

The Effect of Organizational Climate on Intention to Stay with Employee Engagement as Intervening Variable

Rizki Dwiputri ¹, Aniek Rumijati ², Eka Kadharpa Utama ³

^{1,2,3} Management Department, University of Muhammadiyah Malang, Indonesia

Corresponding E-mail: dwiputrizki.15@gmail.com

Abstract

This study aims to analyze and determine the effect of organizational climate on intention to stay with employee engagement as an intervening variable in Bea Cukai Office Malang. The sampling technique used the purposive sampling technique with a total sample of 50 employees. Data collection techniques in this study used a questionnaire. The data analysis technique used path analysis with the Statistical Product and Service Solutions (SPSS) program. The results of this study indicate that organizational climate has a positive and significant effect on the intention to stay, the organizational climate has a positive and significant effect on employee engagement, employee engagement has a positive and significant effect on the intention to stay, the organizational climate has a positive and significant effect of intention to stay with employees. engagement as an intervening variable.

Keywords: *organizational climate, intention to stay, employee performance*

Abstrak

Penelitian ini bertujuan untuk menganalisis dan mengetahui pengaruh iklim organisasi terhadap *intention to stay* dengan *employee engagement* sebagai variabel intervening di Kantor Pengawasan dan Pelayanan Bea dan Cukai (KPPBC) Tipe Madya Cukai Malang. Teknik pengambilan sampel menggunakan teknik purposive sampling dengan jumlah sampel sebanyak 50 pegawai. Teknik pengumpulan data dalam penelitian ini menggunakan kuesioner. Teknik analisis data menggunakan analisis jalur dengan program *Statistical Product and Service Solutions* (SPSS). Hasil penelitian ini menunjukkan bahwa iklim organisasi berpengaruh positif dan signifikan terhadap *intention to stay*, iklim organisasi berpengaruh positif dan signifikan terhadap *employee engagement*, *employee engagement* berpengaruh positif dan signifikan terhadap *intention to stay*, iklim organisasi berpengaruh secara positif dan signifikan terhadap *intention to stay* dengan *employee engagement* sebagai variabel intervening.

Kata kunci: iklim organisasi, *intention to stay*, kinerja karyawan

INTRODUCTION

Human resources (HR) are a very important asset in the running of an organization. During very tight competition conditions, an organization is required to prepare strategies and human resources capable of facing competition. Human resource management must also be carried out in accordance with applicable rules or regulations so that the company can retain employees. Good human resource management will make them feel comfortable and awake in the company environment so that they have the intention to stay and the desire to improve their performance. Castle et al. (2007) defined intention to stay as the desire or intention of employees to remain in their jobs voluntarily for a long time. Intention to stay in the organization is influenced by company facilities, employee turnover opportunities, job characteristics,

Article info

Received (15/08/2022)

Revised (15/09/2022)

Accepted (30/09/2022)

Corresponding e-mail: dwiputrizki.15@gmail.com

personal characteristics, and characteristics related to the company's role. Intention to stay will grow in employees when they feel there is a good relationship between themselves and the company. So, the company also needs to create a conducive environment and appreciate the existence of employees. In realizing this, it is necessary to pay attention to the company's organizational climate.

Organizational climate is the state of the work environment in an organization that can be felt so that it can affect the behavior of an employee in completing his work and can affect the success of an organization (Suwandana 2017). Each company will have a different organizational climate, so that organizational climate can be referred to as a characteristic within a company. When employees feel comfortable and there is a match between themselves and the environment around the organization, employees will feel satisfied at work, and this will affect the improvement of employee performance which can benefit the company. According to previous research conducted by Mrayyan (2008), Govaerts et al. (2011) and Kyndt et al. (2009) showed that organizational climate has a positive effect on employee intentions to stay in the company (intention to stay). With this research, it shows that the organizational climate is one of the factors that increase the intention to stay. In addition, organizational climate is also one of the factors that can increase employee engagement. This is in accordance with previous research by Atmaja (2020); Olivia, S. & Prihatsanti (2017); Higgs (2011); Rachmatan et al. (2018) which show that the better the organizational climate, the higher the employee engagement. Then employee engagement is also one of the important factors of intention to stay an employee. Abraham, 2012 stated that employee engagement leads to the feeling of an employee who feels involved, related, and loyal to complete a job. Employees who feel bound to the company will work as much as possible to complete the job well by exerting all their efforts to achieve the company's goals and targets. Employee engagement is the feeling of an employee who is cognitively closely connected with his work so that employees will always be motivated to provide benefits for the company. Previous research by Higgs (2011) and Rachmatan et al. (2018) show that the higher the employee engagement the intention to stay.

