and Korn Ferry (2016), engaged employees are an important factor for an organization to improve business performance. They also state that in this competitive world, organizations are looking for competitive talent for the long-term performance of their business. According to these studies, for an organization, it is very important to have engaged employees, and it is important to retain them. In this report, research is conducted at the company StrengthCo[1]. This is an organization that also operates internationally and is structurally looking for improvement. How do they deal with employee engagement during organizational changes, and what impact does this have on their business performance?

StrengthCo, founded in 1970, is a market leader in motion control systems. The company is a developer and manufacturer of specialized high-quality products in the form of (electro) hydraulic systems for the automotive, commercial vehicles, medical and off-highway markets. Since the year 2000, the company has been an independent subsidiary of a listed foreign company. StrengthCo develops, assembles and ships actuation systems on a worldwide basis to mainly OEM's and Tier1's. The company has locations in the Netherlands, Turkey, China, India, Turkey, Brazil, Mexico and the United States and it has more than a thousand employees worldwide with its headquarters in the Netherlands. Examples of the hydraulic systems that StrengthCo produces are motion systems for convertible roofs of cars, and the lifting of truck cabins.

In January 2019, all employees of StrengthCo were told that their owner wants to sell one of their two operational parts: The Engineered Component & Systems ('EC&S') part. StrengthCo, together with five other companies, is part of this segment. In July 2019, the CEO of the owner of StrengthCo indicates that they have reached an agreement to sell the EC&S segment to an investment party from abroad. This organization has been chosen from a large number of other interested and highly qualified potential new owners. The investment party has the resources and scale to continue investing in the EC&S segment, which was built based on the old owner. In October 2019, the sales process has been completed and the EC&S segment continues under another company name.

---

[1] StrengthCo is a fictitious name for a real existing organization.

The CEO of the EC&S segment also continues to work as CEO of the new owner. The new company continues the process of full separation from the old owner in the coming months. The new owner operates as a global supplier of advanced drive and motion control systems. In the short term, the structure of the new owner and its existing companies remain unchanged, but changes occur over time. These changes are carefully planned and communicated to the employees as the CEO of the organizations has promised to the employees of StrengthCo.

During this research, the global crisis caused by COVID-19 also began. This global crisis has an impact on the business results of StrengthCo during this research. The company has taken several measures to keep its business going. These measures taken by the management and owners of StrengthCo have also had a major impact on the employees of StrengthCo. These recently taken measures may influence the statements of the employees during this investigation, so the influence of COVID-19 is also included in this study.

1.2 Complication

Before the fiscal year that the company enters, the management sets goals for the organization. These goals are aimed at improving the safety, quality, deliveries, cost savings, growth and development of employees. From 2016 onwards, it has not been a single year that all these targets have been met. In 2016, only 65% of the objectives have been achieved. In 2017, the result was better, as 88% of the set goals were achieved. In 2018, the performance of StrengthCo was poor, because 58% of the targets were achieved. And in the year 2019, it was 75%. Also, in the fiscal year 2020, a number of these company results are not at the level of the set objectives, but COVID-19 also had a major impact on this. The results in recent years therefore show that the company is struggling to achieve the set objectives. The organization is therefore looking for factors to structurally achieve their future goals.

According to Harter, Schmidt and Hayes (2002), the performance of an organization increases when the organization has employees with a high level of engagement. In the research of Harter et al. (2002), it becomes clear that employees with a high level of engagement lead to lower staff turnover, fewer safety accidents, higher customer satisfaction, higher productivity and higher profitability. The objectives that StrengthCo sets itself annually, are also focused on these factors from the research of Harter et al (2002). The management of StrengthCo states that the number of dangerous situations must decrease, and customer satisfaction, productivity and operating profit must increase.

Several years ago, StrengthCo was commissioned by their owner to conduct an employee engagement survey, but this has not been done. As a result, there are no existing data within the company regarding the engagement of employees from the organization. This creates a challenge to investigate the engagement of these employees, to find out what the state of this is, and how this engagement improves. This research leads to advise that StrengthCo's management must use to increase employee engagement and, as a result, business performance.

Through exploratory literature research, the researcher stumbled upon the report of Beijer and Gruen (2016). In this report, research was done into the engagement of employees during the process of an organizational change. The goal of this research is to help managers to keep their employees engaged with the organization during an organizational change.

1.3 Rationale

In conducting this research, the researcher himself was an employee at StrengthCo for three years. Through the years that the researcher was active at the company, he experienced that his colleagues feel less engaged through changes in the organization. Because of the danger that the employee is biased during this research, the researcher renounces his own experiences to carry out the research as objectively as possible.

At several companies, the researcher has experienced that there is a lot of resistance of employees against organizational changes. People express their dissatisfaction with the changes that have been made. People take less pleasure in their work and are even willing to leave the organization, even after they have worked at the organization for decades. The researcher himself believes that a company should avoid these consequences because the researcher thinks that experienced and engaged employees are very important for the ongoing growth of an organization. Using this research, the research tries to discover whether this opinion is justified or not.

Over the years, many changes have taken place in the organization. To make a timeline of all these changes, exploratory interviews were conducted with three employees of StrengthCo. The purpose of these exploratory interviews was to identify the three most important types of changes that have taken place at the company over the years. For this purpose, three people have been interviewed who have been working for the company for more than twenty years. These three people work in the operations and quality department and one of the interviewees is also a middle manager.

During these interviews, it emerged that three types of changes had the most impact on both the person and the organization. These were changes based on business expansions, cultural changes and reorganisations. The business expansions at StrengthCo are mainly focused on developing new products, entering new markets, opening new factories around the world and acquiring other companies. The cultural changes within StrengthCo took place mainly as a result of the actions carried out by the management concerned (often as a result of the parent company's instructions). Changes in the laws and regulations of the government also brought about changes in the organizational culture. In the history of StrengthCo, four reorganizations have taken place, varying in size. The last reorganization took place in 2013 and the one before that in 2007. This last one was even the largest reorganization that has taken place at StrengthCo where 100 people had to leave the company.

During these interviews, the researcher noticed that there is unrest about the changes that have been implemented in the organization in the past. The respondents' feelings were emphasized with the three quotes below:

"The culture has changed from helping each other to being a bureaucracy",

"Too many people are hired who have a high level of education. Too few people with practical experience are being listened to",

"The new owner is only after money. They make a good business out of it, only to sell it again a few years later. They do not care about anything else."

Through the results and statements during these exploratory interviews, the researcher became even more interested in whether these three respondents are representative of all employees of the company. Therefore, research is done to find out whether this dissatisfaction also prevails among the other employees of the company during organizational changes. Recommendations are made to the management of the company to reduce this dissatisfaction and thereby increase employee engagement during organizational changes.

1.4 Central research question

This research aims to get a deeper understanding of the engagement of employees during an organizational change. The feeling and emotions of the employees are described during this research. In this case, the focus of this research is put on the employees from StrengthCo, a recently acquired independent subsidiary who is mainly active in the automotive industry. Because during earlier exploratory interviews it was already indicated that there were only three types of organizational changes that had the most impact on the organization. These three changes are the only changes that are dealt with during this study. These organizational changes are business expansions, cultural changes and reorganizations.

Primarily, during this research the focus is on the following objectives:
1. Understand how employees experienced organizational changes such as business expansions, cultural changes and reorganizations at StrengthCo on an emotional level.
2. Find out how the engagement of employees has changed during organizational changes such as business expansions, cultural changes and reorganizations that have taken place in the past
3. To find out what kind of influence COVID-19 and the change of ownership have on the engagement of employees.
4. Obtaining the factors that are important to stay engaged during organizational changes such as business expansions, cultural changes and reorganizations.

Using these objectives, the following research question has been formulated:

"How does the management of StrengthCo ensure that employees stay engaged with the company during organizational changes such as business expansions, cultural changes and reorganizations, in addition to the impact of COVID-19 and the change of ownership?"

COVID-19 and changes in ownership that are currently taking place, may have affected how employees are currently expressing their views on the business expansions, cultural changes and reorganizations within the organization that have taken place in the past. This study aims to investigate what effect the implementation of these changes has had on employee engagement and how this engagement improves.

This research question is going to be answered by dividing it into several sub-questions. These are as follows:
1. Which relationship between organizational change and employee engagement can be found according to the literature?
2. Which relationship between organizational change and employee engagement can be found at StrengthCo?
3. What is the impact of COVID-19 and change of ownership on the relationship between organizational changes and employee engagement?
4. How does StrengthCo ensure that employees feel more engaged with an organizational change?

1.5 Theoretical and practical contribution

This research has a practical as well as a theoretical contribution. However, the current world crisis caused by COVID-19 is taken into account, even as the change in ownership at StrengthCo. The results from this research may have been influenced by COVID-19 and the change of ownership, and therefore may have a different contribution to this research.

This research makes a practical contribution to StrengthCo, as the emotions and experiences of their employees become clear during an organizational change. The effects of the external factors, change of ownership and the COVID-19 pandemic, bring their practical contribution because it becomes clear whether these external factors actually have an effect on the engagement of employees during an organizational change. The factors that improve employee engagement make a practical contribution to StrengthCo, as it becomes clear to the management of StrengthCo how they increase employee engagement during an organizational change. One factor will be more important than the other, and it creates a challenge for the management of StrengthCo to find a way to improve these factors. Also, the findings from this research make a practical contribution to other companies working in the same industry as StrengthCo or working in a completely different industry or sector. Like StrengthCo, these companies should start using the findings and recommendations from this report to improve their business performance.

The study by Beijer and Gruen (2016) suggests a follow-up study of the linkage between organizational changes and employee engagement in a different situation than the one they were in. Their advice was to compare their findings with other companies, sectors, industries, cities or countries. Therefore, in this study, the choice has been made to investigate this relationship in an environment other than that of Beijer and Gruen (2016) in order to contribute to scientific knowledge. This research takes place at another company working in a different sector and located in a different country. So, this research is even relevant to science, because the experiences of individuals working at StrengthCo in the field of organizational change are shared. Previous research has so far not been carried out in the context of this company. Another contribution to the theory is the combination of the two previous studies of Beijer and Gruen (2016) and Harter et al. (2002). The model of Beijer and Gruen (2016) is combined with results from the research of Hartel et al. (2002). This combination of both studies has never been applied in science before, which is why this research fills this theoretical gap. For science, it is even relevant to find patterns in the personal experiences of employees on the organizational changes at StrengthCo during the years. It is also interesting to see whether the experiences of the employees are in line with earlier similar research. These results set a standard, based on employee engagement for the industry in which StrengthCo operates.

1.6 Reading guide

Chapter 2 provides an overview of the literature on the variables employee engagement, organizational change, change of ownership and external crises. In addition, the relationship between organizational changes and employee engagement, and the relationship between employee engagement and business performance is also described by means of previous studies that have also investigated these topics. In this chapter, the first sub-question of this research has been answered. In chapter 3 the methodology is presented. Here it is described how the research is carried out. After this, chapter 4 the most important results of this research are described and are related back toward the found literature. In this chapter, the employee engagement of the respondents is described, and the factors that lead to staying engaged are also mentioned. In this chapter, sub-questions 2, 3 and 4 are answered. In chapter 5, the results of this research are reflected from three different perspectives. Based on the results, the research questions in this research are answered in chapter 6. In addition, the recommendations for future research, contributions and limitations of this research are described.

2 Literature review

This research investigates the effect of organizational changes on employee engagement. According to Halbesleben (2010) and Christian, Garza and Slaughter (2011) employee engagement has a positive influence on the performance and financial outcomes of organizations. By means of the earlier mentioned studies of Beijer and Gruen (2016) and Harter et al. (2002), a direction is already set for this research. The findings from these studies form the basis of this research.

A lot of other researchers who want to explain employee engagement on a theoretical basis make use of the Job-demand resources model. The JD-R model is a model that shows how the well-being of employees is influenced by two types of working conditions (Bakker & Demerouti, 2007; Bakker, Demerouti, De Boer, & Schaufeli, 2003; Bakker, Demerouti, & Verbeke, 2004; Demerouti, Bakker, Nachreiner & Schaufeli, 2001). The first set consists of job demands that create tension if they exceed the employee's ability to adapt. These are the social, physical or organizational aspects of the work. Although job demands are not directly negative, they may be perceived as negative when great effort is required to meet these demands and the employee does not recover sufficiently from those job-demands (Meijman & Mulder, 1998). The second set of employment conditions concerns the extent to which the job offers personal and job resources to the individual employee. Job resources are the psychological, physical and organizational aspects of the job that reduce costs, create personal development and are functional (Demerouti et al. 2001). Personal resources consist out of the following levels: social relations (co-worker and supervisor support), the organization (career opportunities, salary), the task (skill variety) and the organization of work (participation in decision making).
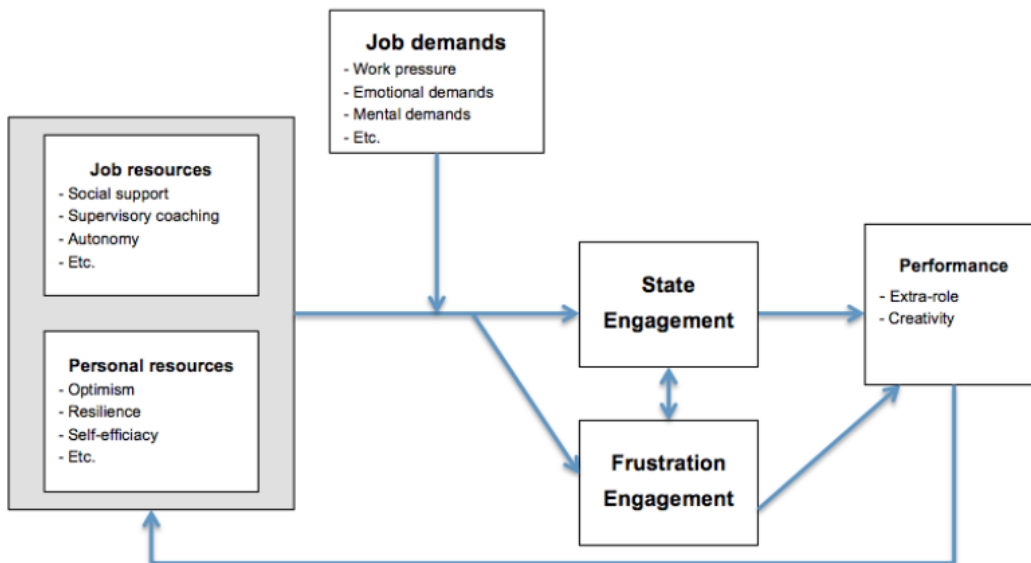

Figure 1 Adjusted version JD-R model by Beijer and Gruen (2016)

According to Beijer and Gruen (2016) the JD-R model is "not compiled to explain work engagement during an organizational change as such" (p.14). However, the theory of the JD-R model is useful, because a change in the organization demands the employees and influences their engagement with the organization. The adjusted version of Beijer and Gruen (2016) of the JD-R model is shown in figure 1.

In the remainder of this literature review, the concepts from the research question are defined and described, these are the concepts of organizational change and employee engagement. In addition, external factors from this research have described that influence the relationship between the two main concepts. These are the change of ownership and external crises (in this case the influence of COVID-19). Finally, the relationship between employee engagement and business results (as shown in Figure 1) and the relationship between organizational change and employee engagement, which is the focus of this research, are described.

2.1 Conceptualization

2.1.1 Organizational change

Burnes (2004) describes in his study that organizational changes are an always existing part of organizational life. On an operational as well as a strategic level, changes run through all business activities, regardless of the size of the change or in which industry. An organizational change is defined as the process by which an organization attempts to change based on strategy, capabilities or structure in order to deliver the ever-changing internal and external demands of customers. An organizational change takes place on either an operational or strategic level (Beijer & Gruen, 2016). Kharbat and Alsoud (2019) define change as a natural continuous process in the life cycle of both organizations and individuals. The world has also become more complex with continuous change. They describe the process of change as difficult, but it does bring sustainability and stability to a person's life.

Changes in organizations are important because they have to keep up with the growing international competition from other organizations, but also because the work environment is changing. Employees are more diverse and there is more pressure from shareholders. (Lawler, 1986; Pettigrew, Woodman & Cameron 2001; Robinson and Griffiths, 2005). Changes in global markets, new technologies and mobile capital are putting increasing pressure on companies to increase flexibility and reduce costs (Leana & Barry, 2000). Changes in the organization are difficult to implement, but Eby, Adams, Russel and Gaby (2000) have shown in their research that a positive attitude of employees towards change is vital for successful organizational change. According to Price and Chahal (2006), organizational change has a strong link to conflict theory and social change. According to Taylor-Bianco and Schermerhorn (2006), major organizational changes rarely leads to success. The organizational change aims to accelerate financial and strategic objectives within an organization. The goal of change is to accelerate processes in the organization and thus save costs.

This is often very difficult because individuals often experience these organizational changes as difficult (Marks, 2006). According to Bartunek, Rousseau, Rudolph and DePalma (2006), the acceptance of employees is an increasingly growing and important factor in making organizational change a success. According to Kotter (2007), organizational change is the key to making structures, processes, and technologies more efficient and effective in order to beat the competition. The reason why organizations apply change is that they want to survive and grow (Fullan, 2011). The participation of employees in this process is also very important according to Parent, Sullivan, Hardway and Butterfield (2012). Changes are received by employees with joy and excitement, but also with anger and fear. The reaction of employees varies from positive to negative intentions. Employees support a change, but also resist it (Battilana & Casciaro, 2013).

The biggest challenge with change is that each individual needs to know that change starts with themselves. Employees who embrace change judge it as something good and applaud it (Coetsee & Flood, 2013). Organizational change is important for short-term competitiveness and long-term survival, but it also creates many difficult challenges for managers (Georgiades, 2015). According to Georgiades (2015) managers must always ensure that organizational changes are well communicated so that there is no uncertainty among employees. Organizational change is a particularly critical and difficult environment for making sense. According to Smith (2002), there are eight types of organizational changes that have a major impact on the company: strategy deployment, technology changes, TQM driven changes, mergers and acquisitions, re-engineering and process design, business expansion, cultural change and organizational reorganization.

Previous exploratory interviews with StrengthCo employees revealed that the last three categories of organizational change from the research of Smith (2002) are the most significant changes that have taken place at StrengthCo over the years. According to Smith (2002), business expansions are approaches to expanding an organization's field of operations. These expansions consist of developing new products, entering new markets and gathering new business. This also includes developing new technologies, because these new technologies are used to develop new products or enter new markets. In addition, Smith (2002) describes in his study that cultural changes consist of the patterns that influence the behaviour of an organization's employees. These include, for example, the introduction of employee recognition and reward programs. The purpose of such programs is to motivate an organization's workforce. They are rewarded if they achieve a certain result or objective. Another example is offering courses to employees or attending training courses.

Or increasing the empowerment of employees, who make better decisions towards their colleagues or customers According to Smith (2002), reorganizations are projects to reorganize departments or the workforce of an organization. In these reorganizations, the number of employees is reduced, but part of the company can also be sold. In these kinds of reorganization projects, a lot of research is done beforehand to determine which part of the organization is divested. This mainly depends on the financial and operational performance of a business unit. Some 40 to 50 per cent of reorganizations are successful, according to Smith (2002).

2.1.2 Employee engagement

There are many ways to define employee engagement, and these definitions have also changed somewhat over time. Kahn (1990) defines the concept, employee engagement, as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances (p.694)". Schaufeli, Salanova, Gonzalez-Roma and Bakker (2002) characterize employee engagement as a positive work-related work attitude of people consisting of vigour, dedication and absorption. Vigour is seen as a high degree of energy, perseverance and willingness to work. Dedication is about pride, involvement, enthusiasm and getting inspired by others. Absorption is about fully focusing on work, so that time passes quickly, and people have difficulty giving up their work. According to Harter et al. (2002), employee engagement refers to the level of involvement, satisfaction and enthusiasm of an individual in his or her work. Employee engagement is defined by Robinson, Perryman and Hayday (2004), as a "positive attitude held by the employee towards the organization and its values (p.9)".

Saks (2006) defines employee engagement as a separation of job engagement and organizational engagement. Job engagement is seen as positive perceptions that employees have of their work. Organizational engagement is seen as the perception an employee has of the organization where the employee works. Cook (2008) defines employee engagement as follows: "engagement is about the degree to which employees perform their role in a proactive and positive manner (p.4)". Macey and Schneider (2008) define employee engagement as a "desirable condition, has an organizational purpose, and connotes involvement, commitment, passion, enthusiasm, focused effort, and energy, so it has both attitudinal and behavioural components (p.4)". Noe, Hollenbock, Gerhart and Wright (2010) describe employee engagement as the height of an employee's involvement in his or her work and the corresponding strength of his or her work and organizational dedication. Employee engagement is described by Kruse (2012) as the emotional commitment of an employee to an organization and its organizational goals. Schaufeli (2013) sees employee engagement separately from job engagement because employee engagement is the relationship from the employee to the organization.

