

# Review of Organizational Atmosphere, Employee Engagement and Organizational Support

**Jiang Na**

*Universiti Sains Malaysia*  
Email: 346981838@qq.com

**Shankar Chelliah \***

*Universiti Sains Malaysia*  
Email: shankarchelliah1@gmail.com

*\* Corresponding Author*

## **Abstract:**

**Purpose:** This paper retrieves, reads, summarizes and summarizes the literature related to organizational atmosphere, employee engagement and organizational support, focusing on combining and integrating the concepts, dimensions, measurements and empirical studies of the relationship between the three variables; Secondly, identify the results and unstudied perspectives, and finally clarify the specific content and innovation points of this study.

**Design/methodology/approach:** This study conducted a meta-analysis of 20 articles from 1939 to 2019.

**Findings:** The organizational atmosphere is positively related to employee dedication, and all have a significant positive impact on employee dedication, that is, the stronger the good atmosphere in the organization, the higher the level of employee dedication. Organizational support has a significant positive impact on employee engagement.

**Research limitations/implications:** The research method of this paper is mainly to comb and summarize the previous research, and to find out the results and perspectives that have not been studied, but empirical research is lacking.

**Practical implications:** (1) Enable enterprises to improve human resource management: through the three variables of this study, we can understand that organizations can enhance their dedication by creating a good organizational atmosphere and strengthening organizational support. Therefore, organizations can take appropriate measures to improve employee engagement. (2) Let the enterprise and employees achieve a win-win situation: organizations can improve the organizational support to influence the dedication of employees. Organization can provide employees with support in various aspects, work resources and life care, let employees feel care and attention; when employees feel the attention of the organization, employees will have a return mentality, will naturally work harder.

**Originality/value:** Employee engagement is a "new" concept; it becomes a hot topic in management. The concept of employee engagement has only decades; more research was theoretical and few empirical research; more need to be done. This paper studies the relationship between employee engagement, organizational atmosphere and organizational support, which is the innovation point of this study.

**Keywords:** Organizational atmosphere, Employee engagement; organizational support

## **1. Introduction**

In an increasingly competitive market, enterprises must have their own core competitiveness to remain invincible, and highly dedicated employees are one of the very important core competitiveness. The higher the employee dedication, the higher the enterprise performance will be. At work, highly dedicated employees can get more career opportunities, give full play to their personal talents in various challenges, identify with their own value, and thus achieve higher happiness.

Can organizational atmosphere and organizational support affect employee engagement and the specific relationship between them? Through the combining of relevant literature, the relationship between the three is very necessary and meaningful research for enterprises to improve their core competitiveness.

## **2. Literature Review**

### ***2.1 Research on organizational atmosphere***

#### ***2.1.1 Definition of the organizational atmosphere***

Tissue ambience (Organizational Climate), or tissue atmosphere, derived from the "cognitive map (Cognitive Map)" proposed by Tolman(1948) is an internal psychological diagram of an individual to understand the environment it is used to explain the individual's psychological environment. Subsequently, Lewin (1930) proposed the group atmosphere of similar parts between the common perception of members within the organization or the cognitive "maps" formed by its members.

Early scholars sought to view the organizational atmosphere as a holistic atmosphere, such as Schneider and Bartlett (1968) as a persistent organizational working environment that organizational members could perceive. Kuenzi and Schminke(2009) noted that the lack of research consensus among early scholars in constant deep research has led to ambiguous organizational atmosphere structure, lack of solid theoretical foundation and difficulty in identifying methods of converging individual perceived atmosphere into groups or organizations. Later scholars emphasize individual perceptual attributes in the definition of organizational atmosphere, such as James and James(1989) regards organizational atmosphere as the psychological perception of individuals in the organization related to their own welfare in the surrounding working environment.

At present, scholars agree on the basis of previous literature with individual subjective perception and organizational objective environment, such as a widely used view: organizational atmosphere is the common perception of practice, programs, and behavior in a working environment (Ehrhart et al., 2014). Some scholars give a comprehensive definition by summarizing the characteristics of organizational atmosphere: the organizational atmosphere describes a relatively lasting internal environment in the organization and is a unique style of each organization; as a multi-dimensional concept and a collection of measurable working environment attributes, it can be perceived directly or indirectly by the subjective perception of the organization (Chen Weizhen & Li Jinping, 2005). Some scholars regard the organizational atmosphere as the belief and attitude of organizational members for their organization, which is a lasting organizational feature that can affect their behavior, and specifically refers to the employees' perception of fairness, support, innovation, interpersonal relations and employee identity (Wang Yuanyuan et al., 2012). Organizational atmosphere can also be regarded as a comprehensive concept at the organization level, which also stems from their subjective perception of their environment, and the procedures, practices and behaviors supported, encouraged and expected in the specific perceptual organization. When members in