Bea Cukai Malang is a vertical agency of the Directorate General of Customs and Excise which is under and responsible to the Head of the Regional Office, carrying out the tasks as stipulated in the Decree of the Minister of Finance of the Republic of Indonesia Number: 74/PMK.01/2009 dated April 8, 2009, namely "Implementing customs and excise services and supervision in the regions and their authorities based on applicable laws and regulations". Based on the phenomenon that occurred at the Malang Customs Office, there were problems related to employee engagement, where employees complained that the working hours were considered too long. This has an impact on the behavior of being late for work which is contrary to one of the indicators of employee engagement indicator absorption, because employees pay less attention to their work and easily get away from their work. specify even less than the working hours due to delays. Therefore, Malang Customs and Excise must encourage employee engagement in every employee. Another phenomenon is that there is an unfavorable relationship between the head of the section and his subordinates because the leader makes policies that are contrary to other employees, or it can be said that the leadership does not listen to the opinions of other employees, causing a negative response from employees towards the leader. Based on the phenomena and reviews of previous research as described above, the authors are interested in conducting a study entitled "The Effect of Organizational Climate on Intention to Stay with Employee Engagement as an Intervening Variable".

LITERATURE REVIEW

The desire of an employee to remain in the current working relationship between himself and the organization is the definition of intention to stay according to Johanim (2012) measurement of the variable intention to stay or the desire of employees to stay in the company according to Mowday *et al.* (1984) namely employees do not intend to leave the company and move to another company, employees are not actively looking for a new company, employees have an emotional attachment to the company, employees feel a loss if they leave the company. According to Schaufeli & Bakker (2004) employee engagement is an employee's psychological involvement that involves aspects of attention and absorption. Attention is the willingness of an employee to use time when completing his work. While absorption is the extent to which the employee appreciates and focuses on his work. Indicators employee engagement according to Schaufeli, W.B. & Bakker (2004) are vigor, dedication, and absorption.

Based on the results of research by Vong *et al.* (2018), Mrayyan (2008), Govaerts *et al.* (2011), and Kyndt *et al.* (2009) stated that organizational climate has a positive and significant effect on intention to stay. The results of research by Olivia, S. & Prihatsanti (2017), Atmaja (2020), and Pramadhita *et al.* (2019) shows that there is a positive and significant relationship between organizational climate and employee engagement. Then based on research by Praborini *et al.* (2021); Higgs (2011), and Rachmatan *et al.* (2018) show that the higher the employee engagement, the higher the employee's intention to stay in the company (intention to stay). Based on the results of the study, the following hypothesis was obtained:

H1: Organizational climate has a significant effect on intent to stay.

H2: Organizational climate has a significant effect on employee engagement.

H3 : Employee engagement has a significant effect on intention to stay.

H4 : Organizational climate has a significant effect on intention to stay with employee engagement as an intervening variable.