The study of Sanford (2002) found that only 30 per cent of employees in an organization are actively engaged, with 20 per cent being actively non-engaged. To indicate the importance of engaged employees, Lockwood (2007) describes in the study that a positive, engaged workforce 'make or break' an organization. According to Bakker et al. (2011), engaged employees are willing to make extra efforts, to deepen their work, to share experiences, and to fully focus on achieving business goals. With higher employee engagement, employees are also more satisfied, feel more thrived and resilient (Berg, Dutton & Wrzesniewski, 2013). Engaged employees are also innovation-driven and ensure that the organization moves forward (Van Allen, 2013). Parent and Lovelace (2018) also indicate in their research that everyone in an organization benefits from an engaged employee. Engaged employees are builders, because they develop productive relationships, and use their talents to constantly perform at a high level.

Beijer and Gruen (2016) used the research of Macey and Scheider (2008) during their research. The latter two have subdivided the term employee engagement in their research, into three interrelated concepts: trait engagement, state engagement and behavioural engagement. Trait engagement refers to a number of personality attributes such as being proactive, autotelic and conscientious. Trait engagement ensures that employees tend to approach their work in a positive, energetic and active way. This type of employee also adapts easily and is happy to do something extra for the organization if this has a positive effect on the organization. State engagement refers to cognitive and emotional components. State engagement relates to the work content and the feeling of employees. These feelings include the amount of enthusiasm, alertness, dedication, energy, absorption and pride that employees are putting into their work. Behavioural engagement, also called adaptive behaviour, refers to the active search of employees to expand their own role through personal initiatives. It is a concept for describing a range of behavioural expressions that helps to increase the effectiveness of an organization. Behavioural engagement is usually not prescribed and goes beyond maintaining the standard in an organization. It mainly focuses on promoting changes and doing something else. People who are behaviourally engaged are proactive and seek for role expansion in their work.

Like the research by Beijer and Gruen (2016), this research focus on the second category: state engagement. According to Macey and Schneider (2008), this engagement mainly focuses on adaptive behaviour that supports the effectiveness of an organization. In the study of Macey and Schneider (2008) this type of state engagement was subdivided into four categories: job satisfaction, job involvement, organizational commitment, and psychological empowerment (Macey & Schneider, 2008). These four categories cannot be completely separated from each other, but they are all used to summarize the different meanings of state engagement.

The dimension of job satisfaction holds the individual satisfaction of the employee towards his manager, the organization, colleagues and the environment in which the organization operates. A satisfied employee feels meaningful, is enthusiastic, and is willing to make the organization succeed. The dimension of job involvement concerns how an employee relates psychologically to the job that is being held and the work that is being done. It is about the willingness of an employee to make an effort to achieve an organizational goal. The dimension of organizational commitment is the binding force between the employee and the organization. It is about the pride an employee feels when working for the organization. An employee with a high job commitment identify itself with the organization and feels at home here as well. An employee with a high job commitment is passionate about his work and puts a lot of energy into it. The psychological empowerment dimension concerns the experience of an employee with regard to authority and responsibility. It shows whether an employee brings effort, persistence and initiative under the authority of a manager.

2.1.3 Change of ownership

A factor that could affect the relationship between organizational change and employee engagement is the change of ownership from an organization. Prior to this research, StrengthCo was acquired by a foreign investment company. Since then, the company has had a new owner from another country than where it is settled. According to Boeker and Goodstein (1993), ownership is of great importance to an organization. In emerging economies such as China, many companies are still state-owned, wherein the Western world organizations are mainly owned by private individuals (Curran, 2015). According to Zhang (2019) ownership consists of six different categories: State-owned enterprises, privately owned enterprises, collectively owned enterprises, joint ventures, township and village enterprises and foreign-invested enterprises. The latter category is applicable during this study. Oh, Chang and Martynov (2011) state during their research that foreign ownership leads to more pressure on managers of organizations. These managers are mainly pushed to carry out more social activities for their employees.

New foreign investors bring various experiences and knowledge to the acquired organization because they are engaged in their own foreign market (Zaid, Abuhiileh & Pucheta-Martinez, 2020). In addition, foreign investors are also more interested in long-term benefits, such as investing in social activities and the environment. According to foreign investors, these efforts lead to a higher return on investment (Zaid et al. 2020). According to Randøy and Goel (2003), foreign investors also want to monitor the organization's managers, thus they are implementing reporting systems and audit procedures. According to Abor and Biekpe (2007), these measures lead to lower costs and better performance for an organization. According to Kronborg and Thomsen (2009), companies owned by owners from their own country are twice as likely to close, then a company owned by foreign investors. The benefits that an organization obtains when it is owned by foreign investors are greater than the costs of foreign ownership. Think of obtaining capital, knowledge, experience, brands and other resources.

2.1.4 External crises

With the current outbreak of COVID-19, organizations are once again facing a huge challenge to stay alive and continue to protect their workforce from these external threats (Carnevale & Hatak, 2020). According to Carnevale and Hatak (2020), organizations are faced with increasing uncertainty every day as they face challenges or face major global social or economic challenges. Today's complex problems pose major challenges for organizations. Think of political instability, climate change or economic downturn. These complex global problems threaten the survival of organizations and the health of employees and employers. Organizations must continue to respond to these kinds of extreme changes in order to keep their organization healthy and going.

Carnevale and Hatak (2020) also indicate in their research that an HRM department within an organization faces a large number of challenges in the event of an external crisis. Employees have to adapt to the changed working conditions that an organization is implementing. For example, employees have to work from home in order to have little contact with each other. These changes also have an impact on the employees within an organization and affect the personal environment (P-E fit) of an employee. The P-E fit is based on a theory by Kristof-Brown and Guay (2011).

They state that individuals are the best fit for an organization if they share the same values and standards. Employees who have a high P-E fit are more satisfied, feel better and feel more engaged with an organization. The adjustments that an organization makes to an extreme external crisis influence the engagement of an employee. It just depends on how an organization deals with this external factor. Carnevale and Hatak (2020) also indicate that an external crisis, such as Covid-19, has a major impact on the productivity of organizations and the well-being of employees. This crisis also has consequences for physical, technical and socio-psychological factors of employees.

The case study of Filimonau, Derqui, and Matute (2020) shows that the external crisis such as Covid-19 also has an impact on the corporate social responsibility of organizations. It also has far-reaching consequences on the retention of good personnel during this crisis. Employers need to ensure that their staff continues to have confidence in the organization during this crisis, in order to increase employee loyalty. After all, an external crisis has major consequences for various sectors. According to Filimonau et al. (2020), it is also important that employees are kept informed about the measures the organization is taking. The reason for the introduction of these measures should also be explained. This ensures that employees feel comfortable about their job security. Organizations also need to proactively invest in their staff in order to be able to withstand future crisis situations. Redundancies lead to cost reductions in the short term, but also to a reduction of the human capital in an organization.

2.2 Systematic Literature Review

2.2.1 Relation employee engagement and business performance

Harter et al. (2002) have researched about 8000 companies in 36 different countries worldwide. In this study, they applied meta-analysis to investigate the relationship between employee engagement and business results. These business results include customer satisfaction, productivity, profitability, employee turnover and accidents. The goal of this study was to find a positive relationship between employee engagement and the aforementioned business results. This research has shown that employee engagement is positively related to the most important business results of an organization. So, employee engagement leads to higher customer satisfaction, higher productivity, higher profitability, lower employee turnover and fewer safety accidents. Gupta and Sharma (2015) named the study of Harter et al. (2002): "The most prominent study that pointed out positive outcomes of engagement like customer satisfaction, productivity, profitability, employee turnover and safety. (p.1290)"

Harter et al. (2013) found that companies that are in the upper half of employee engagement have a double success rate compared to companies that are in the lower half of employee engagement. This study by Harter et al. (2013) showed, among other things, that a higher engagement of employees leads to 21% more productivity, 22% more profitability, 10% more customer data, 41% fewer quality incidents, 41% security incidents, 37% less sick leave, 28% less shrinkage and lower staff turnover. In addition, companies with the highest levels of employee engagement have 3.9 times higher growth in earnings per share than companies with lower levels of employee engagement in the same industry. In addition, the Miller and McCartney study (2011) found that employee engagement leads to sustainable business performance.

In addition, Van Allen's (2013) study shows that the top 25% of companies with the highest score on employee engagement have 37% less absence, 21% higher productivity, 22% higher profitability, 41% fewer accidents and 41% fewer quality problems, compared to companies in the lowest 25% of companies based on employee engagement. Krueger and Killham (2006) and Engen (2008) described that the company JCPenney's highest-scoring stores in terms of employee engagement, score 10 per cent higher on sales per square meter, and have 36 processes higher operating income than comparable stores with lower employee engagement scores. The study of Menguc, Auh, Fisher and Haddad (2013), showed that the investigated 482 service employees and customers in the retail industry with a higher engagement of employees leads to a higher performance of the service employees.

Gupta and Sharma (2015) carried out an exploratory study into the influence of employee engagement on an organization's performance. They reviewed existing literature on these two topics. Subsequently, they applied content analysis and relational analysis to develop a conceptual model to represent the causal relationship between employee engagement and organizational performance. The aim of this research was to define the concepts of employee engagement and organizational performance and to describe the interrelationship between both concepts. The research of Gupta and Sharma (2015) showed that high employee engagement leads to the efficient execution of an organization. All findings show that employee engagement leads to increased task efficiency, higher proactivity, more emotional stability, increased commitment and increased involvement in an organization. Gupta and Sharma (2015) also state that in this competitive world, organizations need to look for competitive talent in order to achieve sustainable long-term performance. According to them, high employee engagement is an important tool to achieve this. Salanova, Agut and Peiro (2005), Bakker and Deremouti (2007), Lockwood (2007) and Hallberg and Schaufeli (2006) also support the positive relationship between employee engagement and business performance. According to Gupta and Sharma (2015), engaged employees experience more pleasure, happiness, enthusiasm, passion and trust in their work. This motivates employees to achieve more business goals.

Gupta and Sharma (2016) have also conducted literature research into the influence of employee engagement on a company's results. The aim of this study was to describe the concept of employee engagement, and how it has changed over time. They also looked at which factors influence this concept, and how important it is for business performance. This research also strongly confirms that high employee engagement is associated with high business performance and other business-focused outcomes. The study by Gupta and Sharma (2016) shows that there is a positive relationship between employee engagement and business performance, such as low employee turnover, higher productivity, profitability, safety and customer loyalty.

The research of Harter (2017) shows that an organization with a low number of engaged employees is limited in creating a high-performance culture. During his research, data was collected from employees across 155 different countries on the effectiveness of organizations with regard to employee engagement. This data shows that companies with high engagement levels are 17% more productive and 21% more profitable compared to companies with a large number of non-engaged employees.

In the report of Parent and Lovelace (2018), literature is collected on employee engagement. The aim of the research was to discover what kind of relationship exists between employee engagement and the adaptation of an employee to a change in the organization. One of the main contributions from the literature of this study is that low employee engagement leads to a cost of $370 billion per year in the United States economy (Moreland, 2013). This result is just one of many indications of how important engaged employees are to an organization. The research of Van Allen (2013) was conducted into 50 thousand random organizations with one and a half million employees from 34 different countries. This research showed that companies in the upper half of the organization with a score based on employee engagement were twice as successful as companies in the lower half with a score based on employee engagement.

Compared to this study, the research of Kadiresan, Khuan, Arumugam, Rasu and Theseria (2019) also took place in the same kind of context. This research took place in the same industry in which StrengthCo is active. In the study of Kadiresan et al. (2019), surveys were conducted with 288 respondents working in the automotive industry in Selangor, Malaysia. These respondents differed in education, gender, age, race, experience, nationality, income and marital status. The aim of this research was to obtain information about the level of employee engagement in the group of people studied and which factors influence this engagement. The findings in this research are that employees play a vital role in helping the organization grow and that it is very important that these employees feel engaged with the organization. Employee engagement also has a positive influence on retaining employees for an organization. A high degree of employee engagement also leads to higher productivity of employees.

Baasner (2020) has conducted a survey among 75 respondents to investigate how high employee engagement was per employee, and what effect this has on the performance of the company where they work. This survey showed that there is no feedback culture within the organization where managers give feedback to employees. Also, there seems to be a lack of options for personal development. The organization is also blamed for poor management of employees who are new to the organization. This makes employees feel unwelcome and miss out on the necessary team spirit from the start. Finally, tasks and competencies are not communicated enough within the organization, which often leads to misunderstandings. All these findings from this research lead to lower employee engagement and therefore a reduction in business results. In addition, Nink (2017) states in his research that the engagement of employees is directly linked to company results. In the same study by Nink (2017), it seems that only 15 per cent of the employees in Germany are engaged with the organization and 85 per cent do not feel engaged with the organization. As a result, most employees in Germany do not feel emotionally bound to the organization, and this is also reflected in the company results. This is reflected, for example, in the level of absenteeism, productivity, quality and customer loyalty and also in staff turnover. Only 21% of the employees are happy with and motivated by, their manager. Only 14% of employees have an annual feedback moment with their manager, and 38% find this feedback valuable.

Ghlichlee and Bayat (2020) conducted a quantitative study in which respondents were selected from a large commercial bank in Iran. These respondents had to complete a structured questionnaire regarding the level of their employee engagement with the organization. Fifty managers and 90 were selected for this survey and also completed this questionnaire. The aim of this survey is to improve management decision making in order to increase business performance. Among other things, it looks at whether employee engagement also has an influence on this. The findings from this research show that employee engagement has a positive influence on the performance of the investigated company.

Employees from the organization feel engaged with the organization and with that the financial performance, process performance and employee performance increase in the organization. These findings show that a high degree of employee engagement has a positive and significant impact on the overall business results. This will, among other things, increase productivity, reduce staff turnover, retain profitable customers and raise the bottom line. Other comparable studies also showed that employee engagement leads to increased business performance, such as customer satisfaction, profitability and earnings per share (Gallup 2013; Richman 2006).

2.2.2 Relation organizational changes and employee engagement

Royal and Agnew (2012) define employee engagement to change as the willingness of employees to change the organization through his or her effective and active involvement in it. Simoes and Esposito (2014) state that highly meaningful communication about an organizational change leads to an increase in employee engagement. Cawsey, Deszca and Ingols (2012) claim the more people are engaged in an organizational change, the more satisfied and committed these people feel to the organization. They state that if employees do not have an intended vision, but simply carry out their own task, it is unlikely that a change is accepted or carried out by the employees. Tims and Bakker (2010) indicate that organizational changes such as the creation of new jobs and the changing environment in an organization lead to an increase in employee engagement. According to Petrou, Demerouti, Peeters, Schaufeli and Hetland (2012) changes in the organization leading to new work is positively related to employee engagement because of the new resources and work-related challenges that arise.

Van der Voet and Vermeeren (2016) have conducted research into the influence of organizational cutbacks on organizational commitment and work engagement of employees working in the public sector of the Netherlands. For this study, 11545 respondents participated in an earlier Dutch survey. The findings of 6066 employees from this survey showed that an organizational change, like cutbacks, are negatively related to the organizational commitment of employees, but these cutbacks are not negatively related to the work engagement of employees.

Beijer and Gruen (2016) applied a qualitative research design with semi-structured interviews at an insurance company in Sweden to investigate the relationship between organizational change and employee engagement. The aim of this research was to gain a better understanding of employee engagement during an organizational change process. They tried to get a deeper understanding of individuals who have experienced an organizational change on an emotional level. The purpose of this research is also to help managers to keep their employees engaged during this organizational change. The findings from this research are that the state engagement is different for each individual studied and that the underlying dimensions commitment also differs for each individual. However, job satisfaction, job involvement and empowerment did decrease among these respondents. Another finding from this research is that the most important factors to stay engaged according to the respondents are social support, managerial support, organizational support and communication.

Lofquist, Isaksen and Dahl (2018) showed during their research that a high level of employee engagement leads to the way employees describe their work environment in terms of change, innovation and creativity. This research shows that an employee with a low level of engagement has a more simple and individualistic view of their environment. They look mainly at their own situation and less at the whole of the organization.

Also, these employees indicated a few points on how the company improve on this, while it was expected that these people actually take the opportunity to express their dissatisfaction. However, this was not the case. On the other hand, employees with a high level of engagement are more concerned with the general interests of the organization and are more detailed in this respect. On the contrary, they indicated many improvements in which the organization improve itself during a change in the organization. The findings from this study were taken from a survey conducted among 95 respondents working on the Directorate of Norwegian Fisheries headquarters in Bergen, Norway. The aim of this survey was to determine what kind of influence organizational changes have on the engagement of employees.

The research of Purnomo, Kasali, Widjaja and Balqiah (2018) was carried out with the aim of looking at what kind of influence personality has on employee engagement during an organizational change. This research was carried out at an energy supplier originating from Indonesia and owned by the state. Data were collected from 155 respondents working for this organization. The findings in this study show that network centrality and personal mastery influence the personality of employers. This research shows that the larger the personality of the board of directors of a company is, the greater the employee engagement also becomes during a change in the organisation.

Parent and Lovelace (2018) even investigated the relation between organizational changes and employee engagement. The aim of this research is to investigate the relationship between organizational change and employee engagement. In this research, a review was done of the literature that deals with this relation between organizational change and employee engagement. With this, a model was developed that shows that a positive work culture leads to increased employee engagement and an increase in the adaptability of an employee. The findings in this study are that organizational engagement has a positive effect on the individual's ability to adapt to change, but work engagement has the opposite effect, revealing potential obstacles to change management in organizations.

The research of Kharbat and Alsoud (2019) shows that the level of employee engagement is important for the quality of change at every level. It helps to implement the change in the organization effectively and efficiently, by supporting and providing the employees with the benefit of the change, and thereby involving them in the change. Thus, this research shows that engaged employees have a positive effect on the implementation of organizational change and this is also true the other way around. The aim of this research was to develop a model that helps school leaders to implement change with the right leadership. In this research, as much literature as possible was collected to develop this model, which school leaders use when implementing organizational change and increasing employee engagement.

The research of Hui, Aye and Duffield (2019) shows that the engagement of employees is essential for change management programs. Organizations should strive to formulate objectives in clear KPIs. If this change in culture takes place, employees feel more engaged. This organizational change based on culture has a positive influence on the engagement of the employees. For this research, several dry ports in Melbourne have been investigated on how employees feel more engaged in setting the right goals in an organization.

The results from the research of Shulga (2020) show that if a change in the organization is well communicated to employees, it leads to an increase in employee engagement. A message about this change to the employees is called a positive effect on the engagement of employees. For this purpose, a survey was conducted in which 235 respondents participated. These persons were employees at a hotel, where an organizational change was implemented. The organization had specially set up a conference to communicate this change to their employees. The aim of this survey was to understand the reactions of the hotel employees to the first communication about an organizational change. The findings of this research strengthen the importance of the feeling of the employee during effective change management.

The model of Beijer and Gruen (2016) given in figure 1 has been taken as the basis for this research. In this model, different concepts have investigated that influence the engagement of the employees of the investigated company. This model has been adapted to the research on the employees of StrengthCo. This conceptual model is shown in figure 2. The organizational changes are subdivided into three categories retrieved from the earlier exploratory interviews: business expansions, cultural changes and reorganizations. The factors found in the literature review that also influence the relationship between organizational change and employee engagement have also been added to the conceptual model. In addition, the influences of COVID-19 prevalent during this research is added to the conceptual model even as the change of ownership at StrengthCo. Finally, employee engagement is subdivided into four categories: job satisfaction, job involvement, job commitment and empowerment according to the research done by Beijer and Gruen (2016).
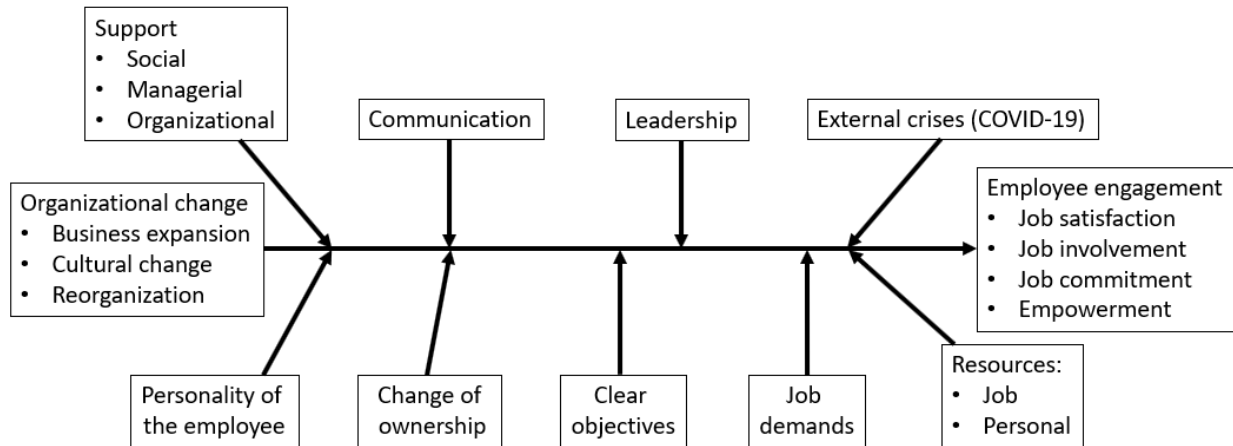
Figure 2 Conceptual model research

Because previous research has repeatedly shown that business performance increases when employee engagement increases, the researcher wants to leave this out of consideration in his research and assumes this positive relationship between the two variables as the truth. For this purpose, the researcher only focuses on the relationship between the changes in the organization and the engagement of the employees during these changes, assuming that a higher engagement always leads to improved business performance. This conceptual model of figure 2 serves as a guideline for this research.