the same organization perceive a sense of consistency, these common perception gradually form an organizational atmosphere (Duan Jinyun et al., 2014). Bahrami et al. (2016) believe that the organizational atmosphere reflects the goals of employees by providing a good working environment and conditions to achieve job satisfaction. Sun Yonglei and Lei Baili (2018) studied the empirical relationship between leadership style, organizational atmosphere and organizational creativity, which pointed out that the organizational atmosphere is the employees' cognition of the important characteristics of practical innovation in the organization. Loh and Idris (2019) believes that compared to the psychological atmosphere, organizational atmosphere refers to the common feelings of employees about organizational characteristics, which include organizational policies, procedures, and practice.

The organizational atmosphere is a social implication that conveys to employees what is expected and what is encouraged and rewarded (Loh & Idris, 2019). Thus, the study of the organizational atmosphere is gradually refined. This paper will use the general concept of organizational atmosphere, using a more specific organizational atmosphere dimension division, in order to extend the research conclusions to different perspectives, to create an atmosphere characteristics suitable for their development status. From the incentive perspective of organizational atmosphere and based on the definition of organizational atmosphere, this paper believes that organizational atmosphere is the common view, feeling and attitude of the basic elements reflecting the norms, values and attitudes of organizational culture, and has a positive or negative influence on personal behavior.

### ***2.1.2 Dimension and measurement of the organizational atmosphere***

Diva dimension for a construct helps to specify its definition and facilitate application to empirical studies to make observations and measurements of the corresponding data. However, the different angles defined by different scholars according to their definitions are naturally divided into different dimensions.

Scholars compiled relevant measurement tools through the definition and division of organizational atmosphere, which were widely used and tested by most scholars. For example, Xie Hefeng (2007) called the Litwin and Stringer scale to measure the organizational atmosphere into five dimensions, including three innovative atmosphere (INC), employee identity atmosphere (IDC), four), and high reliability in each dimension. Khasawneh (2018) was studied using 12 items in the 'LSOCO " Responsibility, Reward, and Human Interest in the Litwin & Stringer Questionnaire.

### ***2.1.3 Review of organizational atmosphere***

Through sorting out the relevant literature of organizational atmosphere, this article believes that the influence of organizational atmosphere on the working attitude and behavior of employees can play an incentive effect to guide employees to show positive behavior in the work, but also act as a buffer to restrain their negative thoughts and negative behaviors. The two effects are shown in the following:

First, the incentive effect of organizational atmosphere on positive behavior. In order to improve employee performance, innovative performance, employee knowledge sharing behavior and creativity and other behaviors beneficial to enterprises, scholars adapt to the characteristics of The Times and propose to create a good organizational atmosphere from this perspective to stimulate employees' behavior. When the higher the employee senses fairness, sense of support and more clear identity, the higher the performance, the organizational atmosphere can completely affect employee performance through self-efficacy (Wang Yuanyuan et al., 2012)<sup>[8]</sup>. The innovation performance of employees is an important part of employee performance. In the era of "innovation and creation" attracting much attention, the

innovation performance of employees is particularly important. Organization trust, communication and fair atmosphere positively affect the innovation performance of employees, the organization managers committed to create smooth communication, mutual trust and fair and just organization atmosphere, can reduce the uncertainty risk, communication barriers, and give employees due guarantee, motivate employees' hidden knowledge sharing behavior, and help enterprises improve employees innovation performance (Wang Xianya et al., 2014). Creativity is the premise of realizing innovation and obtaining innovation performance. The learning and creative organizational atmosphere have the characteristics of attaching importance to experience and knowledge, and is good at breaking the routine to find new ways to solve problems, which is conducive to breeding creativity (Sun Yonglei and Lei Peili, 2018). In addition to motivating job performance, organizational atmosphere has significant positive effects on both physical and mental health (Loh & Idris, 2019). Striving to improve the organizational atmosphere is also a valuable strategy for improving organizational commitment, where managers can create a positive and satisfying atmosphere for employees to increase accountability to the organization, strive to achieve organizational goals and create emotional attachment to enjoy staying within the organization (Bahrami et al., 2016).