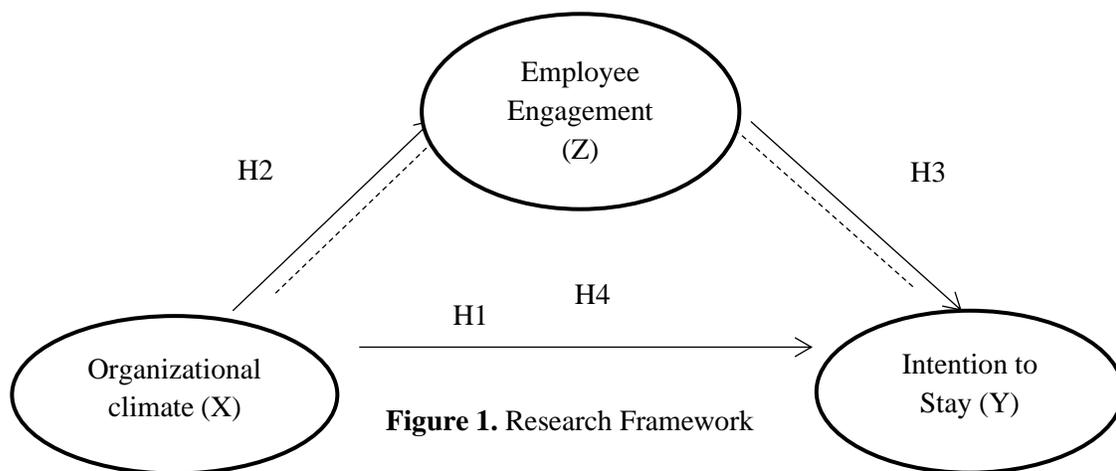


Figure 1. Research Framework

RESEARCH METHODS

The research was conducted at the Bea Cukai Office which is located at Jl. Surabaya No. 2 Malang City. The sampling technique is purposive sampling with the category of employees with a minimum of 5 years of service, totaling 50 employees. Data collection techniques in this study using a questionnaire. The data analysis technique used in this study uses path analysis with the *Statistical Product and Service Solutions* (SPSS) program. The measurement of the variables in this study uses a *Likert* with a score of 1-5 from strongly disagree to strongly agree. The instrument test in this research is descriptive analysis with a scale range and path analysis test. Hypothesis testing in this study using T test and Sobel test.

RESULTS AND DISCUSSION

The results of distributing questionnaires to employees as many as 50 respondents, it is known that most employees are male as many as 38 employees, this number shows that the employees are more dominated by male employees because of the characteristics of work that require cooperation and the ability to complete tasks with faster time and maximum results. Then most respondents aged 21-30 years, amounting to 36 employees. This shows that the employees are in a productive age, so they are expected to have a maximum role in advancing the company. The respondent's education level is Diploma and bachelor's degree, this shows that educational background is very important because the work at hand requires abilities and skills in their respective fields so that an appropriate level of education is needed. Respondents in this study were dominated by employees with a working period of more than 5 years because they were considered to have been able to adapt and have experience with their work in Table 1.

Table 1. Characteristics of Respondents

Information	Items	Respondents	Percentage
Gender	Male	38 people	76%
	Female	12 people	24%
Age	<20 years	-	-
	21-30 years	38 people	76%
	31-40 years	12 people	24%
	>41 years	-	-
Education Level	SD		
	SMP		
	SMA/SMK		
	Diploma	27 people	54%
Working Period	Graduate	23 people	46%
	< 5 years	-	-
	5-10 years	40 people	80%
	>10 years	10 people	20%

Validity test results for all instruments in the variable organizational climate (X), intention to stay (Y), and employee engagement (Z) in the questionnaire are declared valid because the value of r count greater than the value of r table. Then the results of the reliability test are declared reliable because all instruments in the organizational climate variables (X), intention to stay (Y), and employee engagement (Z) have a Cronbach alpha value greater than 0.60.

Table 2. Validity Test

Variable	Items	Coefficient Validity (r count)	Criteria (r table)	Information
Organizational Climate (X)	X1	0,592	0,2787	Valid
	X2	0,702		Valid
	X3	0,633		Valid
	X4	0,772		Valid
	X5	0,600		Valid
	X6	0,697		Valid
	X7	0,693		Valid
	X8	0,620		Valid
	X9	0,677		Valid
	X10	0,427		Valid
	X11	0,741		Valid
	X12	0,633		Valid
Intention to Stay (Y)	Y1	0,852		Valid
	Y2	0,783		Valid
	Y3	0,875		Valid
	Y4	0,869		Valid
Employee Engagement (Z)	Z1	0,612		Valid
	Z2	0,770		Valid
	Z3	0,647		Valid
	Z4	0,615		Valid
	Z5	0,712		Valid
	Z6	0,662		Valid
	Z7	0,487		Valid
	Z8	0,661		Valid

Table 3. Reliability Test

Variable	Cronbach Alpha	Alpha Minimum	Information
Organizational Climate (X)	0,876	0,60	Reliable
Intention to Stay (Y)	0,864		Reliable
Employee Engagement (Z)	0,820		Reliable

Table 4. Normality Test

	Unstandardied Residual	Unstandardized Residual
N	50	50
Asymp. Sig. (2-tailed)	0,095	0,036

The classical assumption test in this study was carried out with two equation models, the first equation tested the organizational climate variable (X) on employee engagement (Z), then the second equation tested the organizational climate variable (Z). X) on the intention to stay (Y). The normality test is based on the Kolmogorov Sminorv test with a significance value > 0.05 , then the data in this study is declared to be normally distributed. The results of the normality test obtained a significance value of 0.095 and 0.036, which means that the data in this study are normally distributed.

Table 5. Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
Organizational Climate (X)	1,000	1,000
Employee Engagement (Z)	0,383	2,609

Test is carried out by testing Variance Inflation Factor if < 10 then the data is declared not to have multicollinearity. The results of the multicollinearity test in this study used the VIF test and the VIF value was < 10 , which means that there was no multicollinearity.