3 Methodology

To explore what role the organizational changes play in the engagement of the employee of StrengthCo over time, this section describes the methods that are used to answer the main research question and the related four sub-questions.

3.1 Units of analysis

The variables in the research question, organizational changes and employee engagement are investigated. The concept of organizational change has been split into reorganizations, cultural changes and business expansions. These three categories were obtained from the three exploratory interviews with three employees of StrengthCo and are named as the most common organizational changes in the history of the company. According to the study of Smith (2002), reorganizations are projects to reorganize departments or the workforce of an organization. Cultural changes consist of the patterns that influence the behaviour of the employees in an organization. Business expansions are the approaches for an organization to expand its operations in the field.

To determine the variable employee engagement the study of Beijer and Gruen (2016) is used. They have categorized the concept of employee engagement in four categories: Job satisfaction, job involvement, job commitment and empowerment during organizational. According to Beijer and Gruen (2016) job satisfaction is the individual satisfaction of an employee towards his manager, the organization, colleagues and the environment where the employee is working. Job involvement is about how an employee is psychologically related to their job. Job commitment is the binding force between the employee and the organization and empowerment concern the experience of an employee concerning authority and responsibility. The retrieved information from these variables is collected from a set of employees of StrengthCo, the units of analysis in this research.

3.2 Literature research

To answer the first sub-question in this study, a structured literature review (SLR) was conducted. This method is applied to evaluate existing research on a particular subject (Kitchenham & Charters 2007) and ensures that the research is strengthened in a particular discipline (Webster & Watson, 2002). Because the first sub-question is a theoretical question, relevant literature about the variables, organizational change and employee engagement, in this sub-question was searched for. For this purpose, the two studies of Beijer and Gruen (2016) and Harter et al. (2002) were used as a basis to find as much relevant information as possible about the variables from the research question. This literature research aims to find out as much as possible about both main variables, and the relationship between them and helps to make both variables measurable.

Because in the context of this research several factors have influenced the relationship between organizational change and employee engagement, it is also necessary to pay attention to these factors. At the beginning of this research, the company was taken over by a foreign investment group. During the study, this factor may have influenced the respondents' explanations of their employee engagement during organizational changes. The current COVID-19 pandemic also influenced this research. This crisis may have influenced certain statements made by the respondents or the entire organization. Because both factors have such an influence, literature research is conducted on these concepts. The elaboration of this systematic literature review can be found in the previous section, chapter 2.

The relationship between employee engagement and business performance has been investigated several times. To gain insight into the literature on the relationship between employee engagement and business performance, a systematic literature review was conducted on Scopus. In this research, search terms were used. For employee engagement, the search terms "Employee Engag*", Employee Involv* and Employee Commit* were used and for business performance, the search terms "Busin* performance*", "Organi* performance", "Busin* results" and "Organi* results" were used. These were merged using the boolean "AND", so that both topics are searched for, at the same time in the titles, keywords and abstract of the articles in the database. The result list of 24 documents had to be sorted by relevance, to make use of the most important articles. By scanning the summaries, this list was eventually limited to a certain number of relevant articles. The complete bibliography overview is stated in appendix 1.

The relationship between organizational changes and employee engagement has been investigated several times. To gain insight into the literature on the relationship between organizational change and employee engagement, a systematic literature review was conducted on Scopus. In this research, search terms were used. For an organizational change the search terms "Organi* Chang*" and "Busin* Chang*" were used and for employee engagement several terms were used, such as "Employee Engag*", Employee Involv* and Employee Commit*. These were merged using the boolean "AND" so that both topics are searched for at the same time in the abstract of the articles in the database. The result list of 30 documents had to be sorted by relevance, to make use of the most important articles. By scanning the summaries, this list was eventually limited to a certain number of relevant articles. The complete bibliography overview is stated in appendix 2.

3.3 Case Study

To answer the second, third and fourth sub-question of this study, a case study was carried out focusing on the company StrengthCo. Swanborn (2010) defines case studies as: "research projects which attempt to explain holistically the dynamics of a certain historical period of a particular social unit (p. 18)". This research method ensures that the descriptive sub-questions two, three and four are answered. For this purpose, eight interviews were conducted with eight respondents, with each respondent being interviewed individually.

The studies of Beijer and Gruen (2016) and Kadiresan et al. (2019) also made use of a case study in which interviews were held with a small number of respondents, to demonstrate the relationship between organizational change and employee engagement, therefore this research method is considered suitable.

This case study aims to describe the effect of organizational changes on employee engagement at StrengthCo. Because this is a descriptive and analytical study, interviews are conducted to collect qualitative data from a non-probability sample of employees of StrengthCo. The researcher likes to know how the feelings of those employees were, during organizational changes that have taken place in the past at StrengthCo. Eight respondents are chosen from all the employees that are working at StrengthCo during the research. Preference is given to employees who have been with StrengthCo for more than 20 years and have experienced all three of the most common organizational changes: business expansion, cultural change and reorganizations.

During the interviews, respondents are asked about these three organizational changes. Questions are asked about their experiences with these changes. The definitions of these three organizational changes from the research of Smith (2002) are used. In the area of business expansion, respondents are asked about their experiences with new products made and new markets entered by the organization. Cultural change questions include rewards and recognition systems implemented in the past to motivate employees at StrengthCo. Finally, respondents are asked about the reorganizations that have taken place within the organization. In this way, respondents are asked about their experiences with changed business units or how staff members left the organization.

To determine the engagement of the employees of StrengthCo, the respondents are questioned about their job satisfaction, job involvement, job commitment and empowerment. These four categories originated from the concept of employee engagement, as was done by Beijer and Gruen (2016). To measure job satisfaction, employees get questions about their satisfaction and enthusiasm. Questions are asked whether they still felt meaningful during changes in the organization. To measure the job involvement of the respondents, questions are asked about the responsibility of the employees during a change in the organization. Questions are asked whether employees are willing to take an extra step during an organizational change.

To measure the job commitment of the employees, the respondent is asked how they feel during a change in the organization. They are also asked if they can still identify with their employer. To measure empowerment, employees are asked questions if they take the initiative during a change. Do employees immediately approach their manager during an organizational change, and does their behaviour change during this change? Sub question two of this research is answered with all these interview questions about employee engagement.
Also, in this case study attention is paid to the context in which this research takes place. Before this research, a new owner has just come to StrengthCo and COVID-19 also made its appearance during this study. During the interviews that are held with the respondents, questions are also asked about these two external factors. It is important to know whether these two factors influence the main relationship between organizational change and employee engagement. The results are fed back to the theory, which was found earlier whether these two factors were found. The results of this research answer sub-question three of this study.

Finally, the respondent is asked how they feel more engaged during an organizational change. During the interview, they indicate what they are currently missing, and what increases their engagement to the organization. Here they are asked what factors cause this engagement to increase. The results resulting from this question are fed back to the findings in the previous literature study. In this literature study, research was done into factors that influence the increase in employee engagement. It is interesting to know whether the factors from this case study correspond with the factors from comparable studies, and answers the last sub-question, sub-question four.

3.4 Data collection

The qualitative dataset was obtained from StrengthCo in the month of June in the year 2020. The primary method used to collect qualitative data is semi-structured interviews. Semi-structured interviews are questions that are relevant to the research and creates an opening for an interactive conversation to unfold (Galletta, 2013). These interviews have partly been held face to face, but a number of them have also taken place through Microsoft teams. This second method was necessary because the COVID-19 measures taken by StrengthCo did not allow all employees to be interviewed face to face. Semi-structured interviews give the possibility to deviate from the predefined questions, to go deeper into a certain subject. To collect the qualitative data for this study, eight interviews were held with employees of StrengthCo.

People from different departments of the company were interviewed, including the departments quality, purchase, operations and project management. This choice was made to prevent people from the same department from being interviewed, with which often the same opinions may be shared. By interviewing people from different departments, an attempt is made to get as much variation as possible, and thus to be able to sketch a whole view of the employees of the company. In addition to conducting interviews at various departments within the company, the position of the respondent in the organization was also taken into account. The eight interviews were conducted with a mix of middle managers and employees. This diversity was chosen to represent as clear a picture as possible about all employees of the company.

Table 1 gives an overview of the persons interviewed during this study. In this table, it is indicated in which department they work, what position they have in the company and how many years they have been employed by the organization. In the studies by Beijer and Gruen (2016) and Kadiresan et al. (2019), a small group of respondents was also chosen. They also worked in different departments and had years of experience. For this reason, the sample size in this study is also assessed as suitable.

Respondent	Cluster	Position	# of years employed
01	Operations	Middle manager	42
02	Project Management	Employee	36
03	Quality	Employee	41
04	Operations	Employee	33
05	Purchase	Employee	20
06	Operations	Middle manager	33
07	Operations	Employee	30
08	Quality	Employee	29

Table 1 Overview of research participants

In this research, an interview protocol has been drawn up to inform the participants about the research in which they are going to participate. This protocol describes the purpose of the research and indicates the content of the research. In this case, it is described that an interview is conducted with the respondent to investigate the relationship between organizational changes and employee engagement. The researcher first looks for suitable respondents for his research and asks them to participate. If these employees of StrengthCo are participating, they receive the interview protocol before the interview. This allows the respondents to prepare for the interview as well as possible because they know what the researcher is going to ask for. The content of this interview protocol describes the two main variables in this research, organizational changes and employee engagement. It also outlines the current context concerning the change of ownership of StrengthCo and the current COVID-19 pandemic. If there are no further comments from the respondents on the interview protocol, they make themselves available for the study. The entire interview protocol is stated in appendix 3.

During the interview, respondents are asked several questions that have been predetermined by the researcher. This question structure is based on the variables dealt with during the literature review and the operationalization of these variables. Besides, all interviews have been recorded and transcribed. In advance, each respondent is asked who has problems with the audio recording via mobile phone. Recording an interview is easier for the researcher so that the researcher does not have to write along with the respondent's answers. It also allows the researcher to better focus on the respondent's answers and to ask further questions. Each interview took approximately 45 minutes.

The interview starts with questions about the organizational changes the respondents have experienced during their time at StrengthCo. During the interview, they are asked about their experiences with the three most common organizational changes within StrengthCo: business expansions, culture changes and reorganizations. Following the research of Smith (2002), business expansion means developing new products and developing new markets.

In the same study, cultural changes include changes in employee compensation and recognition structures, and what impact they have had on people's behaviour. According to Smith (2002), reorganization refers to projects that reorganize departments within an organization, often saying goodbye to part of the workforce. During research at StrengthCo, this example of Smith (2002) is also presented to respondents.

Also, respondents are asked questions related to external factors in the context of the study: change of ownership and COVID-19. For these topics, questions are asked as to whether these two factors influence the relationship between organizational change and employee engagement of each respondent. These questions also arose from the information obtained during the literature review on these two topics. In the literature, it was found what consequences these external factors have for an organization in general, but also employees.

Questions have also been drawn up for this study that relates to the respondents' employee engagement. The necessary information about this concept was obtained during the literature review. Using the study by Beijer and Gruen (2016), the term employee engagement is operationalized in four factors: job satisfaction, job involvement, job commitment, empowerment. Respondents are asked separate questions for each of these four categories. In the area of job satisfaction, questions are asked about the level of satisfaction and enthusiasm of the employees during the previous organizational changes.

They are also asked whether they felt meaningful during these changes. Questions about the job involvement of employees are asked based on their sense of responsibility and zest for work during changes in the organization. In terms of job commitment, respondents are asked about the identification they have with their employer during organizational changes. And in the area of empowerment, respondents are asked whether they take the initiative during a change and how they behave during this process. These questions are drawn up using the conducted literature research and with the help of the research of Beijer and Gruen (2016).

Finally, questions have been formulated in this interview regarding the implementation of organizational change by the management of StrengthCo. With these questions, respondents indicate what they like to see improved within the organization, which increases their commitment to the organization. With this question, respondents should feel free to indicate the factors they currently miss with an organizational change. In appendix 4 of this survey, all the questions asked during these interviews are stated. These questions have also been sent to all employees in advance so that they can prepare themselves as well as possible for the interview.

3.5 Data analysis

To be able to answer sub-questions two, three and four in this study, the data obtained from the interviews have been analysed. The semi-structured interviews have been turned into transcriptions. These transcriptions are not included in this thesis using confidentiality and keeping the respondents anonymous. To analyse these eight transcriptions, manual qualitative content analysis is used. The qualitative data obtained with the interviews is analysed using the method of Miles and Huberman (1994). In this method all transcriptions are reduced until only relevant data remained that is linked to positive or negative coding words.

Pashakhanlou (2017) describes this analysis as a qualitative technique to categorize the data from transcripts into codes. According to Beijer and Gruen (2016) the concept employee engagement is divided into four categories: job satisfaction, job involvement, job commitment and empowerment. During this analysis phase, the transcriptions of the respondents are assessed. If a respondent is positive or moderate about their job satisfaction, this is judged as positive. If a respondent is negative about their satisfaction, this statement is judged as negative. Content analysis is used by coding the transcripts from the performed interviews and constructing these codes into one of the four desired categories of employee engagement.

The results from this data collection method is analysed to say something about the units of analysis, the employees of StrengthCo. After this content analysis, the conducted interviews are analysed and the results are described, and a conclusion is drawn. This analysis is used to determine whether the employees of StrengthCo feel positively or negatively engaged during organizational changes, and how to improve this engagement.

To conclude the relevant data, all statements during the interviews were placed in tables to make them as clear as possible. Subsequently, these statements were linked to the coding words: Positive/negative job satisfaction, positive/negative job involvement, positive/negative job commitment and positive/negative empowerment. From the conducted interviews, the statements in the field of improvement factors have been merged into an overall code word, which has been done after merging corresponding statements.

3.6 Reliability and validity

To ensure the reliability of this research, respondents were selected who have a lot experience with the organizational changes that have taken place at StrengthCo. The standard for this experience is set in this research at a minimum of 20 years of consecutive service with StrengthCo. As a result, employees have experienced multiple reorganizations, cultural changes and business expansions and share their experiences in this research. The reliability of this research is also guaranteed by conducting the interviews with the respondents in an environment where they feel comfortable. Semi structured interviews are used to deviate slightly from the pre-defined interview schedule during the interview. This makes it possible to deviate slightly from the questions to go deeper into certain answers given by respondents, so more detailed information is obtained.

The reliability of this research is also guaranteed by verifying the respondents' answers by repeating the respondent's answer during the interview to check if the answer is right. Before the interview, the respondent is promised that the interview is recorded via audio and processed anonymously. Audio recordings are deleted and the transcriptions are only in the possession of the researcher, and are not shared with others. Respondents do get the opportunity to read their transcription if they want to.

Because the researcher himself works in the organization in which this research takes place, there may be a bias in this research. In order to prevent this, a research protocol has been drawn up that the interviewer and the person being interviewed should strictly adhere to. This prevents a self-fulfilling prediction of the results, because the interviewer and the interviewee have to adhere to the interview protocol. The interviewer does not get the chance to influence the interviewee's answers, so this can lead to the results the researcher would like to see. To make use of an interview protocol the reliability of this research will increase.

The validity of the research is ensured by getting the correct information of the respondents. The completeness, relevance and clarity of the answers have to be checked. Another aspect that may have a major influence on the validity of the research at the moment are the consequences of COVID-19 and the change of ownership. Whereas in the past employees were prepared to leave the organization due to a change in the organization, these employees may already be satisfied to keep their jobs. To be able to exclude the effect of these external factors in this research, the researcher makes it clear to ask separate questions about these topics.

On an organization of more than 300 persons, eight persons may seem a bit low at first sight, but these eight persons have been carefully chosen in this case study because these respondent has experienced multiple organizational changes. For example, the last reorganization at StrengthCo took place in 2013 and the one before that in 2007, i.e. 13 years ago. For this reason, respondents who were already employed well before the reorganization in 2013 were chosen, because they experienced these reorganizations and have experienced the preparations for this reorganization. For this reason, respondents were selected who have been employed for at least 20 years to ensure the validity of this research. Individuals who have not experienced both of these reorganizations are excluded from the search for suitable respondents, as they do not have the reorganization experience at StrengthCo. For follow-up research, it is interesting to investigate this excluded group based on employee engagement during organizational changes. This is further described in the limitations of this research.

4 Results and findings

In this section, engagement of the employees at StrengthCo during times of organizational change are described. Employee engagement is linked to four categories that have already been discussed in the theory of this research. After this, it is described which factors are barriers to the employee engagement at StrengthCo during an organizational change. The level of engagement and the factors that increase this engagement are linked back to the literature at the end of each paragraph. This will be used to determine if these results have already been discovered earlier. The quotes of the respondents that appear in these results are displayed without mentioning the source. This is a reason to protect the respondents with their statements. The results of this research in the field of engagement and its improvement factors were obtained by means of the obtained qualitative data during the interviews. These data are coded as described earlier in the methodology and are shown in appendix 5. The statements in the area of engagement have been assessed as positive or negative, and the statements in the area of improvement factors have been merged into an overall code word, which has been done after merging corresponding statements.

4.1 Employee engagement

4.1.1 Job satisfaction

The employees of StrengthCo showed during the interviews that the changes in the organization have a positive, but also a negative effect on his or her job satisfaction. During this part, respondents were asked whether they were still satisfied and enthusiastic about his or her employer or work. They were also asked whether they still felt meaningful for the organisation. Interviews with respondents show that job satisfaction has increased both positively and negatively. Job satisfaction among employees increases when obtaining new challenging work or when changing jobs. As the company expands, new opportunities arise for employees. This creates new positions in existing or non-existing departments within the organization.

"There are a lot of opportunities for people to grow here or take another step, but you will have to show that yourself, but there are plenty of opportunities here."

In the past, employees of the company have been given opportunities for training through courses. Several employees have also been given opportunities to work abroad, for example, to start up new factories of the company.

"One of the changes I have had from my previous manager is that they wanted to train me with Lean Manufacturing. That I was allowed to do that training in America. That is fantastic, unique, that is just beautiful."

From the interview, it becomes clear that some employees do not allow themselves to be knocked out by an organizational change and simply continue with their daily work. The personal character of employees influences his or her job satisfaction. For a high level of job satisfaction among employees, a good relationship with colleagues is also important.

During these interviews, the respondents also indicate that if they are no longer satisfied or enthusiastic about his or her work, they going to look for another job.

"The joy is still there to go to work because otherwise, I would have been out of here a long time ago. I do not reluctantly go to work, if that happens, I will stop. Then I will just go and do something really different, I do not care if I earn a little less."

In contrast to increasing employee satisfaction, there are also explanations for declining employee satisfaction. During the interviews conducted, respondents indicated that their job satisfaction has been negative over the years. According to the respondents, employee satisfaction is highly dependent on his or her manager. It depends on whether a manager sees it in the employee, whether he or she is sufficiently challenged by the manager, and whether he or she wants to transfer sufficient work to the employee. During the interviews, it also emerges that employee satisfaction increases if the mutual bond between the employee and the manager is good. Another reason is the handling of people by the management team and human resources.

"When you see how our HRM department deals with people, that is just a horror."

It is claimed, for example, that the company is mainly concerned with figures, where the social aspect is sometimes absent. They mainly focus on company results. There are also criticisms of the company structure that the management tries to establish and that this creates a lot of uncertainty within the company.

"This is always strange at StrengthCo. They want to be very social, but they do not always know how to do it."

Respondents also feel that the company's management has reduced them a lot in recent years. Employees no longer let their flex hours be taken away. In the past, people were ready to work overtime, but that is apparently no longer the case in today's environment. Previously, all employees were rewarded with a sum of money during the holidays or were rewarded with a low sickness percentage. This no longer exists according to the respondents.

"We are no longer employees with a name, but with a number."

In short, employee satisfaction increases when new challenging work is created. The employees of StrengthCo are prepared to leave the organization if they no longer enjoy going to work on a daily basis. On the other hand, employee satisfaction decreases when things are taken away from him by the management.

An employee also finds the social aspect very important in an organization. These findings in the area of job satisfaction are not consistent with the results of the Beijer and Gruen(2016), because in their study the job satisfaction was decreasing during their organizational change. In the study at StrengthCo, the degree of job satisfaction differs per individual, and this also depends on the type of change that is implemented in the organization.