Second, the constraint effect of the organizational atmosphere on the negative behavior of employees. Constructive organizational atmosphere can also alleviate various social and psychological problems in the workplace, and can restrain the negative thoughts and negative behaviors of employees. Management support to help employees balance work with life and provide team orientation, helps to create a positive working atmosphere with a positive impact on their physical and mental health (Qureshi et al., 2014). Employees' willingness to leave is a stumbling block to preventing employees from continuing to contribute to their organization, and the organizational fair atmosphere can negatively affect their willingness to leave, and guide and retain employees by improving organizational cohesion (Wang Zhanjie et al., 2017). Job burnout causes a series of psychological conditions, the individual factors will affect the psychological condition, such as their own work ability and their ability for their work, in addition, the external environment can also affect work burnout, such as the organizational atmosphere, organizational atmosphere, get the trust and support of organizational leaders and colleagues, which exceeds material motivation, continuously stimulate work motivation, reduce employee fatigue (Liu Jinpei et al., 2018).

To sum up, the organizational atmosphere has an obvious impact on the personal work results, including the working attitude, and the positive and constructive organizational atmosphere has an important guiding role in the employee attitude and behavior. This paper takes the three organizational atmosphere of organizational trust atmosphere, organizational communication atmosphere and organizational fair atmosphere as the starting point, explores its impact on employee dedication, and conducts empirical tests.

## ***2.2 Research on the engagement with employees***

### ***2.2.1 Definition of employee engagement***

Foreign research on employee engagement started earlier (Kahn, 1987, 1990). As the "first person" to study employee engagement, it defines employee engagement as the combination of self-work in the situation in which an individual creates job performance, and the degree of personal emotion, physical strength and cognition. The three dimensions (emotion, physical strength and cognition) together constitute the basis for the employee's engagement. Emotional input refers to the degree to which employees can recognize and maintain contact with others and feel their changes during their organizational work; cognitive input refers to the high degree of awakening and active status of their work, and can realize their responsibility and positioning; physical input refers to the degree of energy that individuals can pay at work.

Maslach et al (1997, 2001) standing on the opposite side of "work burnout", that dedication is characterized by energy, work input, efficiency feeling, not only investment, but also effective, not only "loyalty", but also "fine work", that is, the standard of employee dedication is not only hard work, but also do a good job. Harter, Schmidt and Hayes (2002) understand engagement as individual job involvement, enthusiasm, and job satisfaction. Schaufeli (2002) defines engagement as "a positive, happy and work-related ideology, vitality, focus and dedication," and is a lasting and universal cognitive experience, not individual, organization or event, dedication to standard a high level of dedication and concentration, instead, burnout with low level of dedication and concentration, while dedication and burnout is not the poles of individual working state, the two are negatively related. Wellins and Concelman (2004) see dedication as an "invisible force" that inspires employees to create high performance, and as a blend of personal commitment, loyalty, and ownership.

### ***2.2.2 Dimensional and measurement of employee engagement***

In Kahn (1987,1990), it divides employee dedication into cognition, physical strength and emotion. cognitive dedication refers to the responsibilities and importance of the resources and opportunities needed to complete the work; physical dedication refers to the initiative to devote their energy and time into the work; emotional dedication refers to the organization and members, and significance to the organization and their own development. Kahn(1987,1990) believes that employee engagement has three levels of psychological state: sense of significance (Meaningfulness), sense of accessibility (Availability), sense of security (Safety), meanwhile, highly dedicated employees have two forms of performance: self-expression (Self-Expression) and self-employment (Self-Employment).Maslach and Leiter(1997) explore the dimensions of employee engagement from another perspective, starting with three dimensions of study burnout, namely emotional failure (Emotional Exhaustion), personal achievement (Personal Accomplishment), dehumanization (Depersonalization), and then reverse expressing these three dimensions as three dimensions of engagement: energy, involvement, and efficacy. Schaufeli and Bakker(2004) believe that employee engagement can be divided into three categories: vitality, focus, and dedication Dimension: Vitality is shown to work even in the face of difficulties, is an optimistic attitude; focus on performance immersed in work for the employees, unwilling to stop easily and feel time flies; dedication for the work and be proud and dare to face the challenge. Langelan (2006) is based on work involvement, work vitality, and work dedication Three dimensions divided the subjects into "engagement group" and "burnout group".