Table 6. Heteroscedasticity Test

Variabel	Significance	Description
Organizational Climate (X)	0,333	No Heteroscedasticity occurs
Employee Engagement (Z)	0,804	No Heteroscedasticity occurs

Source: Processed data (2022)

Test in this study used the glejser test and obtained a significance value > 0.05 which means there is no heteroscedasticity.

Table 7. Scale Range

Variable	Number of Respondents	Average	Information
Organizational Climate (X)	50	218	Very Good
Intention to Stay (Y)	50	203	High
Employee Engagement (Z)	50	210	High

Source: Processed data (2022)

Based on the results of the analysis of the scale range in table 7, it can be seen that the organizational climate is included in the very good category with an average value of 218. This means that the organizational climate consisting of indicators of structure, standards, responsibility, appreciation, support, and commitment is included in the very category. good. Intention to stay is included in the high category with an average value of 203. This means that the intention to stay which consists of indicators of employees never having the intention to leave the company, employees are not looking for work in other companies, employees will not leave the company even though there are other job offers that are more attractive, and employees feel at a loss if they stop working from the company can be assessed as already high. Then employee engagement is included in the high category with an average value of 210. This means that employee engagement which consists of indicators of vigor, dedication, and absorption is considered high.

Table 8. Coefficient of Organizational Climate on Intention to Stay

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	-2,787	3,400		-,820	0,416
	Organizational Climate	0,362	0,065	0,630	5,615	0,000

Source: Processed data (2022)

Table 8 shows the value of Standardized Coefficient Beta on the organizational climate variable (X) on the variable intention to stay (Y) of 0.630 and the significance value of the organizational climate variable is 0.000 which means less than 0.05. This shows that the organizational climate (X) has a positive and significant influence on the intention to stay (Y).

Table 9. Organizational Climate Coefficients on Employee Engagement

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,523	3,922		0,898	0,374
	Organizational Climate	0,654	0,074	0,785	8,787	0,000

Table 9 shows the value of Standardized Coefficient Beta on organizational climate variable (X) on *employee engagement* (Z) of 0.785 and the significance value of climate variable organization (X) of 0.000 which means less than 0.05. This shows that organizational climate (X) has a positive and significant influence on *employee engagement* (Z).

Table 10. Coefficient Employee Engagement on Intention to Stay

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,743	3,159		0,552	0,584
	Employee Engagement	0,383	0,083	0,554	4,609	0,000

Table 10 shows the Standardized Coefficient Beta value on the employee engagement (Z) on the intention to stay (Y) of 0.554 and the significance value of the variable employee engagement (Z) of 0.000 which means less than 0.05. This shows that employee engagement (Z) has a positive and significant effect on intention to stay (Y).

Table 11. Analysis of Direct and Indirect

Variables	Path Coefficient	Effect	
		Direct	Indirect
X → Y	0,630	0,630	-
X → Z	0,785	0,785	-
Z → Y	0,554	0,554	-
X → Z → Y	0,630 + (0,785 x 0,554)	-	1,064

Table 11 shows that the value of the indirect influence between organizational climate (X) on intention to stay (Y) through employee engagement (Z) is 1.064 which means it is greater than the direct influence between organizational climate on intention to stay (Y).

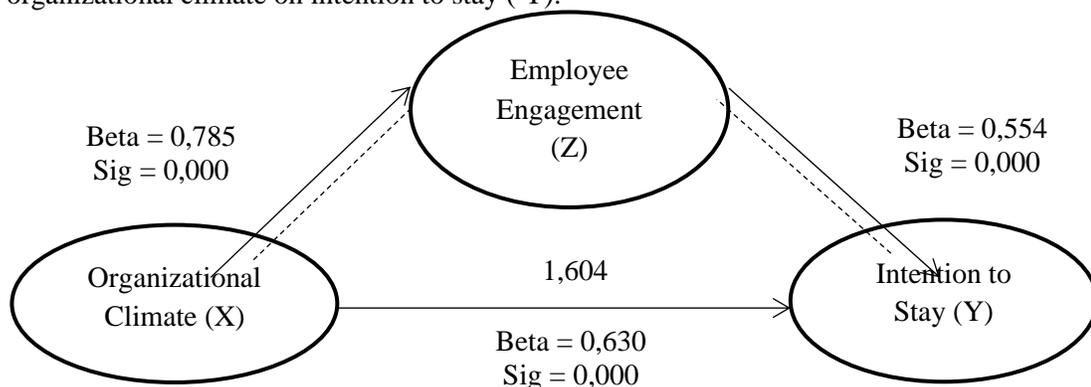


Figure 2. Path Analysis

Table 12. Hypothesis Test Results

Hypotesis	Variable	T count	T table	Sig.	Description
1	Organizational Climate (X) → Intention to Stay (Y)	5,615	1,677	0,000	Significant
2	Organizational Climate (X) → Employee Engagement (Z)	8,787	1,677	0,000	Significant
3	Employee Engagement (Z) → Intention to Stay (Y)	4,609	1,677	0,000	Significant