4.1.2 Job involvement

To determine the employee's involvement, respondents were asked questions about taking responsibility during an organizational change. Are employees willing to work extra hard for their employer? During the interviews, respondents indicated that changes in the organisation have both a positive and negative influence on their involvement. Interviews with the respondents show that involvement has mainly increased during organizational changes. Employee engagement is positive because part of the respondents feel responsible because they are in a certain responsible position in the organization. In a managerial position, however, they do have to make sure that the people they manage perform the tasks that are explained to them.

"We often have to propagate things with some regularity that I do not entirely agree with either. That is also one of the tricky things about my job, but I always do it."

Of course, it sometimes happens that these employees have to carry out tasks which they may not support. During the interviews, it turns out that they find it easier to hand over certain tasks (with which they disagree) if the added value is explained by their manager.

"The moment I am convinced that something is useful, it is easier to take an extra step."

For example, with the reorganizations that have taken place at the company in the past, the managers were also willing to work extra hard. This to keep in touch with the employees and with the dismissed employees during such a major organizational change. Contrary to all the positive noises regarding employee engagement, this engagement also decreases, as emerged during the interviews. This relates to the amount of overtime worked by employees, the clarity of managers in making changes or ignoring the general interest of the company. Due to the many organizational changes that have taken place at the company in the past, employees are nowadays less willing to work overtime. According to the respondents, there used to be an atmosphere in which everyone was very much in favour of each other. In the past, employees were not even asked if they wanted to work over.

"Before, everyone was able to work for each other. If they had to work overtime, they did not ask for it, they just did. There was a very collegial atmosphere among us, and when I see how that has changed up to now, it is becoming less and less."

Because the company has grown over the years, it has also become a lot more business-like. The employees still focus mainly on their department, and less and less attention is paid to the general interests of the organization. According to the respondents in this study, this general interest used to be there, but this has changed mainly due to the growth that the company has made over the years. A large number of respondents started with the organisation when there were still 25 to 50 people working there. At the time, the group was still a lot closer. The company currently employs more than 300 people.

"As the company has grown, it has also become more business-like. Everyone thinks more and more about themselves and their department. They no longer look at the general interest."

In short, the company's employees are still willing to take their responsibility and want to go the extra mile. The involvement of the employees increases as their manager clearly explains why certain things need to be done, and why they make sense. The involvement of mainly older employees has decreased due to the growth the company has experienced over the years. As a result, the small close-knit group of former employees has not remained intact, and the company has grown into an organization of more than 300 people. Because of this, according to the respondents, people have started to think less in the general interest of the organization. These mainly positive results in the field of job involvement are not in line with the research of Beijer and Gruen (2016). The findings in their research showed that the degree of job involvement is decreasing during their investigated organizational change. The level of job involvement differs per individual at StrengthCo, and this also depends on the change that is implemented in the organization.

4.1.3 Job commitment

To determine the commitment of employees during an organisational change, respondents were asked how they feel towards their employer, and whether they still identify with this. The interviews mainly showed that this commitment increased both positively and negatively. The commitment of the company's employees has increased because these employees are very proud of what they have achieved with each other over the years. The company has secured several projects and has grown into an organization that employs more than 300 people. The respondents mainly indicated that they still feel welcome and that it feels like home.

"As long as I still get up in the morning and like going to work, I still feel very engaged with the company."

In addition, there is a great appreciation for the employer that it keeps its staff up to date with the latest developments, by holding quarterly meetings for all staff. From the outside, people still look at the company with a good view and therefore have a positive image.

Even though the employees think that they look at the organization in a less positive way. The company is also popular among students because the interns are always taken very seriously according to the respondents.

"I have been working here for 20 years, and others may think differently, but I want to retire here. That says enough about whether I still feel sufficiently engaged with the organization. If you no longer have that feeling, then you just have to get out of here."

Contrary to the factors that lead to an increase in employee engagement, respondents also indicated during the interviews that changes in the organization have caused their commitment with the company to decrease. In fact, there are many criticisms of the company's management and human resources department. For example, new positions are being created for people who are looking too much for highly educated people. Or functions are being adapted from employed personnel without communicating and structuring this properly. Another point of criticism is the guidance for people who are new to the organization. That these people do not get a complete tour of the company and are therefore unknown to a number of employees.

"For a year ago, I really had it less and that is also reflected in my clock hours. They were considerably less."

In short, the commitment of the company's employees is increasing, because they are very proud of what they have achieved over all these years within the company. The employees still feel at home with the company. The commitment of the employees is influenced negatively by the lack of structure and communication that should be carried out by human resources and the management of the company. It also disturbs the employees that new employees are so poorly supervised. These varying results in the area of job commitment are in line with the research of Beijer and Gruen (2016). The results in their research also showed that the job commitment per employee is different. This also depends on the type of change that is implemented in the organization.

4.1.4 Empowerment

To determine the empowerment of the company's employees during an organizational change, questions were asked during the interview about taking initiative and showing behaviour of the employee during this change. From these interviews, it appears that one respondent identifies himself or herself only with words, and the other with gestures or both. These changes have both a positive and a negative effect on the employers of the company. The interviews mainly showed that this empowerment increased both positively and negatively. The empowerment of most respondents remained positive during the changes in the organization. At the company, employees are allowed to speak out to their managers and they are also willing to listen to them. Employees have the freedom to take the initiative and therefore there is an open communication atmosphere in the company.

"I always like that here, that it is still possible. That you have a lot of freedom and can express it. I think that is one of the benefits here".

In the case of the director, the door is usually also open to all employees in the organization. The employees of the company like this way of communicating. There is also talk between colleagues about organizational changes. The behaviour of the employees usually does not change, and the respondents prefer to express themselves with words and not with behaviour.

"I am not going to behave differently, but I'm going to ventilate it. I tell my manager, but also my colleagues, that I do not agree".

In contrast to increasing empowerment, there are also explanations for declining empowerment. During the interviews conducted, some respondents indicated that their empowerment has been negative over the years. This negative tendency is mainly caused by the feeling that a change in the organization cannot be reversed after all. To comment on this as an individual is considered to be hopeless. According to the respondent in question, it is better to act against this as a collective.

"Decisions made by management are very difficult to reverse. You are usually the only one shouting in the desert, so what use is that? If you could mean something, then you should do it collectively."

Also, decreasing empowerment depends on the type of manager an employee has. Some managers are more easily accessible than others. Some managers are also less open to an employee's opinion. According to the respondents, there must be someone in the organisation you can tell your story to, and this is sometimes lacking within the company.

"Sometimes you just notice that it is personal, that the concept is no longer there, and that you do not have the feeling that you have somewhere to go."

In short, empowerment is increasing during an organizational change, because employees are given the space to ventilate themselves in front of their managers. There is an open communication culture within the company, and even the director's door is almost always open to all employees. Also, the company's employees do not behave differently in the face of the changes made, because these choices are seldom reversed. They do, however, take the initiative to speak out about this. The empowerment of the employees decreases if they cannot go to their manager with their stories. Managers differ in their openness towards employees. This is experienced as negative. These varying results in the field of empowerment do not correspond with the research of Beijer and Gruen (2016). The results in their research showed that empowerment per employee decreased with a change in the organization. In the study at StrengthCo, it was found that the degree of empowerment depends per employee and the change that is implemented in the organization.

4.2 External crises

To map the influence of COVID-19 on the relationship between organizational change and employee engagement, respondents were also asked about the influence of this crisis. It is important to know whether the consequences of this virus affect the organization's business operations and the engagement of employees. According to Carnevale and Hatak (2020), the measures that an organization takes in response to an external crisis have an impact on employee engagement. During the interviews, all respondents indicated that their opinion of the management has not changed as a result of the consequences of COVID-19. Amongst other things, they indicated that StrengthCo's management can do nothing to prevent the introduction of COVID-19, and therefore have no influence on it. It just happens to the organization and therefore to many other organizations worldwide. However, there have been positive aspects and criticisms of the company's implementation of measures to combat COVID-19 internally.

StrengthCo's management is complimented on communicating the measures taken against COVID-19. Communication was also mentioned earlier as a point of improvement concerning implementing changes. Filimonau, Derqui and Matute (2020) even indicated in their research that it is very important that employees remain informed about the measures that the organization is taking concerning the crisis. It is also stated that the management of StrengthCo is in solidarity with its employees. During this crisis, an enormous cultural change took place, namely working from home. In the past, this was not an issue at all within the organization, where the majority of the organization now works from home and this is also technically well organized. Also, it is entrusted to the employees that they work from home and do not abuse this. Filimonau, Derqui and Matute (2020) indicated earlier that it is very important for employees that the organization continues to have confidence in them throughout this crisis. Respondents are also very pleased that there is clarity regarding the internal fight against COVID-19. They are very pleased that agreements have been made from the management, and that they and the employees are adhering strictly to these agreements. Even though some respondents find the measures somewhat exaggerated, they are happy that these agreements have been established and that everyone is adhering to them.

There are also criticisms of the management of StrengthCo concerning COVID-19. Among other things, it is stated that there is a great deal of inequality between the measures taken concerning COVID-19 at the various locations of the company. Inequality is also one of the areas for improvement that employees like to see disappear to feel more engaged during an organizational change. In the main building, according to the respondents, everything is regulated in detail in terms of protective equipment. And the other two locations are lagging far behind; they receive far less attention.

During this period of crisis, you see that clients' questions are not being answered and that staff have less work. According to Carnevale and Hatak (2020), an extreme external crisis affects the well-being of employees. This proves itself, because the respondents indicate, among other things, that because of this crisis, managers have more time to get involved in the work of others, and this is certainly not experienced as pleasant by the respondents.

4.3 Change of ownership

During this case study, the influence of the new owner of StrengthCo on the relationship between organizational change and employee engagement was also investigated. Respondents were asked about the influence of this factor and how they experience it. Respondents were also asked whether this new owner is different from the previous owners. StrengthCo came into foreign hands decades ago and was sold to the current foreign investment party in 2019. During the interviews, all respondents indicated that this new owner does not influence their engagement with the organization. This engagement has not changed during this study. However, they do see several factors that correspond to the previously found theory about changing ownership for an organization.

Although this acquisition is still fairly new, the respondents already notice some influence from the new owner. StrengthCo's employees indicate that they do not notice any direct influence from the new owner, but that they do experience this indirectly. Several respondents stated that the new owner is very similar to the previous owner. This owner was also from the same country. Other respondents felt that the management was under more pressure from the new owner because more is demanded of them. This is in line with the study by Oh et al. (2011), as they indicated during their study that managers of an organisation come under more pressure from foreign owners. This pressure from outside is then translated back to the shop floor by the managers. Respondents also noticed that the organisation is becoming more and more business-like. According to the respondent, the management is only about making profits and creating good margins, there is less attention towards the engagement of the employees. They also see that everything in the factory is becoming increasingly measurable based on tables, graphs and protocols that have to be complied with. This corresponds with the theory of Randøy and Goel (2003) because they also stated in their research that foreign investors want to monitor the managers of an organization and therefore implement reporting systems and procedures in the organization. Respondents also indicated that less attention is paid to the social aspect of the organisation. More and more of the employees are being taken away, for example from non-material rewards.

This result does not correspond with the previously found theory about changes of ownership, because Zaid et al. (2020) stated in their research that foreign investors mainly want to invest in the long term and therefore also pay a lot of attention to social activities in an organization. Change of ownership therefore entails several changes but does not affect the engagement of the employees of StrengthCo according to these interviews.

4.4 Factors to stay engaged

This section describes the most important factors for the company's employees to stay engaged during an organizational change. During the interviews with the respondents, four factors emerged that help to maintain or improve employee engagement. The four factors that are improving communication, providing support, being more innovative and treating employees equally.

These factors are described, and these help the company's management to improve employee engagement during an organizational change. The factors found are linked back to the literature at the end of each paragraph. This will be used to determine whether these factors have already been discovered earlier in order to increase the engagement of employees.

4.4.1 Communication

Respondents have criticized the company's management in the field of communication during the interviews. There were times when changes were made that were later corrected. When a change is implemented, memos are sent to the employees stating the change in question. Unfortunately, it soon turns out that this change cannot be implemented at all. Respondents think that this kind of things is prevented by thinking better by making changes, and by communicating with employees who have to implement these changes. There is little criticism about the implementation of the major reorganizations within the company. These were always carried out neatly and were also communicated very clearly with, among other things, the help of the trade union. However, with smaller reorganizations, there was worse communication in general. Only announcements were made that people leave the organization, and that was all. Employees also like to see that the management asks employees, to exchange experiences about previous reorganizations at the company during a reorganization.

"During the last reorganization, this went differently, when suddenly people left the organization. The only thing that was posted on the bulletin board was that certain people had left. We knew nothing about that. That was very badly communicated."

There is also poor communication to new employees. Respondents indicated, among other things, that their colleagues barely realize what products are being made at the company. There are also different names for products and product groups. It is also unclear to employees which products are now made for which customers.

"I think that most people in the production department do not even know exactly what we are making. There is never any communication about which products are made and which customers they go to".

Besides, there is also poor communication when work is outsourced, and new work is obtained. In the past, production lines have been moved abroad to produce more cheaply. For the freed-up space in the factory new business would be created, but until now little new work has come back for this. It is therefore questionable whether there is honest communication about this. During the literature review, the importance of good communication in the area of implementing organizational changes already became clear.

For example, Georgiades (2015) stated that it is very important for managers to communicate well about changes in the organization. Poor communication leads to uncertainties among employees. This is also reflected in the study at StrengthCo. Baasner (2020) also indicated the importance of communication in his research. Tasks and competencies are not communicated enough in the organization and this leads to misunderstandings, which in turn leads to a reduction in employee engagement.

Simoes and Esposito (2004) also indicated that highly meaningful communication about an organizational change leads to an increase in employee engagement. In the study by Beijer and Gruen (2016), communication was also one of the factors that lead to an increase in employee engagement. Shulga (2020) also found in his study that if a change is well communicated to employees, this leads to an increase in employee engagement.

4.4.2 Innovation

During the interviews, respondents also often indicated that they find the company very weak in innovation. They like to see that the company applies more innovations within the company. The engagement towards the organization increases if more investments are made in innovation. Some respondents also fear for the future of the company, because there are no new projects at all. According to the respondents, there used to be a lot more entrepreneurship in the company. People went out and offered the company's products, creating a lot of work for the company. Also, young employees are given few opportunities to be innovative, because the management of the company is no longer open to this.

"From the early days, you still had several people who still have that entrepreneurship in them from the corporate culture. We have now become a copy-paste factory, in which entrepreneurship has been completely unravelled."

According to the respondents, there should be more search for new markets, for which new similar products are made. Respondents indicate that there is too much reliance on the models developed in the past. There is, for example, a product group that was developed 40 years ago, and is still the same as the products that are still made daily today. This also makes the management of the company aware of a lack of risk-taking. Choose to innovate yourself, or let another company innovate and focus only on purchasing and assembling products.

"It is and remains a beautiful company. Only I think the future is getting worse here. We don't have any more projects here at all. And we have lost projects where we had a chance."

During the interviews with the respondents, it became clear that employees are stimulated by innovation. Employee engagement increases as the company invest more in innovation. During the literature review, the importance of an organization with an innovative character was also considered important. It also became clear that the engagement of employees increases during an organizational change.

According to van Allen (2013), employees are more driven when an organization has an innovative character than is mainly because employees are more innovation-driven. Lofquist et al. (2018) also showed in their research that innovation ensures that employees are more engaged with the organization. Creating new jobs and new work also leads to an increase in employee engagement (Tims & Bakker, 2010) (Petrou et al., 2014).

4.4.3 Equality

A third factor that respondents like to see, to feel more engaged during an organizational change, is applying more equality between employees. During the interviews, respondents indicated that more equality has to be achieved between employees and that the management of the company has to improve in this respect. At one point, a culture change took place within the organization, with more bonuses being paid out from a certain pay scale if business goals were achieved.

"There is now a bonus for a select group. And the people here who are starting to get more and more annoyed that there is only a select group that gets a bonus."

People on the work floor are not entitled to this bonus. While the people on the shop floor feel that they are delivering direct work to the final product according to the respondents. Respondents prefer the bonuses for the higher pay scales to be lower so that everyone in the company receives the same bonus.

"If you see that there is an arrangement, that a certain group is valued by a bonus I think that if an entire company is committed to something, then I also think an entire company should benefit from it."

There is also criticism about equality concerning the current COVID-19 measures taken by the company. In one location where the management is located, many more measures have been taken regarding the danger to COVID-19. And at the other locations, hardly any measures are taken to ensure people's safety.

"If you see, for example, that in one building, everything has been taken care of down to the last detail. And the other building that dangles behind it. Not everything has been taken care of there yet."

Besides, there is criticism about equality when it comes to saying goodbye to people in the organization. For example, employees who retire after years of service with the company. People on the work floor feel they have to pray and beg to be able to organize a farewell for someone leaving.

"That is the worst thing, and it happens to people on the shop floor again. But as long as they are people from the office, it will all be taken care of again."

Besides, they see that when someone who works in the office leaves the organization, dinner is organized, and everything is paid for by the company. Respondents very much feel that the employees of the office are being pulled ahead of the people on the production floor.

"When people leave the purchasing department, they go into town to get something to eat and drink. The credit card goes through and we just have to pray and beg to get something done."

So, during the interviews, it becomes clear that there are many criticisms of the management of the company in the field of equality. Respondents are mainly critical of the company's current bonus system, and the inequality they see in saying goodbye to certain people in the organization. Also, there are criticisms of the attention given to each location concerning the measures taken against COVID-19. During the earlier literature review, no previous findings have been made about the factor equality that is missed during the implementation of organizational changes.

4.4.4 Providing support

The fourth factor that respondents like to see, to feel more engaged during an organizational change, is offering more support and attention from the employer during an organizational change. During the interviews, respondents indicated that they like more support and attention from the management of the company.

"As loyal as I am to this company, as loyal I also expect the loyalty of my employer, which is not loyal".

One of the criticisms made by the respondents is that they like the executives to show themselves more often on the shop floor. They are sometimes on the shop floor with monthly safety walks. These walks involve employees from different layers of the organization passing judgment on the safety of a particular organization. The results are then fed back to the relevant manager of that department. These results are mainly experienced as annoying by the person in charge because only the negative things are explained, and not the positive ones. It is not experienced as motivating, because people cannot explain why certain things are done that they disapprove of.

"In the past, the Management Team used to come to the floor. They used to be more engaged in the business than they are now. You don't see them; you don't hear them. And that has been the case for years."

The next point of criticism is the insufficient use of people with a lot of experience within the company. Nowadays, the company's policymakers are mainly looking for people with a higher vocational or academic education level, and according to the respondents, too little attention is paid to the older employees who have much more experience. For example, with the reorganization that has taken place within the company, the management needs to inquire about the employees who have previously experienced this within the organization. According to the employees, this creates too much separation between the office staff and the people on the shop floor.

"I will give the management team the advice to ask for advice and action from people who have experienced this before. How we could do that".

Respondents also criticize the social aspect of the company. The respondents like to see that when employees retire, the management also comes along to thank the person in question for the years of work done within the company. The management has been absent at times like this. Respondents also think that human resources should have a role in this. The only thing they see is that this department is becoming more and more business-like and less human. The procedures are being followed too much and the human side is disappearing.

"They try to be very social, but they don't know how to do it. I do have the feeling that they try less. You can see that it's going more and more in the business direction and that the human side is becoming less and less".

The last point of criticism the respondents had concerning support was the lack of company parties in recent years. At the time, the parties were still very large and also outside the home, but this has decreased more and the years. Even for employees who have been employed for 12.5 years, 25 years or 40 years, parties were always organized for that person. Now there is only one joint party every year for all these jubilees. Also, the management no longer makes money available for certain outings with the employees of a certain department. This used to happen. The employees of a certain department are now expected to organize and pay for this themselves. Mainly the people on the production floor think that they have decreased a lot in recent years.

"I think it's scandalous that people who are retiring here, that no one from the management team comes along to shake hands. That proves, however, that the engagement is not high for the production staff".

The company's management improves employee engagement during major changes by offering more support and attention to their employees. During the interviews, it became clear that the respondents like the executives to show themselves more on the shop floor, to do more with the experiences of employees and to show themselves more social towards their employees. Just like the previous literature review, obtaining support is an important factor to increase the engagement of employees during a change in the organization. According to Beijer and Gruen (2016), the support of managers, colleagues and the organization is needed to increase employee engagement. Kharbat and Alsoud (2019) also stated in their research that supporting employees is important to implement changes and that employees should also be involved in the change.

5. Overall reflection on the results

The results of this research can be reflected from three perspectives. The first perspective focuses on the interviews that were conducted with the respondents at a certain point in time. During these interviews, changes from the past are only looked back at a single point in time: during the interviews. The second perspective focuses on the research group of this research. In this case study, only middle managers and executive staff were interviewed. The results of the people interviewed have not been validated by the management or the owners of StrengthCo. The third perspective focuses on the types of changes that have been investigated during this study. Business expansions, cultural changes and reorganizations have been combined in the results into the general form of organizational change.