Gallup (Gallup) divides employee engagement dimensions into confidence, loyalty from a conceptual composition perspective, and four dimensions of pride and passion. Aon Hewitt's (Aon Hewitt) 3S hierarchical theory delimit employee engagement. It is divided into three dimensions: willing to publicize (Say), willing to stay (Stay), and willing to work hard (Strive) Ttend to measure the dedication of the average employee. Professional Consulting Services Corporation (Towers Watson).In terms of measurement, dedication can be divided into two dimensions: emotional dedication and rational dedication: emotional dedication is related to willingness, employees identify with and love the work they are engaged in, generating professional emotion, but in fact, the dedication of employees is both required. Willfulness also requires methods; while rational dedication is related to methods, for example, work can bring money to employees compensation, professional skills, and development interests, resulting in dedicated cognition and behavior.

To sum up, the dimensions of employee engagement research of domestic and foreign academic institutions mainly cover three aspects: special quality, attitude, and behavior. Dedication characteristics include sense of responsibility, confidence, pressure resistance, etc.; attitude



includes loyalty, pride, passion, commitment, etc.; behavior includes physical input, self-effectiveness, etc. In the study of this paper, the Master. We should understand employee engagement around the above three dimensions, and then explore the factors that affect engagement.

### **2.2.3 Employee engagement**

Wellins and Concelman (2007) found that leaders are the most important factors affecting employee dedication, and that qualified leaders should include influence, passion, strict and fair treatment of subordinates. Barrick et al (2015) believe that transformational leadership can improve the working atmosphere, draw a beautiful blueprint for employees, strengthen the urgency of pursuing organizational goals, improve organizational awareness and emotion, and then affect engagement.

Schaufeli and Bakker (2004) believe that working resources have a positive impact on engagement. May et al. (2004) found that individuals have different degrees of reliability, security and significance to different degrees of understanding of different work resources and requirements, and then different dedication behaviors. In the study, Saks (2006) found that work characteristics and organizational support can significantly predict engagement. Schaufeli et al. (2006) found that there are differences in the dedication degree of employees in different positions, and the dedication degree of senior positions such as management posts and professional and technical posts is higher than that of ordinary grass-roots employees. Barnes (2013) considered a certain degree of correlation between employee job satisfaction and employee engagement. Qing Tao et al. (2016) found that decent work can improve the dedication of employees.

Schaufeli and Bakker (2004) found that work feedback, skill training and organizational support have positive effects on engagement, positively associated with organizational commitment and negatively associated with employee tendency to leave. Hao Yunhong et al. (2015) believe that the organizational atmosphere affects employee engagement through three aspects: emotional commitment, organizational support and job satisfaction. Qiu Min et al. (2015) found that intrinsic incentives had more significant effects on employee engagement relative to external incentives.

## **2.3 Research on the organizational support**

### **2.3.1 Definition of an organizational support**

Based on the content of the three parts of the theories, the theory of social exchange and the personification of reward, American social psychologist Eisenberger (1986) proposed the first concept of the theory of organizational support and the organizational support (Perceived Organizational Support, for POS). Organizational support theory holds that employees form an awareness of whether the organization values itself or cares about its own interests. Before that, the researchers' focus was mainly on employee commitment to the organization, and the theory changed the research focus from employee commitment to the organization to the organization's responsibilities and obligations to the employees. The theory emphasizes that employees's perception of organizational support level significantly affects their performance in the organization, which shows that organizational support for employees first and then the generation of employee behavior returns. The organizational support theory proposed by Eisenberger has attracted great attention and response in the corporate community. For more than 30 years, it has become an important focus for scholars to study the relationship between

the organization and their employees. Eisenberger believes that a organizational support is employees' comprehensive view of their contribution and well-being.

Both the views of social exchange put forward by Blau(1964) and the principle of reward put forward by Gouldner(1960) believe that individuals will give positive returns to those who give themselves, and to maximize personal interests, individuals will establish connections with others. The theory of anthropomorphism proposed by Levison(1965) believes that although organization is an abstract concept, organization members will embody and personalize the organization, give it human characteristics, and connect with it. He also mentioned that organization members would think that managers represent the will of the organization and that any reaction they get from managers is a embodiment of whether the organization likes them. The feelings of organizational members about their organizational support are positively related to whether they receive care and good treatment, which is also an important factor in their willingness to continue in office. If they feel that they are valued and concerned by the organization, they will be willing to work more to achieve better performance.