5.1 Time

The results from this research have been described using the interviews conducted with the respondents at a single point in time. In this research it was the month of June in the year 2020. The engagement of the employees was measured during the organizational changes they have experienced in the past. COVID-19 has made its appearance within the organization during this research, and it is a possible that it has influenced the view of the respondents on organizational changes. StrengthCo also experienced many consequences during COVID-19, including the fact that people had to leave the organization. This was already the case at the time the interviews were conducted. As a result, respondents may be relieved to stay with the organization, and this could change their thinking about the decisions made by management within the organization. Also, it is difficult at the interview moment to look back at the respondents' feelings about changes that took place twenty years ago for example. It is interesting to know how their thoughts change over time about organisational changes. One option is to reflect over several years on the changes that took place at this moment, and to examine whether the engagement or feelings of the respondents have changed. The results from this study only reflect the respondents' feelings at the specific moment they were interviewed, in which the influence of COVID-19 even plays a role.

5.2 Research group

The results of this research are only focused on a single group of respondents consisting of the executive staff and several middle managers. It is clear from the results that there is a big difference between the staff and the management of StrengthCo. At least, this can be deduced from the response of the respondents. However, the results do not describe how the owners and management of StrengthCo have experienced organizational changes. They have not been questioned in this study about the organizational changes that have been implemented as a result of their influences.

As a result, there is no counter-reaction from the owners and management of StrengthCo. In this study, they have not been able to defend themselves against the negative quotes given by the respondents in the results. As a result, it is not known what kind of actions StrengthCo's management has taken to improve employee engagement over the years. The results in this research only reflect the feelings and experiences from one research group of the organization.

5.3 Type of change

The results of this research are written from the general concept of organizational change. The results show that the engagement of the employees depends on the type of change that is implemented. The engagement of an employee also depends on how a person perceives and evaluates these changes. During the interviews, respondents are asked separately about their experiences and degree of engagement in the field of cultural changes, business expansions and reorganizations. Each respondent is asked a separate question for each of the changes and answered that question. The transcriptions and the analysis of these questions show that the different organizational changes have different effects on the engagement of the StrengthCo employees.

During these reorganizations, people left the organization, and according to the respondents, the management at the time could have done better. A reorganization is always perceived as negative by respondents, and will therefore also influence their employee engagement in an negative way. There is also a negative feeling about the way the management communicates during a reorganisation. The quote below was also given earlier in the results section. This indicates once again what kind of feeling the respondents had during a reorganization.

"During the last reorganization, this went differently, when suddenly people left the organization. The only thing that was posted on the bulletin board was that certain people had left. We knew nothing about that. That was very badly communicated."

According to the respondents, it also depends on the kind of people on the board who have to implement the reorganizations. They noticed that one board member finds it very annoying to have to dismiss people, because this person has a personal relationship with those people. But according to the respondents, there are also board members who are less connected to the staff and who therefore find it less annoying when people are dismissed. Also, the employees would like to be asked for advice during a reorganisation. Several respondents had experienced several reorganisations, but were never asked for their experiences or their advice. This lack of attention also affect their engagement in a negative way. The quote below was given earlier in the results of this study, and once again reflects the negative effect of a reorganisation on employee engagement.

"I will give the management team the advice to ask for advice and action from people who have experienced this before. How we could do that".

In the result section, some statements about cultural changes result in a negative effect on employee engagement. It becomes clear that employees feel less engaged with the organization. Over the years, the business culture of StrengthCo has changed. People do not feel themselves important within the organization. This feeling is emphasized again with the quote below, which was given earlier in the results of this research.

"We are no longer employees with a name, but with a number."

The respondents feel that there needs to be more room for social activities, but they gradually see these activities are disappearing slowly. Only the business results are important to the owners of the company. Because of these cultural changes, the urge to help each other and to work overtime has become less, and this results in a reduction of the overall engagement of the employee. Employees are still mainly working for 'their' department, and no longer for the entire organization. This is again shown in the quote below. This was already given earlier in the results of this research.

"As the company has grown, it has also become more business-like. Everyone thinks more and more about themselves and their department. They no longer look at the general interest."

However, it is clear from the results of this research that business expansions do have a positive effect on employee engagement. This is because more opportunities and challenges arise for employees when the company designs new products or enters new markets for example. Also, some employees get the opportunity to develop themselves by attending courses and trainings. It is also possible to make promotion within the company. All these organizational changes have a positive effect on the engagement of the employees. This positive effect on employee engagement is emphasized in the quote below. This was given earlier in the results of this research.

"There are a lot of opportunities for people to grow here or take another step, but you will have to show that yourself, but there are plenty of opportunities here.

By approaching the results in this research from different perspectives, it becomes clear that every organizational change has its effect on the engagement of the employees. The cultural changes and reorganizations are experienced as negative by the employees of StrengthCo, and the business expansions are experienced as positive. These types of changes have their impact on employee engagement. Also, the data collection was only done through interviews at a single point in time, and was not verified with a follow-up interview several years later. Also, only a single group of respondents was interviewed and the directors and owners of StrengthCo were not considered. These reflections serve as criticisms of this research, but they also provide opportunities for future research.

6 Conclusions and recommendations

6.1 Conclusions

The conducted interviews show that the organizational changes have had an impact on the engagement of the employees of StrengthCo. This section answers the main question and sub-questions of this research. The main question of this research was as follows:

"How can the management of StrengthCo ensure that employees stay engaged with the company during organizational changes such as business expansions, cultural changes and reorganizations, in addition to the impact of COVID-19 and the change of ownership?"

By conducting systematic literature research, enough information has been found about the relationship between organizational changes and employee engagement. An organization progresses when there are ongoing changes in the organization with which it can improve itself (Lofquist et al., 2018) However, it is necessary to take employees into account during these changes because a lot changes for them as well. Employees like to be involved in changes and to be informed about them (Shulga, 2020). They want to feel that they are part of the organization and that they are important in it (Royal and Agnew, 2012). Changes in the organization have a positive effect on employees because, for example, new opportunities and challenges arise (Petrou et al., 2014; Tims & Bakker, 2010).

Various comparable studies also show that organizational changes have both a positive and negative effect on employee engagement. Negative changes such as reorganizations and cutbacks have a negative effect on employee engagement (Van der Voet and Vermeeren, 2016). Developing new products and entering new markets in turn leads to an increase in employee engagement (Smith, 2002). The level of employee engagement depends on the nature of the changes in the organization and it also differs per individual (Beijer and Gruen, 2016). Factors that employees like to see during organizational changes are support, communication and setting clear objectives. (Beijer and Gruen, 2016). These factors make employees feel more engaged during organizational changes. All the information obtained from the literature review answers the first sub question of this research:

"Which relationship between organizational change and employee engagement can be found according to the literature?"

During the case study at StrengthCo, it becomes clear that the organizational changes that have taken place there also affect the engagement of employees. During the case study, business expansions, cultural changes and reorganizations were discussed with eight respondents. Subsequently, research was conducted into the effect of these organizational changes on their engagement with the organization. This concept engagement is subdivided into categories: Job satisfaction, job involvement, job commitment and empowerment.

The results of this research show that the three organizational changes have an especially positive effect on the respondents' job satisfaction. The job satisfaction of the employees increases when, for example, new challenges arise from these changes. The job satisfaction of employees, on the other hand, decreases if the link with the manager is only or if their things are taken away by the management. Organizational changes that have taken place at StrengthCo have both a positive and negative impact on the job involvement of employees. Employees are still willing to work hard or take responsibility regardless of whether they agree or disagree with a change. However, the job involvement of employees has decreased as the company has grown tremendously in recent years. According to the respondents, there is less thinking in the general interest of the organization. The job commitment of StrengthCo's employees has also been both positive and negative. Employees' job commitment is increasing because they are still proud to work for StrengthCo and they still like to go there. Respondents' job commitment may also decrease due to a lack of structure and communication during these changes. Employee empowerment also has positive and negative manifestations. Empowerment increases because employees are given room to express themselves everywhere towards their manager. The open communication culture within the company also leads to this. However, some managers are not open to this type of discussion. From this case study, it becomes clear that the engagement of employees is very dependent on the type of change that is implemented.

The findings from this research in the areas of job satisfaction, job involvement and empowerment, do not correspond with the findings from the study by Beijer and Gruen (2016). Job satisfaction in this study is both positive and negative, in the Beijer and Gruen study (2016) this aspect was mostly negative. The job involvement among the respondents in this survey was both positive and negative, whereas in the Beijer and Gruen survey (2016) this aspect was mostly negative. The empowerment in this study is both positive and negative, whereas in Beijer and Gruen's (2016) study it is mainly negative during a change in the organization. The level of job commitment does match the findings of Beijer and Gruen (2016), both are increasing. These different results in both surveys are explained by the type of change that is implemented and the type of respondent that is interviewed. This is also concluded in the study by Beijer and Gruen (2016). The overall reflection of the results of this research shows that the engagement of the employee depends on the type of change that is implemented. A reorganization causes a decrease in the level of engagement of an employee. In the case of a culture change, the respondents' engagement decreases in this study. And when the company expands, the engagement of the respondents decreases in the case of a culture change. And when the company expands, the engagement of the employees increases. All the information obtained from the case study at StrengthCo answers the second sub question of this research:

"Which relationship between organizational change and employee engagement can be found at StrengthCo?"

During the case study at StrengthCo, it also became clear that the change of ownership and COVID-19 had little impact on the relationship between organizational change and employee engagement. During the interviews, respondents indicated that both external factors did not affect the main relationship in this study. COVID-19 is a factor over which management has no influence and is not considered to be to blame for this. Respondents were, however, pleased with the manner of communication and the clarity that the management brings concerning the internal fight against COVID-19. However, the respondents do see that the level of detail is not the same in all locations and that inequality still exists here. This type of incident during an external crisis does affect the well-being of employees (Carnevala & Hatak, 2020).

According to the respondents, little has changed significantly with the arrival of the new owner. Respondents also feel that the new owner is putting even more pressure on the management of StrengthCo than the previous owner did. However, this finding does not affect the respondents' relationship with organizational change and employee engagement. According to the study of Randoy and Goel (2013), foreign investors want to implement reporting systems and procedures in the organization, so manager feel more pressure. All the information obtained from the case study at StrengthCo answers the third sub question of this research:

"What is the impact of COVID-19 and change of ownership on the relationship between organizational changes and employee engagement?"

StrengthCo's management increase employee engagement during organizational changes by improving the areas of communication, support, innovation and equality. During the interviews, StrengthCo's respondents showed that communication must improve to increase employee engagement during an organizational change. Respondents like to see more thought being given to implementing changes, rather than returning to previously released messages. They also like to see that new employees are better informed about what is going on within the company. For example, which products are made, and which customers are supplied. They also like to see more innovation within the organization. This leads to an increase in employee engagement. Too little effort is made to develop new products and enter new markets. Young people also get few opportunities to implement new ideas. Respondents also want there to be more equality within the organization. There are big differences between the people on the production floor and in the office. For the first group, hardly anything is arranged at an anniversary or farewell, compared to the second group, where much more is arranged. The engagement of the employees increases when there are more support and attention from the managers. Respondents like to see StrengthCo's management move into the workplace more often and pay more attention to the many experiences of people on the shop floor.

Previous research has shown that communication is indeed an important factor that affects employee engagement (Georgadis, 2015; Baasner, 2020; Simoes & Esposito, 2004; Beijer and Gruen, 2016; Shulga, 2020). Also, the innovative character of an organization influences the engagement of employees. The more an organization is innovative, the better it is for the engagement of an employee. The importance of this factor has already been described in the studies of van Allen (2013), Lofquist et al. (2018), Tims and Bakker (2010) and Petrou et al. (2014) Besides, offering support is also a factor that increases employee engagement, as seen in the studies of Beijer and Gruen (2016) and Kharbat and Alsoud (2019). All the information obtained from the case study answers the fourth sub-question of this study:

"How does StrengthCo ensure that employees feel more engaged with an organizational change?"

By answering the research questions, the objectives that had been set at the beginning of the research were also achieved. The first goal in this research was to understand StrengthCo's employees based on their emotional experience of an organizational change. During the interviews, it became clear how employees at StrengthCo experienced organizational changes such as reorganizations, business expansions, and cultural change. It has become clear that over the years they have shared more positive feelings with business expansions and more negative feelings with reorganizations and cultural changes. By sharing these feelings, the second objective has also been achieved. This objective was to investigate how employee engagement changed during organizational change. The positive and negative feelings that arise during the types of organizational changes in this research also affect employee engagement. Business expansions mainly increase employee engagement. Cultural changes and reorganizations mainly affect employee engagement in a negative way. The third objective of this research has also been achieved. This goal was set to investigate the effects of COVID-19 and the change of ownership on employee engagement. This research showed that both factors hardly influenced the engagement of the employees of StrengthCo. The last objective of this research has also been achieved. This goal was aimed at obtaining factors that are important to maintain the engagement of StrengthCo's employees during organizational change. The factors that can contribute to higher engagement during organizational change are improving communication, increasing innovation, establishing equality, and providing support.

Now all research questions have been answered, and in addition, all objectives in this research have been achieved, it is clear to StrengthCo where improvements can be made in the area of employee engagement during an organizational change. By addressing the four previously mentioned improvement factors, the engagement of employees will increase, and therefore the problem of this research will be solved. This problem was the failure to achieve the set business objectives. Because it had already become clear in the literature review that an increase in employee engagement leads to an increase in business results, it is now necessary for StrengthCo to increase employee engagement by communicating better, innovating more, treating everyone equally, and offering more support.

6.2 Contribution to research

This research contributes to the effect that implementing organizational changes has on the engagement of employees. After all, the results show that employee engagement has ups and downs, and they also explain how this engagement increases. During the interviews, it emerged that employees perceive a lack of communication, support, innovation and equality. Strengthening these four factors increases employee engagement at StrengthCo. The literature review shows what a positive influence employee engagement has on a company's results. Therefore, the directors of StrengthCo need to pay attention to these four factors when they plan to implement a change in the organization. Indeed, the goals set each year are rarely all met by the board of directors. An important action for management is to pay more attention to employee engagement because this leads to positive business results.

It does not mean that maximum engagement always leads to the achievement of set goals, but it does have an important contribution to the overall management. The four factors were also highlighted in previous similar surveys. This proves all the more how employee engagement increases and what positive effects this has for the organization. Besides, other companies similar to StrengthCo need to make use of the results from this research, so they can apply the recommendations in their business operations. The research makes a practical contribution to the company because it describes the criticisms of the respondents concerning organizational changes.

The study by Beijer and Gruen (2016) suggested a follow-up study of the connection between organizational change and employee engagement in a different situation than the one they were in. Their advice was to compare their findings with other companies, sectors, industries, cities or countries. Therefore, in this study, the choice has been made to investigate this relationship in an environment other than that of Beijer and Gruen (2016) to contribute to scientific knowledge. This research contributes to science because previously no research had been carried out using the studies of Beijer and Gruen (2016) and Harter et al. (2002). In the past, separate studies were conducted into the relationship between organizational change and employee engagement and the relationship between employee engagement and business performance. These two relationships have now been merged in this research, in which a practical study has been conducted into the relationship between organizational change and employee engagement. Besides, a theoretical study of the relationship between employee engagement and business performance was conducted using a literature review. During this literature review, a similar study was found in which an organization working in the automotive industry was investigated. However, this research was done in Malaysia and was carried out in the Netherlands. This also fills a gap in the literature, because similar research like this one has never been done in the Netherlands before. It is also interesting to know whether the findings in this study are consistent with similar studies. This research shows that the level of engagement differs per organization because it also differs per person. For science, it is even relevant to find patterns in the personal experiences of employees on the organizational changes at StrengthCo during the years. It is also interesting to see whether the experiences of the employees are in line with earlier similar research. These results are a standard base on employee engagement for the industry in which StrengthCo operates.

6.3 Limitations

This research also has several limitations, which require an explanation and provide opportunities for future research in the field of employee engagement during organizational changes. A limitation is that this research does not cover multiple companies present in the industry in which StrengthCo operates. It might have been appropriate to investigate employee engagement during an organizational change at other companies in the industry. In this report, only a single case study has been conducted at a single company. Of course, it could be possible that StrengthCo is an exception to the rule when it comes to employee engagement. Other similar companies may not have problems with their business results or the engagement of employees. It may well be that employees have a very high level of engagement and that StrengthCo, in particular, does not set the standard for the industry in which they operate.

Another limitation of this study is not approaching organizations that operate in industries other than StrengthCo. It may be interesting to know whether the business performance of organizations always increases when employee engagement is high. In this study, only companies similar to StrengthCo have been studied. The literature review did not pay enough attention here either, because it mainly focused on companies similar to StrengthCo.Another limitation for this research may be the number of people interviewed at StrengthCo.

During this study, only about eight people were interviewed, which may be low for an organization that employs about 300 people. This choice was made by the researcher at the time because the researcher wanted to interview people that the researcher considered to be experts. The respondents had all been working within the organisation for about 20 to 40 years, and therefore have an enormous amount of experience and knowledge of the organisation. To create more reliability in this research, it might have been a better option to interview a larger number of people to share as much information as possible and thus analyse as much data as possible.

Another limitation of this research may be the chosen research method. Qualitative research was used in this study, in which people were interviewed and the information obtained was then coded and analysed. Another option might have been quantitative research, in which all employees of StrengthCo are invited to fill in a survey, for example. With this method, more people are approached, and more data is released for the research. This increases the reliability of the research. A disadvantage of this, however, is that no emotion is visible in a person and that an interviewee cannot ask follow-up questions. The last limitation of this research concerns the type of persons who have been interviewed. During this study, only persons who are employees or middle managers were interviewed. For example, no members of the board of directors were interviewed to inquire about their engagement with the organization. Besides, the results of the interviews could be compared with the interviews of the members of the board of directors. The criticisms of the employees could be discussed during the interviews with the members of the board of directors.

6.4 Recommendations for future research

Partly due to the limitations described in the previous section and the overall reflection on the results, this research provides sufficient recommendations to carry out future research. Follow-up research is necessary to determine whether the results of this research also apply to other organizations. This may include comparable companies as well as StrengthCo. For example, organizations working in the same industry, but they may also be companies working in a completely different industry. For follow-up research, it may be interesting to compare the engagement during an organizational change in different industries. It is interesting to know which industries score high in terms of employee engagement and how much influence this engagement has on the business results from the different industries. It is very useful for business owners to know how much attention they should pay to employee engagement in the industry in which they work.

Another interesting study is to look at the different characteristics of the employees of an organization due to their engagement. Maybe the engagement of men is generally higher than that of women. And what about age and years of service? Similar research can be carried out again, but with a focus on personality characteristics. How is it possible that one person reacts differently to an organizational change than another person? This alone is interesting to carry out at StrengthCo. A follow-up study that focuses on a larger number of respondents and another research method may also be interesting. In this study, only eight people were interviewed out of a total workforce of approximately 300 people. Another option might have been a quantitative survey in which all employees of StrengthCo are invited to complete a survey, for example. With this method, more people are approached, and more data is retrieved for the survey. The reliability of that research increases.

An important point that emerged from the overall reflection on the results of this research is that the interviews that were conducted cannot be compared with interviews conducted a number of years earlier or later. For a follow-up study, it is interesting to know the level of engagement among staff a number of years after the change of ownership and COVID-19. The results from this research show that these two factors did not affect the respondents, but this was only in a single moment of time. The respondents were probably satisfied enough that these factors allowed them to keep their own jobs. This could be a reason for expressing a moderate opinion about the leadership of StrengthCo. In a future study, the results from this research can be compared with the results that emerge from a research that took place a number of years later with, where possible, the same respondents. If there is no external crisis or change of ownership in this follow-up study, it is interesting to know whether the level of engagement is still the same.

Another point from the overall reflection of the results, it was indicated that only a single group was interviewed in this study, namely the employees and middle management of StrengthCo. The directors and owners of StrengthCo were not questioned in this study. They were not able to resist the statements made by the respondents regarding their sense of engagement during organizational changes. For a follow-up study, it is interesting to feedback the results of this survey to the directors and owners of StrengthCo.

Perhaps it would have been better for this study to ask the same questions to the directors and owners of StrengthCo as well. They could also indicate how they experienced changes in the organization. They could also indicate how they would like to increase the engagement of the organization's staff. It is now unclear whether they are actually taking actions to increase employee engagement. It may also be possible that they are in the process of increasing employee engagement, but that their approach is wrong. For these reasons, it is valuable to carry out a follow-up study. After all, this will be an improvement in this research. With today's knowledge, the latter research design would be preferable to the design with which this research was carried out. In this design both the executives and the executive staff will be interviewed. In this way, the managers of a department within the organization should also be interviewed, as well as the personnel working in the department that were interviewed in this study. With hindsight, this design would have been preferable.