### ***2.3.2 Measurements of the organizational support***

There are different scales at home and abroad. More widely used in various studies is the tissue support scale developed by Eisenberger et al. Eisenberger identified organizational support as single-dimensional, he developed 36 items, 18 with positive descriptions and 18 negative descriptions to reduce response bias, with reliability of up to 0.97 with high internal consistency. He demonstrated the one-dimensional view of the organizational support through factor analysis. However, because this scale is too long, many researchers Eisenberger themselves began to correct the scale, selecting some items with higher factor load to form shorter versions of the scale.

Based on Eisenberger's view, McMilian (1997)'s view of organizational support adds tools to support this concept. He believes that the organizational support includes instrumental support for respect and intimate support that focuses on external needs, such as external equipment, information and finance. In essence, social and emotional support is human resources, while tool support is non-interpersonal resources.

### ***2.3.3 Influactors of organizational support***

The organizational support is a psychological state of mind when employees feel the care and recognition of the organization, which will be affected by the organization's workflow and superior support.

According to Rhoades and Eisenberger research on organizational support, procedural justice, superior support, organizational remuneration, and working conditions are the three main predependent variables in the organizational support.

Other scholars have used demographic variables as influencing factors to examine their impact on feelings of organizational support. For example, for people with higher levels, the more importance the organization attaches to them, the higher the organizational support.

## **3. Proposition Development**

### ***3.1 The organizational atmosphere is positively related to employee engagement***

According to the theory of social information processing, organizational atmosphere, as a variable of organizational situation, is highly infectious to employees' working attitude and work efficiency (Wanxi, 2010), which can explain the mechanism of organizational atmosphere on employee behavior (Duan Jinyun et al., 2014). At present, about the influence of organizational atmosphere on employee engagement, most scholars with the qualitative and case analysis confirmed the relationship between the two, few scholars use empirical research

to verify the influence of organizational atmosphere on employee engagement, however, no matter what method, the conclusion shows that in the organization how to improve employee engagement, create a positive and harmonious organizational atmosphere is a managers should pay attention to.

Scholar Wan Xi (2010) said that a harmonious organizational atmosphere based on a review of theory and practice will help improve employee dedication, Emphasizing trust is the lubricant that reduces friction in the tissue, The importance of using the professional dedication of Japanese employees to reflect the organizational atmosphere full of trust; Jiang Huiming (2010) conducted a research on A Company and found that the company strengthened the communication and communication between management and front-line staff by holding a "staff communication meeting", The characteristics of respect, freedom, equality and openness are reflected in the communication as far as possible, Cultivate a respectful and positive and healthy atmosphere of trust, It has effectively promoted the dedication of A enterprise employees; The qualitative study by Huang Panpan (2010) shows that the "support" dimension of the organizational atmosphere reflects the trust and support needed for a successful business or team, The successful experience of applying McKinsey's "mentor" training model reveals that enterprises need to create a trusted corporate culture, Highlighting the importance of an organizational atmosphere of mutual respect and trust in initiatives to enhance employee engagement. Through the above analysis, this article believes that employees are more dedicated when they perceive a good sense of trust with other members and leaders at work.

### ***3.2 The organizational support is positively related to employee dedication***

Based on Blau (1964)'s social exchange theory, the organizational support triggers the obligation and reciprocity between employees and the organization. According to Blau(1964)'s theory of social exchange and Gouldner(1960)'s reciprocity show that people tend to return the treatment from others. According to the Eisenberger et al. (1986), the organizational support is the global belief of employees, based on the importance and attention the organization attaches to employees. According to the Allen et al.(2003) Research shows that a organizational support is seen as an employee perception of how well organizations value the work they do and care about their well-being. According to Ling lun et al (2006), the work support dimension of organizational support refers to the organization's support for employee work (such as good job matching, job help, let employees give full play to their skills and so on).Identity value dimension refers to the organization's recognition of employee value (e. g., firing employees as a loss of the organization, will be proud of their achievements, retain departing employees and so on).Caring about employee interest dimension refers to the organization's concern about the interests of employees (e. g.: providing assistance in life, caring about employees' salary and living conditions, etc). According to Schaufeli,Salanova,Gonzalez-Roma'and Bakker (2002) research, dedication is conceptualized as vitality, dedication and focus. According to Eisenberger et al. (1986), by anthropomorphic organizations, employees assign human characteristics to the organization and view the behavior of organizational agents (e. g., as managers) as the behavior of the entire organization. The favorable or unfavorable treatment of employees indicates the organization's attitude towards their good or evil. Based on the principle of reciprocity, employees with a high organizational support must respond with a positive working attitude or organizational behavior. According to the Eisenberger et al. (1990) Research, organizational support meeting the socioemotional needs of employees including recognition, acceptance and self-esteem. It promotes the formation of the organizational members of employees in their role status in their self-identity. Employees who have a high sense of support for the organization tend to express a stronger acceptance and loyalty to their organization, and regard the gains and losses of the organization as their own gains or losses.