Bibliography

Abor, J., & Biekpe, N. (2007). Corporate governance, ownership structure and performance SMEs in Ghana: Implications for financing opportunities. *Corporate Governance: The International Journal of Business in Society*, 7(3), 288–300. https://doi.org/10.1108/14720700710756562

Avey, J. B., Wernsing, T. S., & Luthans, F. (2008). Can Positive Employees Help Positive Organizational Change? Impact of Psychological Capital and Emotions on Relevant Attitudes and Behaviors. *The Journal of Applied Behavioral Science*, 44(1), 48–70. Doi:10.1177/0021886307311470

Baasner, S. (2020). Implementation of Measurable and Sustainable Actions to Improve Employee's Engagement and Business Performance: Global Medical Clinical & Regulatory Affairs (GMCRA) – A Role Model at Fresenius Kabi.

Bakker, A. B., & Demerouti, E. (2007). The job demands–resources model: State of the art. *Journal of Managerial Psychology*, 22, 309–328.

Bakker, A. B., Demerouti, E., De Boer, E., & Schaufeli, W. B. (2003). Job demands and job resources as predictors of absence duration and frequency. *Journal of Vocational Behavior*, 62, 341–356.

Bakker, A. B., Demerouti, E., & Verbeke, W. (2004). Using the job demands–resources model to predict burnout and performance. *Human Resource Management*, 43, 83–104.

Bakker, A. B., Hakanen, J. J., Demerouti, E., & Xanthopoulou, D. (2007). Job resources boost work engagement, particularly when job demands are high. *Journal of Educational Psychology*, 99(2), 274–284. doi:10.1037/0022-0663.99.2.274

Bartunek, J.M., Rousseau, D.M., Rudolph, J.W. and DePalma, J.A. (2006), "On the receiving end: sensemaking, emotion, and assessments of an organizational change initiated by others", *Journal of Applied Behavioral Science*, Vol. 42 No. 2, pp. 182-206.

Battilana, J., & Casciaro, T. (2013). The network secrets of great change agents. *Harvard Business Review*, 91(7/8), 62-68.

Beijer, S., & Gruen, J. (2016). Employee Engagement During An Organisational Change. Stockholm Business School.

Berg, J. M., Dutton, J. E., & Wrzesniewski, A. (2013). Job crafting and meaningful work. *In B. J. Dik, Z. S.*

Bryne, & M. F. Steger (Eds.), Purpose and meaning in the workplace (pp. 81–104). *Washington, DC: American Psychological Association.*

Boeker, W., & Goodstein, J. 1993. Performance and successor choice: The moderating effects of governance and ownership. *Academy of Management Journal*, 36: 172–186.

Carnevale, J. B., & Hatak, I. (2020). Employee Adjustment and Well-Being in the Era of COVID-19: Implications for Human Resource Management. *Journal of Business Research*. doi:10.1016/j.jbusres.2020.05.037

Cawsey, T., Deszca, G. and Ingols, C. (2012). Organizational Change - An Action-Oriented Toolkit. *Thousand Oaks, Calif: SAGE Publications.*

Christian, M. S., Garza, A. S., & Slaughter, J. E. (2011). Work engagement: A quantitative review and test of its relations with task and contextual performance. *Personnel Psychology*, 64, 89-136.

Coetsee, J., & Flood, P. (2013). Change lessons from the CEO: Real people, real change. *San Francisco, CA: Jossey-Bass.*

Cook, S. (2008). The essential guide to employee engagement: Better business performance through staff satisfaction. *London: Kogan Page Publication.*

Curran, E. 2015. State companies: Back on China's to-do list. Bloomberg Businessweek, July 30, http://www. bloomberg.com/news/articles/2015-07-30/china-sstate-owned-companies-may-face-reform. Accessed April 29, 2016.

Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86, 499–512.

Eby, L. T., Adams, D. M., Russel, J. E. A., & Gaby, S. H. (2000). Perceptions of organizational readiness for change: Factors related to employees' reactions to the implementation of team-based selling. *Human Relations*, 53(3), 419-442.

Engen, J. (2008), "Are your employees truly engaged?", *Chief Executive*, Vol. 5 (March), pp. 1-3.

Filimonau, V., Derqui, B., & Matute, J. (2020). The COVID-19 pandemic and organisational commitment of senior hotel managers*. International Journal of Hospitality Management*, 102659. doi:10.1016/j.ijhm.2020.102659

Fullan, M. (2011). Change Leader: Learning to Do What Matters Most. Jossey-Bass: John Wiley and Sons.

Galletta, A. (2013). Mastering the semi-structured interview and beyond: From research design to analysis and publication. NYU press.

Gallup, L.L.C. (2013), "State of the American workplace: Employee engagement insights for US business leaders", available at: www.gallup.com

Georgiades, S. (2015). Employee Engagement and Organizational Change. Employee Engagement in Media Management, 9–37. doi:10.1007/978-3-319-16217-1_2

Ghlichlee, B., & Bayat, F. (2020). Frontline employees' engagement and business performance: the mediating role of customer-oriented behaviors. Management Research Review, ahead-of-print(ahead-of-print). doi:10.1108/mrr-11-2019-0482

Gupta, N. & Sharma, V.. (2015). An exploratory study on employee engagement and its linkage to organizational citizenship behaviour and organizational performance. 13. 1279-1300.

Gupta, N., & Sharma, V. (2016). Exploring Employee Engagement—A Way to Better Business Performance. *Global Business Review*, 17(3_suppl), 45S–63S. doi:10.1177/0972150916631082

Halbesleben, J. R. B. (2010). A meta-analysis of work engagement: Relationships with burnout, demands, resources and consequences. In A. B. Bakker & M. P. Leiter (Eds.), Work engagement: A handbook of essential theory and research (pp. 102-117). *New York: Psychology Press.*

Hallberg, U. E., & Schaufeli, W. B. (2006), "Same" but different: Can work engagement be discriminated from job involvement and organizational commitment? *Eur. Psychol*., 11, 119-127. doi: 10.1027/1016-9040.11.2.119.

Harter, J. K., Schmidt, F. L., & Hayes, T.L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87(2), 268-279. doi:10.1037/0021-9010.87.2.268.

Harter, J.K., Schmidt, F.L., Agrawal, S., & Plowman, S.K. (2013). 2012 Q12 meta-analysis: The relationship between engagement at work and organizational outcomes. Washington, DC: The Gallup Organization.

Harter, J. (2017). State of the global workplace.

Hui, F.K.P.; Aye, L.; Duffield, C.F. (2019) Engaging Employees with Good Sustainability: Key Performance Indicators for Dry Ports. Sustainability 2019, 11, 2967.

Kadiresan, V. & Khuan, W. S. & Arumugam, T. & Rasu, F. & Theseria, A.S. (2019) Employee Engagement and Retention in Automotive Industry in Malaysian Context. Job Stress as a Moderator. *International Journal of Engineering and Advanced Technology (IJEAT)* ISSN: 2249 – 8958, Volume-8 Issue-6S3, September 2019.

Kahn, William A (1990). "Psychological Conditions of Personal Engagement and Disengagement at Work" (PDF). *Academy of Management Journal.* 33 (4): 692–724. doi:10.2307/256287

Kharbat, N.F. & Alsoud, R. (2019). The engage model: A proposed educational administrative model of change leadership for school leaders. *GJAT*, 9(1).

Kitchenham, B., & Charters, S. (2007). Guidelines for performing systematic literature reviews in software engineering.

Korn Ferry (2016), "Measures for success", available at: www.kornferry.com/institute/download/ download/id/17605/aid/1195

Kotter, J. (2007). Leading Change. Boston, Massachussete: *Harvard Business School Press*.

Kristof-Brown, A., & Guay, R. P. (2011). Person–environment fit. In APA handbook of industrial and organizational psychology, Vol 3: Maintaining, expanding, and contracting the organization. (pp. 3-50). *American Psychological Association*.

Kronborg, D., & Thomsen, S. (2009). Foreign ownership and long-term survival. *Strategic Management Journal*, 30(2), 207–219. https://doi.org/ 10.1002/smj.732

Krueger, J. and Killham, E. (2006), "At work, feeling good matters", *Gallup Management Journal*, Vol. 8, (December), pp. 1-5.

Kruse, K. (2012). What is The Employee Engagement*, Forbes*.

Lawler, E.E. (1986), High-Involvement Management, Jossey-Bass, San Francisco, CA.

Leana, C. R., & Barry, B. (2000). Stability and change as simultaneous experiences in organizational life. *Academy of Management Review*, 25, 253–259.

Lockwood, N. R. (2007), Leveraging employee engagement for competitive advantage. *SHRM Research Quarterly*, 52(3), 1-12.

Lofquist, E.A., & Isaksen, S. G., & Dahl, T. J. (2018): Something Fishy: Exploring Change, Job Engagement and Work Environment in the Norwegian Directorate of Fisheries*, Journal of Change Management*, DOI: 10.1080/14697017.2018.1466823

Macey, W. H., & Schneider, B. (2008). The Meaning of Employee Engagement. *Industrial and Organizational Psychology*, 1(01), 3–30. doi:10.1111/j.1754-9434.2007.0002.x

Marks, M. (2006), "Facilitating individual adaptation to major organizational transitions", *Organizational Dynamics*, Vol. 35 No. 4, pp. 384-399

Meijman, T. F., & Mulder, G. (1998). Psychological aspects of workload. In P. J. D. Drenth & H. Thierry (Eds.), *Handbook of work and organizational psychology* (Vol. 2, pp. 5–33). Hove, England: Psychology Press.

Menguc, B., Auh, S., Fisher, M. and Haddad, A. (2013), "To be engaged or not to be engaged: the antecedents and consequences of employee engagement", *Journal of Business Research*, Vol. 66 No. 11, pp. 2163-2170.

Miles, M. B., & Huberman, A. M. (1994). Qualitative data analysis: An expanded sourcebook (2nd ed.). *Sage Publications, Inc.*

Miller, J., & McCartney, C. (2011). Sustainable organization performance: What really makes the difference London: *Chartered Institute of Personnel and Development.*

Moreland, J. (2013). The cost of ignoring employee engagement. *Fast Company*, May 1, pp. 2-3.

Nink, M. (2017). Engagement Index Deutschland 2016 [Press release]

Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2010). Human resource management: Gaining a competitive advantage (7th ed.). *New York: Mc Graw-Hill/Irwin.*

Oh, W. Y., Chang, Y. K., & Martynov, A. (2011). The effect of ownership structure on corporate social responsibility: Empirical evidence from Korea. *Journal of Business Ethics,* 104(2), 283–297. https://doi.org/10. 1007/s10551-011-0912-z

Parent, J.D., Sullivan, C.C., Hardway, C. and Butterfield, D.A. (2012), "A model and test of individual and organizational factors influencing individual adaptation to change", *Organization Management Journal*, Vol. 9 No. 4.

Parent, J.D. and Lovelace, K.J. (2018), Employee engagement, positive organizational culture and individual adaptability, *On the Horizon*, Vol. 26 No. 3, pp. 206-214. https://doi.org/10.1108/OTH-01-2018-0003

Pashakhanlou, A. H. (2017). Fully integrated content analysis in International Relations. *International Relations*, 31(4), 447–465. doi:10.1177/0047117817723060

Petrou, P., Demerouti, E., Peeters, M. C. W., Schaufeli, W. B., & Hetland, J. (2012). Crafting a job on a daily basis: Contextual correlates and the link to work engagement. *Journal of Organizational Behavior*, 33, 1120–1141.

Pettigrew, A.M., Woodman, R.W. and Cameron, K.S. (2001), "Studying organization change and development: challenges for future research", *Academy ofManagement Journal*, Vol. 44 No. 4, pp. 617-713.

Price, A.D.F & Chahal, K. (2006). A strategic framework for change management. Loughborough University-Construction Management and Economics, 24, pp 237–251.

Purnomo, D., Kasali, R., Widjaja, B., & Balqiah, T. E. (2018). How does personality affect employee engagement in change management? It depends on role of personal mastery and network centrality. *Pertanika Journal of Social Sciences and Humanities*, 26(August), 185-196

Quinn, R. and Rohrbaugh, J. (1983) A Spatial Model of Effectiveness Criteria: Toward a Competing Values Approach to Organizational Analysis. *Management Science*, 29, 363-377. http://dx.doi.org/10.1287/mnsc.29.3.363

Randøy, T., & Goel, S. (2003). Ownership structure, founder leadership, and performance in Norwegian SMEs: Implications for financing entrepreneurial opportunities. *Journal of Business Venturing*, 18(5), 619–637. https://doi.org/10.1016/S0883-9026(03)00013-2

Richman, A. (2006), "Everyone wants an engaged workforce how can you create it", *Workspan*, Vol. 49 No. 1, pp. 36-39.

Robinson, D., Perryman, S., & Hayday, S. (2004), The drivers of employee engagement. *Report-Institute for Employment Studies.*

Robinson, O. and Griffiths, A. (2005), "Coping with the stress of transformational change in a Government department", *Journal of Applied Behavioral Science*, Vol. 41No. 2, pp. 204-221.

Royal, M., & Agnew, T. (2012). The enemy of engagement: Put an end to workplace frustation and get the most from your employees. New York, NY: *Amacom*.

Saks, A. M. (2006), Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619.

Salanova, M., Agut, S., & Peiro, J. M. (2005), Linking organizational resources and work engagement to employee performance and customer loyalty: the mediation of service climate. *Journal of Applied Psychology*, 90(6), 1217-1227.

Sanford, B. (2002), "The high cost of disengaged employees: interview with Curt Coffman", *Gallup Business Journal*, Vol. 15 (April), pp. 1-2.

Schaufeli, W. B. (2013). What is engagement? In C. Truss, K. Alfes, R. Delbridge, A. Shantz, & E. Soane (Eds.), *Employee engagement in theory and* practice (1st ed., pp. 15–35). London: Routledge.

Shulga, L. V. (2020) Change Management Communication: The role of meaningfulness, Leadership Brand Authenticity, and Gender. *Cornell Hospitality Quarterly*, 1-18. doi: 10.117/193895442929022

Simoes, P. M., & Esposito, M. (2014). Improving change management: How communication nature influences resistance to change*. Journal of Management Development*, 33(4), 324–341.

Smith, M. E. (2002). Success rates for different types of organizational change. Performance Improvement, 41(1), 26–33. doi:10.1002/pfi.4140410107 Introduction

Swanborn, P. (2010). Case Study Research: What, Why and How? *Thousand Oaks*, CA: SAGE.

Taylor-Bianco, A., & Schermerhorn, J. (2006). Self-regulation, strategic leadership and paradox in organizational change. *Journal of Organizational Change Management*, 19(4), 457–470. doi:10.1108/09534810610676662

Tims, M., & Bakker, A. B. (2010). Job crafting: Towards a new model of individual job redesign. *Journal of Industrial Psychology*, 36(2), 1–9.

Van Allen, S. (2013), "Engagement at work: its effects on performance continues in tough economic times: key Findings fromGallup'sQ12 Meta-Analysis of 1.4 million employees", *Gallup.*

van der Voet, J., & Vermeeren, B. (2017). Change Management in Hard Times: Can Change Management Mitigate the Negative Relationship Between Cutbacks and the Organizational Commitment and Work Engagement of Public Sector Employees? *The American Review of Public Administration,* 47(2), 230-252. https://doi.org/10.1177/0275074015625828

Webster, J., & Watson, R. T. (2002). Analyzing the past to prepare for the future: Writing a literature review*. MIS quarterly, xiii-xxiii.*

Zaid, M. A. A., Abuhijleh, S. T. F., & Pucheta-Martínez, M. C. (2020). Ownership structure, stakeholder engagement, and corporate social responsibility policies: The moderating effect of board independence. *Corporate Social Responsibility and Environmental Management*. doi:10.1002/csr.1888

Zhang, B. (2019). Human resource change-agent role, state ownership, and employee behavioural flexibility. *Asia Pacific Journal of Human Resources*. doi:10.1111/1744-7941.12213

Appendix

Appendix 1 SLR on employee engagement and business performance

Authors	Title	Study design	Aims & Objectives	Results	Contribution to research
Parent, J.D. & Lovelace, K.J. (2018)	Employee engagement, positive organizational culture and individual adaptability	The literature on individual adaptability, positive organizational psychology and employee engagement is reviewed. A model that suggests that a positive work culture enhances employee engagement and in specific cases leads to increased adaptability is developed.	The purpose of this paper is to explore the connections between employee engagement, positive organizational psychology and an individual's ability to adapt to ongoing organizational change.	While organizational engagement will have a positive effect on the individual's ability to adapt to changes, job engagement will have the opposite effect, uncovering potential obstacles to change management in organizations.	It is interesting to think of the organizational outcomes that could be achieved with a 100 per cent actively engaged workforce. Recent estimates predict low employee engagement costs the US Economy $370bn per year (Moreland, 2013). There are many examples of the benefits of employee engagement. In a study of almost 50,000 businesses that included roughly one and a half million employees in 34 countries, results indicated that work organizations scoring in the top half of employee engagement have double the odds of success of those in the bottom half. Those companies in the 99th percentile of engagement have four times the success rate (Van Allen, 2013). Furthermore, the study showed that compared with bottom-quartile units, top-quartile units reported the following: 37 per cent lower absenteeism, 25 per cent lower turnover (in high-turnover organizations), 65 per cent lower turnover (in low-turnover organizations), 28 per cent less shrinkage, 48 per cent fewer safety incidents, 41 per cent fewer patient safety incidents, 41 per cent fewer quality incidents (defects), 10 per cent higher customer metrics, 21 per cent higher productivity and 22 per cent higher profitability (Van Allen, p. 2).

					Similarly, at Standard Chartered Bank, it was found that branches with highly engaged employees produced 20 per cent higher returns than branches with lower engagement scores. Marks & Spencer reported that a 1 per cent improvement in employee engagement produced almost a 3 per cent increase in sales per square foot.
					JCPenney reported that their stores with top engagement scores generate about 10 per cent more sales per square foot and have a 36 per cent greater operating income than similar stores with low engagement scores (Krueger and Killham, 2006; Engen, 2008).
					Further, Molson Coors Brewing Company reported multi-million dollar safety savings through strengthening employee engagement (Singh, 2013).
					In another recent study of 482 service employees and customers in the retail industry, it was found that greater engagement was related to more positive service employee performance (Menguc et al., 2013).
					A meta-analysis of studies including almost 8,000 business units of 36 companies (Harter et al., 2002), showed that levels of this type of employee engagement were positively related to business-unit performance (i.e. customer satisfaction and loyalty, profitability, productivity, turnover and safety). Harter et al. concluded that engagement is '[. . .] related to meaningful business outcomes at a magnitude that is important to many

				organizations' (Harter et al., 2002, p. 276 in Bakker and Schaufeli, 2008).
Harter, J. K., Schmidt, F. L., & Hayes, T.L. (2002).	Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis.	Based on 7,939 business units in 36 companies, this study used meta-analysis to examine the relationship at the business-unit level between employee satisfaction–engagement and the business-unit outcomes of customer satisfaction, productivity, profit, employee turnover, and accidents.

The Gallup database contains 42 studies conducted in 36 independent companies. In each GWA study, 1 or more of the GWA core items were used (83% included all 12 items, and 90% included 11 or more items), and | The hypotheses examined in this study were as follows: Hypothesis 1: Business-unit-level employee satisfaction and engagement will have positive average correlations with the business-unit outcomes of customer satisfaction, productivity, profit, employee retention, and employee safety. Hypothesis 2: The correlations between employee satisfaction and engagement and business-unit outcomes will generalize across organizations | Generalizable relationships large enough to have substantial practical value were found between unit-level employee satisfaction–engagement and these business-unit outcomes. One implication is that changes in management practices that increase employee satisfaction may increase business-unit outcomes, including profit.