From the perspective of social exchange theory, employees and business are actually a mutual relationship; therefore, more care and support will affect or motivate engagement.

According to Su dream (2014) research, past research focuses on the contribution of employees, ignoring the organization needs to pay full attention; called organizational support. According to Zhang Xiangyun (2013), if employees feel the spiritual and material support of the organization at work (such as work resources, compensation and benefits, staff management, etc.), employees will have a sense of identity with the organization's strategic goals and work harder for the organization. To put it simply, first of all, the organization should pay attention and respect to employees, before employees will devote themselves to work to repay the organization. With regard to social exchange, according to Eisenberger and Stinglhamber (2011) believe, based on the principle of reciprocity, employees seek a balance in their exchange relationship with the organization to repay the organizational sense of support with emotional commitment. When organizations show emphasis and care for employees, employees have a sense of obligation to return that care and establish emotional commitment (Tsui et al., 1997). Therefore, a high sense of organizational support will promote employees' sense of responsibility and mission to the organization, and employees will work harder to return to the support of the organization.

#### 4. Methods

The method used in this paper is meta analysis in the area of study. After determining the subject of this study, firstly retrieve, read, summarize and summarize the literature related to employee engagement, organizational atmosphere, and leadership support, focusing on the concepts, dimensions, measurement and empirical studies of the relationship between the three variables; secondly, identify the results and unstudied perspectives; and finally clarify the specific content and innovation points of this study.

After screening, a total of 68 independent samples from 20 documents met the meta-scores and analysis criteria (N = 84836). Studies at home and abroad have shown that even the results of employee engagement are different in the same organizational atmosphere. To be clear about the relationship between organizational atmosphere and engagement, how the difference between engagement, and what factors are affected, it is necessary to meta-analyze the relationship between organizational atmosphere and employee engagement.

#### 5. Findings

The organizational atmosphere is positively related to employee dedication, and all have a significant positive impact on employee dedication, that is, the stronger the good atmosphere in the organization, the higher the level of employee dedication. Organizational support has a significant positive impact on employee engagement. Example of constructive meta-analysis based on a number of literatures:

No	Title	Author	Industry	Country	Key Findings
1	An integrative literature review of employee engagement and innovative behavior:Revisiting the JD-R model	Kibum Kwon, Taesung Kim	companies	Diverse	An integrative literature review of 34 empirical studies indicates that employees perceive a mix of reasonably high demands and high resources to be ideal for their engagement, innovative behavior is a consequence of these delicate interactions, and engaged employees are more

					likely to behave innovatively by activating coping strategies to deal with challenges. Together, these findings suggest an integrated conceptual framework that refines the original JD-R model and that in doing so, better explicates the dynamics surrounding employee engagement and innovative behavior. Key implications for research and practice are provided.
2	Job demands–job resources (JD-R) model, work engagement, and well-being of cruise ship employees	Aleksandar Radicl, Juan M. Arjona-Fuentes, Antonio Ariza-Montes, Heesup Han, Rob Law	cruise ship	Diverse	Results confirm that job demands negatively affect cruise ship employees' well-being. This finding is important because it demonstrates how the negative effect of job demands on work engagement is buffered by cruise ship employees' individual strategies such as coping, recovery from work-related effort, and optimization and compensation. By contrast, job resources positively affect work engagement and well-being, and work engagement exerts a positive effect on well-being. This study successfully consolidates the literature on job demands, job resources, work engagement, and well-being to determine the complex essence of the work engagement and well-being of cruise ship employees.
3	Individual initiative and burnout as antecedents of employee expediency and the moderating role of conscientiousness	Gabi Eissa	companies	USA	The personality trait of conscientiousness serves as a valuable resource that buffers the relationship between employee burnout and expediency, which then conditionally moderates the indirect effect of individual initiative onto employee expediency through the resource depletion process as indicated by employee burnout. Findings from a

					time-lagged, multisource(i.e., employee-supervisor-spouse triads) field study obtained from numerous organizations within different industries in the United States provide full support for the entire moderated-mediation model. We discuss implications for theory and practice and identify avenues for future research.
4	The role of supervisor support and basic psychological needs in predicting work engagement, burnout and turnover intentions in a medical contract research service setting	Marita M. Heyns, Sean McCallaghan, Elizabeth H. de Wet	The pharmaceutical industry	South Africa	The study results reinforce the importance and usefulness of selfdetermination theory for understanding the association between supervisor support and employee well-being. Supervisor support contributed towards a reduction of emotional exhaustion and turnover intentions in the CRO organization. Additionally, supervisor support enthused relationships between supervisors and employees in the CRO organization, which satisfied employees' self-determined needs. This, in turn, affects their well-being in the form of improved feelings of emotional exhaustion and intention to leave their organizations.
5	How high-commitment HRM relates to PC violation and outcomes: The mediating role of supervisor support and PC fulfilment at individual and organizational levels	Felisa Latorre, Jose Ramos, Francisco J. Gracia , Ines Tomas	companies	Diverse	The present study aimed to contribute to the discussion about PC violation and its outcomes related to the PC theory, at the individual and organizational levels. Results showed partial functional equivalence in a mediation chain: HCHR practice supervisor support PC fulfillment PC violation performance and sick leave. Summing up, this study shows empirical evidence of HCHR practices' relevance to the formation and development of PC (as the

					PC theory suggested), not only in the dyadic employee-employer relationship but also from multiple agents (supervisor and HCHR practices from the company) and levels (individual and organizational).
--	--	--	--	--	--

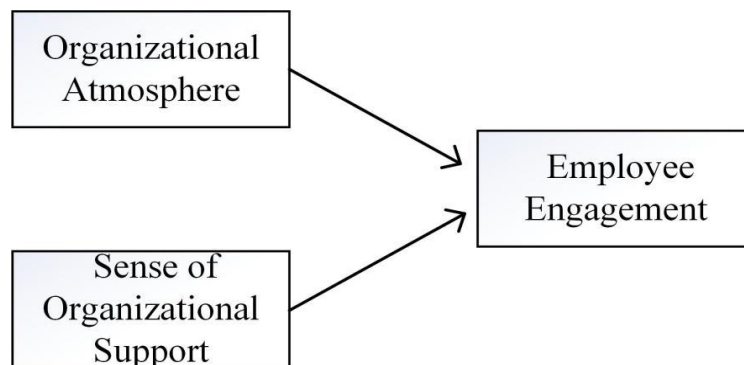


Figure 1; Conceptual Framework: The Relationship between organizational atmosphere, employee engagement and organizational support.

## 6. Discussion and Conclusion

The organizational atmosphere is positively related to employee dedication, and all have a significant positive impact on employee dedication, that is, the stronger the good atmosphere in the organization, the higher the level of employee dedication. To create a good atmosphere is to create a positive working environment for employees. Although it is to a large extent subjective psychological perception, this perception is no less than the incentive effect of real physical rewards on employees, which is a stable and lasting effective measure to improve employee dedication.

Organizational support has a significant positive impact on employee engagement. When the organization gives clear support to employees, employees can feel the attention of the organization and make more efforts in their work. In the working environment, improve organizational support, pay more attention to the interests of employees, pay attention to their goals and value, can significantly improve their work enthusiasm and initiative, be more focused on the work, improve their dedication, and bring higher organizational performance.

## 7. Theoretical Implications

Employee engagement is a "new" concept; it becomes a hot topic in management. The concept of employee engagement has only decades; more research was theoretical and few empirical research; more need to be done. This paper studies the relationship between employee engagement, organizational atmosphere and organizational support, which is the innovation point of this study.

## 8. Practical and Social Implications

In today's environment, how to improve employee engagement has become a concern. Companies with highly dedicated teams have a lot more competitive advantage in the market. The practical significance of this study mainly has three aspects:

(1) can enable enterprises to improve human resource management: through the three variables of this study, we can understand that organizations can enhance their dedication by creating a good organizational atmosphere and strengthening organizational support. Therefore, organizations can take appropriate measures to improve employee engagement.

(2) Let the enterprise and employees achieve a win-win situation: organizations can improve organizational support to influence the dedication of employees. Organization can provide employees with support in various aspects, work resources and life care, let employees feel care and attention; when employees feel the attention of the organization, employees will have a return mentality, will naturally work harder.