We conclude from this study that employee satisfaction and engagement are related to meaningful business outcomes at a | The term employee engagement refers to the individual's involvement and satisfaction with as well as enthusiasm for work. Aside from the overall satisfaction item, the GWA's 12 items (Items 1–12 in Table 1) measure processes and issues that are actionable at (i.e., under the influence of) the work group's supervisor or manager (further elaborated on in the Discussion section). |

| | | starting in 1997, all items were included in all studies. For each business unit, its score on the employee engagement variable was the average across the GWA items that were administered. Its score on overall satisfaction was its mean score on the single overall satisfaction item. Satisfaction data were aggregated at the business-unit level and were correlated with business-unit performance measures within each company: customer satisfaction–loyalty, profitability, productivity, turnover, and safety incidents. Again, the level of analysis in these studies was the business unit, not | for all business-unit outcomes. That is, these correlations will not vary substantially across organizations, and in particular, there will be few if any organizations with zero or negative correlations. | magnitude that is important to many organizations and that these correlations generalize across companies. These findings indicate that both of the hypotheses in this study were supported. Employee attitude measures were related to business-unit outcomes, and these relationships were generalizable. | |

| Kadiresan, V. et al. (2019) | Employee Engagement and Retention in Automotive Industry in Malaysian Context. Job Stress as a Moderator | Sample were drawn from the employees of automotive industry in Malaysia. The target respondents are technicians in different level of education, experience, gender, age, race, nationality, marital status and income. The survey was conducted in Selangor because it holds a high number of job creations with more than 70% in the automotive industry [76]. Convenience sampling was used and a total of 342 questionnaires were distributed and 288 responses collected, yielding a response rate of 84%. | It is hoped that this research will provide well-structured information to other authors who will be interested to analyse further in the current automobile industry in Malaysia by enhancing employee engagement level in workplace. Additionally, this study is illustrated to provide more insight information regarding the key drivers that influencing level of employee engagement. | However, employees play a vital role as they are the backbone in helping the company to grow and prosper. It is important for the employee to be engaged in their work in order to be able to help to produce quality service and product that not only will help them to retain their customers but at the same time to be able to make the organization to increase profit. Employee engagement also goes well with employee retention. It is because in order for an organization in the automotive industry to retain the employees therefore they are supposed to make sure their | Moreover, per employee's productivity or average sales value in automotive industry in 2015 has decreased by 3.5% as compared to year 2014 even though sales value has increased by 0.1% [6].
These could be due to issues in employee engagement in the automotive industry which lead employees to be demotivated.
According to the Gallup"s findings on "The State of the Global Workplace: Employee Engagement Insights for Business Leaders Worldwide report"

Empowerment gives control and power to the top management in delegating decision-making process and actions during role performance. It is employees responsibility and availability in carrying out daily task in an organization [Permana, I., Tjakraatmadja, J.H., Larso, D. and Wicaksono, A. (2015).
Exploring Potential Drivers of Employee Engagement, Enablement, and Empowerment: A Quest Toward Developing a Framework for Building Sustainable Employee Excellence for Manufacturing Environment in Indonesia. Mediterranean Journal of Social Sciences, 6(2), pp.577-87.].

Empowerment helps to reinforce employees" capability by giving the diversity tasks and responsibilities of making business decisions that brings positive outcomes to the company [Saif, D.N.I. and Saleh, D.A.S. (2013). Psychological Empowerment and Job Satisfaction in Jordanian Hospitals. International Journal of Humanities and Social Science, 3(16), pp.250-57.]. |

(Top of page, continuation of previous row:) the individual employee.

				employees are engaged. Where the organization are supposed to find ways and strategies that are able to develop to help the employees so that they will be engaged in the organization to increase the productivity level. Job stress plays a role as a moderator in the organization between employee engagement and employee retention. Job stress may be in the form of responsibilities, workload, climate or et that may have an affect towards the employee wellbeing in terms of physical and mental. When employees are affected with job stress	The employees" feeling of valuable and worthwhile in empowerment increase lead to high engagement as employees willing to perform in extra-role by giving discretionary effort [Ugwu, F.O., Onyishi, I.E. and Rodriguez-Sanchez, A.M. (2014). Linking Organizational Trust with Employee Engagement: The Role of Psychological Empowerment. Personnel Review, 43(3), pp.377-400].

				therefore it will reduce their engagement level in the organization that will have an affect towards the retention of the employees. Thus in this research, the employee engagement plays a big role towards the automotive industry as good engaged employees will be able to help the organization to grow and at the same tie to produce quality product to be able to retain their customers but also at the same time it will increase the organization profit. H6: Employee engagement will be positively related to employee retention. The empowerment influences	

				positively the employee engagement.	
Baasner, S. (2020)	Implementation of Measurable and Sustainable Actions to Improve Employee's Engagement and Business Performance: Global Medical Clinical & Regulatory Affairs (GMCRA) – A Role Model at Fresenius Kabi	With every one of the 75 GMCRA employees participating in the survey, the commitment was extraordinarily high. The survey was performed as a computer assisted web interview, which was self-completed by the participants, managed and hosted by an independent international research company. All responses were handled strictly anonymously.	To increase job performance of employees within GMCRA has been reached and if this has a positive effect on business performance.	In a nutshell, the results of the survey as well as the outcome of group work from a GMCRA Excellence Conference demonstrated that no strong feedback culture is established in the organization (only 64% agree on getting sufficient feedback from their superior) and many colleagues (~ 62%) felt a lack of personal development options and wanted more transparency about career progression. Additionally, GMCRA lacked a common guideline on the onboarding process of new employees.	The press release regarding the Gallup Engagement Index 2016 clearly accentuates the above mentioned facts. In this article the business numbers for Germany were published proving that the engagement of employees is directly connected to the performance of an organization. In the headline of the respective press release, the authors pointed out that 'Schlechte Chefs kosten deutsche Volkswirtschaft bis zu 105 Milliarden Euro jährlich' (Translation: Bad bosses cost the German economy up to 105 billion Euros per year). The results of the Engagement Index clearly showed that only 15% of employees in Germany are engaged, whereas 85% are not engaged or actively disengaged at work (Nink 2017). Most of the employees in Germany have no emotional bonding to their company resulting in competitiveness factors as rate of absence, reduced productivity and quality and customer loyalty. Additionally, this is associated with high turnover, and every third employee in Germany is looking for a new job. There is a large gap between wishes of employees and the reality regarding leadership skills of supervisors. Only 21% of employees are happy with and motivated by the behavior of their superior. The lack of feedback is a main issue for the employees dealing with their respective leaders in the day-to-day business. Only 14% of employees report a continuing feedback process over the year, and only 38% feel that the feedback they receive from the superior is helpful to improve their work outcome (Nink 2017). In this report, data from employees in 155 countries were

| | | | | As a consequence, new team members often felt not being welcomed enough and had not developed a team spirit. Furthermore, tasks and competences were not communicated appropriately within the organization and team members felt hesitant to contact colleagues from other groups within GMCRA. | assessed regarding the effectiveness of organizations fostering employee's engagement. Worldwide the proportion of full-employed adults, who are enthusiastic and highly engaged about their work and workplace, is only 15%. According to Harter, this low number of engaged people limits organizations in the creation of a high performance culture.

Companies with high engaged employees are 17% more productive and 21% more profitable in comparison to companies with a high number of disengaged people. The research of Harter and colleagues clearly shows that Implementation of Measurable and Sustainable Actions to Improve... 39 engagement as well as performance can be fostered by the fulfilment of basic human needs (J. Harter 2017). |
| Ghlichlee, B. & Bayat F. (2020) | Frontline employees' engagement and business performance: the mediating role of customer-oriented behaviors | A quantitative approach was adopted to conduct the present study, and the respondents were sampled from a large commercial bank in Iran using a structured questionnaire. Overall, 50 branch managers and 90 frontline employees selected using random sampling. | The purpose of this paper is to improve management decisions to enhance Business Performance through examining the relationship between the frontline employees' engagement and business performance while taking into account the mediating effect were of customer- | The findings showed that customer-oriented behaviors mediated the relationship between the frontline employees' engagement and bank's branches' Business Performance. Higher levels of the frontline employees' engagement enhance the customer-oriented | Employee engagement refers to employee satisfaction, enthusiasm and engagement in a workplace (Harter et al., 2002).

Saks (2006) defines employee engagement as employees' job engagement and organizational engagement. Job engagement refers to positive perceptions of employees about their work. Organizational engagement means positive perceptions of employees about their organization.

Employee engagement is one of human resources (HR) perceptional results that will affect business performance (Korn Ferry, 2016).

Gupta and Sharma (2016) explored how to make highly engaged employees responsible for high organizational |

| | | | | oriented behaviors on this relationship. | behaviors. It was revealed that the frontline employees are engaged in their job and organization. Moreover, the engaged frontline employees listen carefully to customers, the customer's problem is important to them and they complete their tasks precisely for customers. It has been confirmed that customer-oriented behaviors enhance branches' business performance. The bank frontline employees' engagement and customer-oriented behaviors, in turn, affected the bank's branches' financial performance, process performance and employee performance compared with the bank's key competitors. | performance (employee intent to stay, low turnover, productivity, profitability, safety and customer loyalty, health and well-being).

Other studies (Gallup, 2013; Harter et al., 2002; Richman, 2006) have indicated that employee engagement predicts Business performance such as customer satisfaction and profitability and earning per share.

Employees' engagement have a positive effect on how employees deliver best service to customers (Menguc et al., 2013; Mwebaza, 2013).

Harter et al. (2002) reported that employee engagement is positively associated with customer loyalty |
|---|---|---|---|---|---|---|

				employee engagement demonstrates a positive and significant effect on business performance. By promoting employee engagement, leaders will be able to improve productivity, reduce turnover, retain profitable customers and increase your bottom line	
Gupta, N. & Sharma V. (2016)	Exploring Employee Engagement— A Way to Better Business Performance	The methodology used for this study includes selected literature reviews on employee engagement.	provide an exploratory study on employee engagement, its concepts and definitions as evolved through recent times, factors or drivers affecting it, its measures and importance for better business outcomes.	The literature strongly supports the view that organizations consistently link highly-engaged employees with high organization performance and other organizational outcomes (retention, productivity and customer satisfaction).	employee engagement is linked with the key factors promoting sustainable organization performance (Miller & McCartney, 2011). Several studies have found positive relationship between employee engagement and organizational outcomes, such as employee intent to stay, low turnover, productivity, profitability, safety and customer loyalty, etc. By increasing the employees' engagement levels, organizations can expect to improve the performance (potentially increasing an employee's rating performance by 20 percentile points) and an 87 per cent reduction in employees' probability of departure (Corporate Leadership Council, 2004).

					Gallup's 2011– 2012 data indicate that the employee engagement results vary significantly at the national level among emerging economies and within countries among different social sectors and job types. Gallup's research carried out in 2012, which probed 49,928 business or working firms and covered about 1.4 million employees in 192 organizations, across 49 industries over 34 countries, makes it obvious that the employee engagement has a strong relationship with key organizational outcomes in any economic situation and even during. More specifically, Harter et al. (2013) found that: 1. Business units that are placed in the top half of the employee engagement are found to nearly double their success rate in comparison to the units that are placed in bottom half. 2. Meta-analysis has confirmed the relationship between employee engagement and the nine organizational outcomes: a. 37 per cent lower absenteeism b. 25 per cent lower turnover (in high-turnover organizations) c. 65 per cent lower turnover (in low-turnover organizations) d. 28 per cent less shrinkage e. 48 per cent fewer safety incidents f. 41 per cent fewer patient safety incidents g. 41 per cent fewer quality incidents (defects) h. 10 per cent higher customer metrics i. 21 per cent higher productivity j. 22 per cent higher profitability Gallup has proven that companies with world-class engagement have 3.9 times the earnings per share (EPS)

| | | | | | growth rate in comparison to the organization with lower engagement in the same industry.

The marked effect of engagement or disengagement can be manifest itself through the performance of the organization, productivity, positive feedback from customer, high retention rates, organizational culture and advocacy for the organization and its external image.

Studies have shown that employee engagement have a positive influence on the following organizational performance indicators: customer satisfaction (Harter et al., 2002; Towers Perrin, 2003), productivity (Harter et al., 2002; Salanova, Llorens, Cifre, Martinez & Schaufeli, 2003; Schaufeli et al., 2002), profit (Harter et al., 2002; Markos & Sridevi, 2010; Salanova et al., 2003; Schaufeli et al., 2002), employee turnover (Harter et al., 2002; Schaufeli & Bakker, 2004) and safety (Harter et al., 2002). |
|---|---|---|---|---|---|
| Gupta, N. & Sharma, V. (2015) | An exploratory study on employee engagement and its linkage to organizational citizenship behaviour and organizational performance | Review investigation has been performed on existing literatures. Content analysis and relational analysis were used for the preparation of conceptual model to ascertain the causal relationship between employee engagement, OCB and organizational performance. | look into the concepts of employee engagement and organizational citizenship behaviour (OCB) throughout the researched database to examine the interrelationship among employee engagement, citizenship behaviour and organizational performance. | highly engaged work force increases the occurrence of behaviours that result in efficient operation of an organization.

All these findings support the notion that employee engagement accelerates employee's contribution in terms of task efficiency, | Employee engagement is relatively a new concept that has gained significant attention in academic world and it is gaining continuous popularity worldwide due to its strong relationship with the organization, its employees and the outcomes covering productivity, profitability, decreased turnover and customer satisfaction (Buckingham & Coffman, 1999; Baumark, 2004; Lockwood, 2007).

Employee Engagement is defined as "a positive attitude held by the employee towards the organization and its values" (Robinson et al., 2004, p. 9).

Luthans and Peterson (2002) indicted the positive relationship between managerial efficacy and employee engagement. |

| | | | | proactivity, emotional stability, commitment and involvement that acts as foundation for a successful organization. | The final conceptualization is framed by Saks (2006), the first researcher that separates the two terms, work engagement and organizational engagement. The three factors model of cognitive engagement, emotional engagement and behavioural engagement was tested by Saks and figured out the antecedent and outcome of employee engagement. Macey and Schneider (2008) extended the work of Saks (2006) and tries to understand the various elements that construct engagement by dividing it in three states as trait engagement, state engagement and behavioural engagement.

According to Macey and Schneider (2008), state engagement leads to behavioural engagement which is majorly interpreted as adaptive behaviour that supports organizational effectiveness.

Engaged employees ready to put extra effort, share their experience, engrossed in their work and devote their full concentration to achieve employer's objective (Bakker et al., 2011).

Organizational performance is a multidimensional construct encompassing, both, financial and non-financial dimensions.

According to Lebans and Euske (2006, p. 71), organizational performance is defined as "performance is a set of financial and non-financial indicators which offer information on the degree of achievement of objectives and results".

In this competitive world, organizations are looking for competitive talent for long term sustainable performance. On this path, employee engagement emerges as an important tool because of its ability of capturing the mind |

					and heart of employees which help to make long term bonding between the employee and the employer. It is evident that employee engagement has great impact on the organizational performance indicators like customer satisfaction (Harter et al., 2002; Towers Perrin, 2003), productivity (Harter et al., 2002; Salanova et al., 2003; Schaufeli, et al., 2002), profit (Harter et al., 2002; Salanova et al., 2003; Schaufeli et al., 2002; Markos & Sridevi, 2010), employee turnover (Harter et al., 2002; Schaufeli & Bakker, 2004; Hallberg & Schaufeli, 2006), safety (Harter et al., 2002) and absenteeism (Harter et al., 2002). The most prominent study was carried out by Harter et al. (2002) that pointed out positive outcomes of engagement like customer satisfaction, productivity, profitability, employee turnover and safety. The studies carried out by the researchers, namely, Salanova et al. (2005), Bakker and Demerouti (2007), Lockwood (2007) and Hallberg and Schaufeli (2006) also supported this view and agreed that employee engagement is one of the predictors of success. Apart from these outcomes, engagement has positive association with advocacy of the organization (Truss et al., 2006), customer loyalty (Harter et al., 2002; Schaufeli & Bakker, 2004; Salanova et al., 2005) and implementation of successful organizational change (Graen, 2008). Engaged employee experiences positive emotions like joy, happiness, enthusiasm, passion and confidentiality which motivate employees to achieve organizational goals.

Appendix 2 SLR on organizational change and employee engagement

Authors	Title	Study design	Aims & Objectives	Results	Contribution to research
Shulga, L.V. (2020)	Change Management Communication: The Role of Meaningfulness, Leadership Brand Authenticity, and Gender	Survey with 235 respondents. The respondents were hotel company employees and participants at the conference, who were recipients of the change management message.	Deepen the understanding of hospitality employee reactions to initial change management communication and its connection to the service climate.	Findings showed that while positive appraisal of conference message meaningfulness positively influenced employee work engagement.	Meaningfulness of the initial message as a measure of effectiveness was positively linked to employee work engagement resulting from the event where the message was delivered. These findings reinforce the importance of employee sensemaking for effective change management.

Extending Simoes and Esposito's (2014) findings, the results demonstrate that a highly meaningful organizational change message assists employees with change process sensemaking, improves change communication effectiveness, and increases employees' work engagement. |
| Kharbat, N.F. & Alsoud, R. (2019) | The engage model: A proposed educational administrative model of change leadership for school leaders | The researchers designed an educational administrative model of change leadership for school leaders. | Propose an educational administrative model of change leadership, based on the ADKAR model and the employee engagement factor for school leaders | The act of engagement ensures the quality of change achieved in each level; it helps to sustain change effectively and efficiently through providing individuals with the real spirit of change and engaging them in every part of its levels. | The employee engagement factor is defined by Kruse (2012) as the emotional commitment of employees towards their organization and its goals.

Change is a natural continuous process in the life cycle of individuals as well as organizations. The world has become more complex with constant change. Although change is often a difficult process, it is the essence of sustainability and stability in people's lives. The reason why organizations go through change is to survive and grow (Fullan, 2011); the ability to effectively and efficiently develop structures, processes and technologies in response to competitive challenges and threats is the key for this survival (Kotter, 2007).

The differences in perspectives and commitment of leaders and their employees may lead to different organizational results. In other words, the more people are involved in the organizational change process, the more satisfied and committed they will be. If employees have no intended vision and see themselves as "doing |

					a job", it is unlikely that any change will be easy to accept or perform. "Without a sense of vision, purpose and engagement, it is easy to become the passive recipient of change" (Cawsey et al., 2012). As a successful sustainable change does not occur only through planned change processes, but lies also in the mechanisms and activities, which employ people of change in the process of change. ENGAGE provides a strong foundation for change leadership mechanisms and activities. These mechanisms and activities are the secret of a successful school leadership, as they assure school staff's commitment to the process of change at all levels; at earlier ones, these activities would raise productivity and the sense of liability towards change and at last ones, these mechanisms would empower change and maintain it. These mechanisms and activities, including Support, Empower, Communicate, Recognize, Embrace and Trust (SECRET), would prove the change and reinforce its sequences.
Lofquist, E.A. & Isaksen, S.G. & Dahl, T.J. (2018)	Something Fishy: Exploring Change, Job Engagement and Work Environment in the Norwegian Directorate of Fisheries	The survey that combined the UWES-9 and SOQ was distributed to all of the employees at the Directorate of Norwegian Fisheries headquarters in Bergen, Norway. Out of 195 possible	The focus of this paper is to map work climate/environment factors for creativity, innovation, and change in the Norwegian Fisheries Directorate undergoing organizational change, and to use the results to identify how	Our second finding showed a rather widespread in the level of engagement across individuals, and that the level of job engagement has demonstrated a strong relationship to	With more job engagement, employees become more satisfied, are more resilient, and thrive at work (Berg, Dutton, & Wrzesniewski, 2013). Cook (2008) defines engagement in the following way: 'Engagement is about the degree to which employees perform their role in a proactive and positive manner' (p. 4). Tims and Bakker (2010) have found that job engagement increases through the process of job crafting, or participating in shaping one's own work climate through active and reactive behaviours that increase the fit with the environment. Job crafting, in particular, has shown a positive relationship to job

		respondents, 95 submitted responses (50%)	these factors relate to job engagement within the context of a demanding and ever-changing external environment	how individuals perceive and describe their work environment for creativity, innovation and change (O'Boyle & Harter, 2013). For example, it was found that low engaged respondents took a more individualistic and simplistic view of their environment and reported problems with little detail or explanation. Their comments were usually short, and mostly focused on their own work situation, and provided little insight into how this affected the greater organization.	engagement through job resources and job challenges (Petrou, Demerouti, Peeters, Schaufeli, & Hetland, 2012)

Noe, Hollenbeck, Gerhart, and Wright (2010) use the concept 'employee engagement' described as the employees' level of involvement in their work, and the strength of their job and organizational commitment.

Employee engagement is different from job engagement in that it includes the employee's relationship to the organization (Schaufeli, 2013), and comes primarily from organizational commitment, in the form of organizational attachment, and leads to extra-role behaviour defined as discretionary behaviour that promotes the effective functioning of the organization (Schaufeli, 2012)

It is clear that organizational climate matters, but works differently for different individuals within the same organization. This leads to different reported behaviours. In particular, we found a significant within group variability between high and low engagement individuals and organizational commitment, that again, leads to extra-role behaviours that are more supportive of change initiatives (Baer, 2012; Schneider et al., 2002). |

| | | | | Even their recommended improvements were limited to own interests demonstrating lack of engagement. We would have expected that some of these individuals would have taken the opportunity to express their displeasure in more detail, but this was not the case. High engaged respondents, on the other hand, took a more strategic-level view and expressed their views in detail covering individual, team/group, and organizational levels within the greater | |

				organization. This included the identification of problems that transcended the job itself and included recommendations for solutions and improvements addressing strategic-level issues	
Purnomo, D. & Kasali, R. & Soetjipto, B.W. & Balqiah, T.E. (2018)	How does personality affect employee engagement in change management? It depends on role of personal mastery and network centrality	This research was conducted in a state-owned Indonesian energy enterprise, included 155 respondents, and data was analysed using structural	This study examines how personality could increase employees engagement in organisational change through the mediation effect of personal mastery and network centrality.	The results of this research confirm that personal mastery and network centrality mediate the effect of personality on employee engagement to	Change can be received with excitement and happiness or anger and fear, and employees' response to it may range from positive intentions to support the change to negative intentions to oppose it (Battilana & Casciaro, 2013).