### ***9. Limitations and Suggestions for Future Research***

This study empirically analyzes the relationship between employee engagement, organizational atmosphere and organizational support. Although it expands the theoretical basis of employee dedication to some extent, the article still has shortcomings. The research method of this paper is mainly to comb and summarize the previous research, and to find out the results and perspectives that have not been studied, but empirical research is lacking.

Therefore, while combing the literature, future research can also compare the influence of organizational atmosphere and employee dedication of organizational support between a specific industry or several industries, obtain more data, and use data to support the research conclusions.

### **References**

- Bahrami, M. A. , Barati, O. , Ghoroghchian, M. S. , Montazer-Alfaraj, R. , & Ezzatabadi, M. R. . (2015). Role of organizational climate in organizational commitment: the case of teaching hospitals. *Osong Public Health and Research Perspectives*, 7(2), 96-100.
- James, L. A. , & James, L. R. (1989). Integrating work environment perceptions: explorations into the measurement of meaning. *Journal of Applied Psychology*, 74(5), 739-751.
- Jinpei, L. , Lei, Z. , Qing, N. (2018). How Organizational Atmosphere affects Knowledge Employee engagement: Intermediation Effect Based on Burnout. *Journal of Psychological and Behavioral Research*, 16 (3): 394-401.
- Jinyun, D. , Juanjuan, W., Yuelong, Z. (2014). Organizational atmosphere research: conceptual measurement, theoretical basis and evaluation outlook. *Journal of Progress in Psychology*, 22 (12): 1964-1974.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *The Academy of Management Journal*, 33(4), 692-724.
- Khasawneh, O. Y. (2018). Technophobia without borders: the influence of technophobia and emotional intelligence on technology acceptance and the moderating influence of organizational climate. *Computers in Human Behavior*, 88(Nov.), 210-218.
- Kuenzi, M. , & Schminke, M. (2009). Assembling fragments into a lens: a review, critique, and proposed research agenda for the organizational work climate literature. *Journal of Management*, 35(3), 634-717.
- Lewin, K. , Lippitt, R. , & White, R. K. (1939). Patterns of aggressive behavior in experimentally created "social climates". *Journal of Social Psychology*, 10(2), 269-299.
- Loh, M. Y. , Idris, M. A. , Dormann, C. , & Muhamad, H. (2019). Organisational climate and employee health outcomes: a systematic review. *Safety Science*, 118(October 2019), 442-452.
- Maslach, C. , & Leiter, M. P. . (1997). *The Truth About Burnout*.



- A, M. I. Q. , A, A. M. R. , & B, K. Z. . (2014). A new trilogy to understand the relationship among organizational climate, workplace bullying and employee health. *Arab Economic and Business Journal*, 9(2), 133-146.
- Maslach, C. , Schaufeli, W. B. , & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52(1), 397-422.
- Schneider, B. , Ehrhart, M. G. , & Macey, W. H. (2013). Organizational Climate and Culture.
- Schneider, B. , & Bartlett, C. J. . (2010). Individual differences and organizational climate: i. the research plan and questionnaire development. *Personnel Psychology*, 21(3), 323-333.
- Sun, Y. , & Jing, S. (2015). Ambidextrous leadership style, organizational flexibility and organizational creativity. *Forum on Science and Technology in China*.
- Tolman, & Edward, C. (1948). Cognitive maps in rats and men. *Psychological Review*, 55(4), 189.
- Weizheng C. ,Jinping, L. (2005). Organizational climate research review and outlook [J].*Foreign Economy and Management*, 27 (8): 18-25.
- Xianya, W. , Sheng, L. , Liyun, C. etc. (2014). Empirical study on the relationship between organizational atmosphere, implicit knowledge-sharing behavior and employee innovation performance, *Journal of Soft Science*, 28(5): 43-47.
- Xie, H. F. (2007). A study on the incentive effect of organizational climate to employee's informal knowledge sharing behavior. *R&D Management*.
- Yuanyuan, W. , Jiayuan, Y. ,Yang, L. (2012). Mechanism of organizational atmosphere on effectiveness of employee behavior. *Journal of Psychological exploration N. M.* 32 (2): 188-192.
- Zhanjie, W. Sheng, B. , Wanming, L. ( 2017). Influence of organizational fair atmosphere on employees' willingness to leave 1- -The regulatory effect model of corporate social responsibility being mediated. *Journal of Research Management*, 38 (8): 101-108.