The single biggest challenge about change is to have every individual understand that change starts with himself or herself (Coetsee & Flood, 2013). |

| | | equation modelling. | | achieve organisational change. Network centrality in particular, has a greater effect on employee desire to change.

Research findings also showed that network centrality more strongly mediates the effect of personality on engagement to change.

The results of this research show that personal mastery mediates the effect of personality on engagement to change, and network centrality also mediates the effect of personality on engagement to | Eby, Adams, Russel and Gaby (2000) showed that positive attitude to change is vital in ensuring successful organisational change.

Royal and Agnew (2012) defined employee engagement to change as employee willingness to drive organisational change through his or her active and effective engagement.

Employee engagement to change begins with a sense of urgency for change, and awareness of the importance of change (Boone, 2012).

Battilana, Leca and Boxenbaum (2009) pointed out that when an individual commits and engages to achieve change, it will affect his or her view of change as a hope for a better future.

Individual who embrace change will welcome and applaud it as being something good (Coetsee & Flood, 2013).

In the context of organisational change, Li, Zhong, Chen, Xie and Mao (2014) suggested that there is a relationship between personality and engagement to change, in which personality differences and characteristics, such as the level of self-efficacy and self-esteem, can predict employee attitudes toward change and their motivation to change (Coetsee & Flood, 2013).

A number of studies found that self-efficacy and self-esteem are individual differences that may impact on individual engagement to change (Eby et al., 2000).

This study has some managerial implications. First, based on these findings, it is important for organisations to conduct periodic surveys of employees' engagement to change. Second, |

					change. However, network centrality has a stronger mediating effect.	organisations are advised to select individuals based on their personality as the most important criteria (Collins, 2001; Tjan, 2017). Third, specific strategies, such as coaching and the manner in which the change message is structured and communicated can be employed to increase individual engagement to change, Fourth, with regard to personal mastery, it is important for the organisation to remain a learning organisation whereby it facilitates individuals within the organisation to improve their personal mastery over time, through high-impact trainings that will contribute to effective performance to strengthen their specific, task-based selfefficacy, and also encourage individuals to share their knowledge with others. This study is conducted in PT Pertamina (Persero), a state-owned Indonesian energy enterprise, which does not reflect the industry as a whole. Future research can be done on other state-owned enterprises in different industries, or in companies in the same industry that are not state-owned, which conduct divergent organisational change. Furthermore, the findings in this study are based on data collected using self report questionnaires. For future research, a 360-degree appraisal is recommended as suggested by Antonioni (1996), and Pollack and Pollack (1996), in which respondents will be assessed by their leaders, peers, and subordinates.
Kin Peng Hui, F. & Aye, L. & Duffield, C.F. (2019)	Engaging Employees with Good Sustainability: Key Performance Indicators for Dry Ports	This is followed by a review of the literature involved in turning these into goals and key performance indicators and how employees	This paper examines the structure of dry ports, how environmental sustainability can be quantified, and what makes for meaningful	The involvement of employees is essential for change management programs or sustainability initiatives to work. The	The top-down management approach supported by strong leadership, participative approaches and constant communication assists in achieving successful change management. Sound selection of key performance indicators (KPIs) provides a set of metrics to track and aid the change process. They serve as a unifying link between top managements' sustainability goals and employees' engagement.

		can be engaged with meaningful goals. This is followed by a detailed discussion on the gaps and challenges and an example of a dry port in Melbourne.	targets that employees in dry ports can understand.	structure of dry ports may mean that different parts of the supply chain may have to work with different targets to achieve an overall sustainability target. These targets should be translated or deployed into meaningful KPIs. Only then can we engage them as part of the new organisational culture.	The key idea is that sustainable goals can be actionable only if these goals or key performance indicators (KPIs) are meaningful to the employees working in the dry port. By making these KPIs more meaningful, employees are more likely to be engaged in helping dry ports achieve these sustainable goals. In the pursuit of good connectivity and supply chain operational efficiency, it is also important to include meaningful sustainability KPIs. The involvement of employees is essential for change management programs or sustainability initiatives to work. The structure of dry ports may mean that different parts of the supply chain may have to work with different targets to achieve an overall sustainability target. These targets should be translated or deployed into meaningful KPIs. Only then can we engage them as part of the new organisational culture.
Parent, J.D. & Lovelace, K.J. (2018)	Employee engagement, positive organizational culture and individual adaptability	The literature on individual adaptability, positive organizational psychology and employee engagement is reviewed. A model that suggests that a positive work culture enhances employee	The purpose of this paper is to explore the connections between employee engagement, positive organizational psychology and an individual's ability to adapt to ongoing organizational change.	While organizational engagement will have a positive effect on the individual's ability to adapt to changes, job engagement will have the opposite effect, uncovering potential obstacles to change	an engaged, positive workforce can "make or break" an organization (Lockwood, 2007). Organizations are forever changing the way they do business in response to growing international competition, a diversifying workforce, increasingly complex work environments and shareholder pressures (Lawler, 1986; Pettigrew et al., 2001; Robinson and Griffiths, 2005). Although these change strategies should accelerate an organization's strategic and financial goals by streamlining organizational processes and offering cost saving solutions, this is

| | | engagement and in specific cases leads to increased adaptability is developed. | | management in organizations. | often not the case because individuals find these transitions difficult to experience (Marks, 2006).

There is also a growing consensus that a key factor in determining the success of any organizational change involves employees' acceptance of it (Bartunek et al., 2006) and participation throughout the change process (Parent et al., 2012).

When an employee is engaged within their organization, everyone benefits. Engaged employees are builders. Employees use their talents, develop productive relationships and multiply their effectiveness through those relationships. They perform at consistently high levels.

They drive innovation and move their organization forward (Van Allen, 2013).

Surveys conducted by Gallup and reported in the Harvard Business Review found that at any point in time, about 30 per cent of any company's staff are actively engaged while 20 per cent are actively disengaged (Sanford, 2002). |
| Van der Voet, J. & Vermeeren, B. (2016) | Change Management in Hard Times: Can Change Management Mitigate the Negative Relationship Between Cutbacks and the Organizational Commitment | Data from a Dutch national survey on reforms and employee well-being conducted by the Ministry of Interior and Kingdom Relations (program InternetSpiegel). 11,545 | examine how the implementation of cutbacks is related to employees' organizational commitment and work engagement in the Dutch public sector, and to what extent the use of change management practices may mitigate | The analysis of 6,066 employees indicates that cutbacks are negatively related to employee attitudes regarding their membership in their organization (organizational commitment), | The results suggest that the change management practices may moderate the relationship between cutbacks and employee organizational commitment through communicating, encouraging participation, and having individual attention for employees during the implementation process.

employees who have experienced a high degree of the three change management practices report a higher degree of organizational commitment than respondents who have not |

| | and Work Engagement of Public Sector Employees? | respondents participated in the survey (response rate 39%). | a negative relationship between cutbacks and these factors. | but not to attitudes regarding their work (work engagement). | communication, participation, and individual attention are more positive for cutbacks than for improvement-related reforms.

implementing cutbacks may decrease organizational commitment among employees, but communication, participation and individual attention during the implementation process may alleviate some of the negative results. |
|---|---|---|---|---|---|
| Beijer, S. & Gruen, J. (2016) | Employee Engagement During An Organisational Change | a qualitative research design with semi-structured interviews at an insurance company in the middle of Sweden. | contribute with a deeper understanding of employee engagement during an organisational change process. A deeper insight of how individuals perceive a changing work environment on an emotional level will help managers to go through the process while they are ensuring engagement of their employees. | the state engagement differed a lot according to dimensions as satisfaction, involvement and commitment, while most of the interviewees agreed that the empowerment and energy level decreased.

The most important factors to continue being engaged were expressed by the employees as social support, managerial support as well as organisational support and communication. | Less research has been focusing on positive employee contribution, including conditions of employee engagement

we define the term organisational change as the process where an organisation is renewing its direction, structure or capabilities to serve the ever-changing needs of internal and external customers. An organisational change can be a transformation of both the organisation's operational and strategic level.

The most accepted way of defining engagement is that it is characterised by a positive fulfilling work-related state of mind that is composed of vigor, dedication and absorption (Schaufeli, Salanova, González-Romá & Bakker, 2002).

Vigor is characterised by high levels of energy, the willingness to invest effort in one's work and persistence even in the face of difficulties. Dedication refers to being strongly involved in one's work and experience a sense of enthusiasm, inspiration and pride. Absorption is characterised by being fully concentrated in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work.

The dimension of state engagement is referring to emotional and cognitive components. The different cornerstones represent four different categories; job satisfaction, job involvement, organisational commitment and psychological empowerment (Macey & Schneider, 2008). |

					According to Burnes (2004) organisational change is an ever-present feature of organisational life; both at an operational and strategic level and runs through all business regardless of size, industry and age.
					Macey and Schneider (2008) claim that the term engagement is possible to observe in three different ways:
					● Trait engagement. Trait engagement is defined as an employee's own positive view of life and work.
					● State engagement. State engagement is referring to emotional and cognitive components.
					● Behavioural engagement. Behavioural engagement is when employees actively are seeking "extra role tasks" as role expansion through personal initiatives.
					These three dimensions are related to each other according to Macey and Schneider (2008).
					The different components of state engagement representing four categories, which are mostly not separated from each other but used together in order to capture different meanings of the concept. According to Macey and Schneider (2008) the four categories are:
					● Engagement as job satisfaction. This dimension basically involves an individual's satisfaction with the company; the manager, the work group and the environment. A satisfied employee expresses feelings of meaningfulness, enthusiasm to work and a willingness to invest his/her effort to help the organisation succeed.
					● Engagement as job involvement. This dimension concerns the degree to which an employee psychologically relates to his or her job and the work performed therein. In a deeper sense it is about an employee's willingness to invest effort towards goal attainment according to the overall organisation direction.

					● Engagement as organisational commitment. It is about a psychological state of binding force between an individual and the organisation, to "being part of the family". A committed employee feels pride as an organisational member and personally identifies with the employer. It is both about the employee's emotional and intellectual commitment to the organisation; the energy and passion that the employee feels for the workplace and the effort that the employee brings to the employer.
					● Engagement as empowerment. This dimension refers to an individual's experience of authority and responsibility, including effort, persistence and initiative that the employee brings to the employer. With regard to this description, the empowerment dimension touches upon the behavioural facet of engagement, since it concerns different ways of behaving and not only the affective state of the employee.
					A decade ago Bakker and Demerouti (2007) introduced an alternative model, the Job demand-resources model that has been used as a tool within human resource management. The JD-R incorporates a wide range of working conditions into the analyses of organisations and employees. It provides an understanding of how employee engagement is related to the performance of an organisation, because it explains the relationship between work engagement, job resources, personal resource, job demands and performance. According to the model, work engagement is most likely when job resources are enough high to deal with different kinds of demands.
					Considerable more studies have used attitudinal organisational commitment to explain the emotional relationship between an employee and its organisation (Allen & Meyer 1991; Allen & Meyer 1997; Jaussi 2007). Previous research shows that individuals with a strong attitudinal commitment to the

					organisation are more valuable to the employer than individuals with a lower commitment, because their job performance is usually higher and absence from work lower. According to this theory, the level of engagement and involvement in the business is dependent on the attitudinal identification with the organisation (Allen & Meyer, 1997). Some employees were satisfied with the outcome of their work situation, while the majority felt that their satisfaction level went down at some point during the change, even those who expressed that they were not that much affected by the change. Most of the employees in our study did not feel very involved in decision making, but a few employees struggled more than others in trying to be involved, but also felt frustrated at the same time. Some did not want to be very involved in the decision process, because they realised that their ability to influence was limited. The commitment to the organisation also differed between the employees. The majority did not change their commitment at all while some were either more or less committed. The empowerment was described by all employees as quite low throughout the change and their willingness to contribute with extra effort in their work was expressed as low as well. The energy was on the whole considered mostly as negative throughout the change. Almost all employees mentioned that they lost energy during the process, much because of speculations, worry or the need to support colleagues. The most important factors to be able to stay engaged during the process were, according to the employees themselves, social support, managerial as well as organisational support and the importance of communication. Both communication and organisational support have in 44 general been described as lacking throughout the change. The communication factor was stressed among all employees as something that the organisation should prioritise more. A conclusion is that employees' state

					engagement cannot be maintained during an organisational change, or is at least strained, if communication is insufficient from the organisational side.
Kadiresan, V. et al. (2019)	Employee Engagement and Retention in Automotive Industry in Malaysian Context. Job Stress as a Moderator	Sample were drawn from the employees of automotive industry in Malaysia. The target respondents are technicians in different level of education, experience, gender, age, race, nationality, marital status and income. The survey was conducted in Selangor because it holds a high number of job creations with more than 70% in the automotive industry [76]. Convenience sampling was used and a total of 342 questionnaires were distributed	It is hoped that this research will provide well-structured information to other authors who will be interested to analyse further in the current automobile industry in Malaysia by enhancing employee engagement level in workplace. Additionally, this study is illustrated to provide more insight information regarding the key drivers that influencing level of employee engagement.	However, employees play a vital role as they are the backbone in helping the company to grow and prosper. It is important for the employee to be engaged in their work in order to be able to help to produce quality service and product that not only will help them to retain their customers but at the same time to be able to make the organization to increase profit. Employee engagement also goes well with employee retention. It is	Moreover, per employees productivity or average sales value in automotive industry in 2015 has decreased by 3.5% as compared to year 2014 even though sales value has increased by 0.1% [6]. These could be due to issues in employee engagement in the automotive industry which lead employees to be demotivated. According to the Gallup's findings on "The State of the Global Workplace: Employee Engagement Insights for Business Leaders Worldwide report"

Empowerment gives control and power to the top management in delegating decision-making process and actions during role performance. It is employees responsibility and availability in carrying out daily task in an organization [Permana, I., Tjakraatmadja, J.H., Larso, D. and Wicaksono, A. (2015). Exploring Potential Drivers of Employee Engagement, Enablement, and Empowerment: A Quest Toward Developing a Framework for Building Sustainable Employee Excellence for Manufacturing Environment in Indonesia. Mediterranean Journal of Social Sciences, 6(2), pp.577-87.].

Empowerment helps to reinforce employees" capability by giving the diversity tasks and responsibilities of making business decisions that brings positive outcomes to the company [Saif, D.N.I. and Saleh, D.A.S. (2013). Psychological Empowerment and Job Satisfaction in Jordanian Hospitals. International Journal of Humanities and Social Science, 3(16), pp.250-57.]. The employees feeling of valuable and worthwhile in empowerment increase lead to high engagement as employees willing to perform in extra-role by giving discretionary effort [Ugwu, F.O., Onyishi, I.E. and Rodriguez-Sanchez, A.M. (2014). |

		and 288 responses collected, yielding a response rate of 84%.		because in order for an organization in the automotive industry to retain the employees therefore they are supposed to make sure their employees are engaged. Where the organization are supposed to find ways and strategies that are able to develop to help the employees so that they will be engaged in the organization to increase the productivity level. Job stress plays a role as a moderator in the organization between employee engagement	Linking Organizational Trust with Employee Engagement: The Role of Psychological Empowerment. Personnel Review, 43(3), pp.377-400].

				and employee retention. Job stress may be in the form of responsibilities, workload, climate or et that may have an affect towards the employee wellbeing in terms of physical and mental. When employees are affected with job stress therefore it will reduce their engagement level in the organization that will have an affect towards the retention of the employees. Thus in this research, the employee engagement plays a big role towards the automotive industry	

				as good engaged employees will be able to help the organization to grow and at the same tie to produce quality product to be able to retain their customers but also at the same time it will increase the organization profit.	
				H1: Rewards and recognition will be positively related to employee engagement. This relationship is not predicted with the selected sample.	
				H2: Leadership will be positively related to employee engagement. The Leadership influence the	

				employee engagement positively.	
				H3: Compensation will be positively related to employee Engagement. This relationship is not predicted with the selected sample.	
				H4: Empowerment will be positively related to employee engagement. The alternate hypothesis as formulated is accepted.	
				H5: Career Development will be positively related to employee engagement. The career development has	

				a positive impact on the retention	

Appendix 3 – Interview protocol

Betrokkenheid van medewerkers tijdens organisatorische veranderingen.

In de geschiedenis van bedrijf X en in uw werkzame jaren daar hebben er meerdere veranderingen plaatsgevonden in de organisatie. Door onder andere de wisseling van eigenaar zijn veranderingen plaatsgevonden op basis van cultuur, zijn er meerdere reorganisaties geweest en hebben er verschillende bedrijfsuitbreidingen plaatsgevonden (nieuwe producten, nieuwe markten, nieuwe vestigingen).

Uit eigen ervaring weet ik dat deze veranderingen in de organisatie invloed hebben op de medewerkersbetrokkenheid. Als deze medewerkersbetrokkenheid negatief wordt beïnvloed, dan kan dit er toe leiden dat mensen minder plezier in hun werk krijgen, of dat er zelfs personeelsverloop kan ontstaan doordat mensen de organisatie willen verlaten.

Op dit moment deelt elk persoon ook mee in de heersende crisis, veroorzaakt door het Coronavirus. De maatregelen die de organisatie neemt op basis van deze crisis, zullen ook zeker van invloed zijn op de betrokkenheid van medewerkers. Echter heeft dit Coronavirus geen invloed op veranderingen die een aantal jaren hebben plaatsgevonden. Ik hoop dus dat uw mening over deze eerdere veranderingen niet beïnvloed zal worden door de huidige maatregelen op basis van het Coronavirus.

Het doel van dit interview is om beter te begrijpen hoe de betrokkenheid van de medewerkers van bedrijf X was, tijdens organisatorische veranderingen die in het verleden hebben plaatsgevonden. Hiermee probeer ik achter de gevoelens en ervaringen te komen van de medewerkers tijdens deze veranderingen. Daarnaast probeer ik te achterhalen welke factoren belangrijk zijn voor medewerkers waarmee zij zich meer betrokken hadden gevoeld tijdens deze veranderingen in de organisatie.

Tijdens dit interview zal ik ten eerste vragen gaan stellen over uw eigen ervaringen met betrekking tot veranderingen in de organisatie die bij bedrijf X door de jaren heen hebben plaatsgevonden. Vervolgens zal ik vragen gaan stellen over de gevolgen van deze veranderingen tot uw betrokkenheid als medewerker zijnde.

Vragen over het begrip medewerkersbetrokkenheid zal ik onderverdelen in een viertal elementen:
- Organisatorische betrokkenheid (commitment)
- Beroepsmatige betrokkenheid (involvement)
- Arbeidsvoldoening (satisfaction)
- Autonomie (empowerment).

Ten slotte wil ik graag weten welke factoren voor u belangrijk zijn om uzelf meer betrokken te voelen tot de organisatie.
Alvast heel erg bedankt voor het willen deelnemen aan dit onderzoek. Uw antwoorden zullen bij u geverifieerd worden, en de antwoorden zullen anoniem vermeld worden in het onderzoek.

Met vriendelijke groet,

Niek Nolten

Appendix 4 – Interview questions (Dutch)

Ervaringen met organisatorische veranderingen

Wat kunt u mij vertellen over de culturele veranderingen die bij Bedrijf X door de jaren heen hebben plaatsgevonden? Wat is de invloed van de verschillende eigenaren hier op?

Wat kunt u mij vertellen over de reorganisaties die bij Bedrijf X door de jaren heen hebben plaatsgevonden? Wat is de invloed van de verschillende eigenaren hier op?

Wat kunt u mij vertellen over de bedrijfsuitbreidingen die bij Bedrijf X door de jaren heen hebben plaatsgevonden? Wat is de invloed van de verschillende eigenaren hier op?

Wat waren de verschillen tussen de eerdere eigenaren die Bedrijf X heeft gehad, met betrekkingen tot het doorvoeren van de genoemde veranderingen?

Hebben de maatregelen die het bedrijf heeft genomen op het Corona virus invloed op uw eerder gegeven mening?

Arbeid Voldoening – Job Satisfaction

Was u tijdens deze verandering tevreden over de organisatie, en is dit gewijzigd tijdens de verandering?

Was u enthousiast over uw eigen werk tijdens deze verandering en voelde u zich betekenisvol?

Beroepsmatige betrokkenheid - Involvement

Voelde u zich meer verantwoordelijk voor uw werk tijdens deze verandering?

Was u bereid om extra hard te werken door deze organisatorische verandering?

Organisatorische betrokkenheid - Commitment

Wat voor gevoel had u tijdens deze verandering met betrekking tot uw werkgever?

Kon u uzelf identificeren met uw werkgever? Hoe dan? En waarom niet?

Autonomie - Empowerment

Nam u meer initiatief tijdens deze verandering?

Ging u zich anders gedragen tijdens deze verandering? Hoe reageerden uw leidinggevenden hierop?

Overige vragen

Hoe had de organisatie zich kunnen verbeteren op het gebied van het implementeren van organisatorische veranderingen?

Welke factoren mistte u tijdens het doorvoeren van de verandering?