Hypothesis 1 which states that organizational climate has a significant effect on intention to stay at the Malang Customs Office is acceptable because the t-count value is greater than t-table, which is $5.615 > 1.677$ with a significance value of $0.000 < 0.05$. So, it can be concluded that organizational climate (X) has a positive and significant effect on intention to stay (Y). The results of this study indicate that there is an influence on climate organization on intention to stay. The coefficient of the organizational climate variable significantly affects the intention to stay variable. This shows that the better the organizational climate at the Bea Cukai Malang which includes structure, standards, responsibility, appreciation, support, and commitment, the more intention to stay. Organizational climate is very important and so influential on employee behavior in an organization. Organizational climate is one of the keys to the success of an organization, because good employee behavior comes from the organizational climate as well so that it will affect the performance and productivity of an employee so that it can provide added value and desire to remain in the organization and employees participate provide a good performance in completing the work. This research is strengthened by research by Vong *et al.* (2018), Mrayyan (2008) Govaerts *et al.* (2011) and Kyndt *et al.* (2009) which states that organizational climate has a significant effect on intention to stay.

Hypothesis 2 which states that organizational climate has a significant effect on employee engagement at the Malang Customs Office can be accepted because the t-count value is greater than t-table, which is $8.787 > 1.677$ with a significance value of $0.000 < 0.05$. So, it can be concluded that organizational climate (X) has a positive and significant effect on employee engagement (Z). The results of this study indicate that there is an influence on climate organization on employee engagement. Coefficient of climate variables the organization significantly affects the employee engagement. This shows that the better the climate organization, the higher the employee engagement. Before creating high employee engagement, it is necessary create a good organizational climate first by create an organizational environment that is in accordance with the expectations of everyone by taking into account the structure, standards, responsibilities, appreciation, support, and commitment so that employees feel more psychologically bound and feel that they are part of the organization so that indirectly every employee will trying to work and complete their obligations with maximum. This research is strengthened by previous research which by Olivia and Prihatsanti (2017), (Pramadhita *et al.* (2019), and Atmaja and Mulyani (2020) which shows that there is a positive relationship between organizational climate and employee engagement

Hypothesis 3 which states that employee engagement has a significant effect on intention to stay at the Malang Customs Office can be accepted because the t value is greater than t table, which is $4.609 > 1.677$ with a significance value of $0.000 < 0.05$. So, it can be concluded that employee engagement (Z) has a positive and significant effect on intention to stay (Y). The results of this study indicate the influence of the employee variable engagement on intention to stay. Employee engagement coefficient significantly affect the intention to stay. That matter shows that the higher the employee engagement, the more the intention to stay is also high. Employee engagement and intention to stay interconnected, because employees who have employee high engagement or feel tied to their work will trying their best to complete the job so that get

the best possible results and the emotional attachment that exists on him will cause the employee to feel like continuing stay in the company which means the intention to stay will certainly increase. This research is strengthened by previous research conducted by Praborini *et al.*, (2021), (Higgs 2011), and Rachmatan and Kubatini (2018).

Tabel 13. Sobel test

Model	Coefficient	Std. Error
1	0,654	0,074
2	0,383	0,083
Z = 4,090		

Based on the results of the Sobel test using the Sobel test calculator in Figure 2 above, it shows that hypothesis 4 which states that organizational climate (X) has a significant effect on intention to stay (Y) through employee engagement (Z).) was accepted because it obtained a value of $4,090 > 1,677$. Based on these results, it can be concluded that organizational climate (X) has a significant effect on intention to stay (Y) with employee engagement (Z) as the intervening variable. Based on the results of the analysis that has been done in this study shows that there is no significant effect between climate organization on intention to stay with employee engagement as an intervening variable. This shows that employee engagement can mediate the direct influence between climate organization on the intention to stay at Bea Cukai Malang. High employee intention to stay at Bea Cukai Malang poor due to high employee engagement, high employee engagement of an employee is influenced by the climate good organization. In this case the employee engagement variable does not provide full mediation effect but included in the partial category because in the results of the previous hypothesis test, the organizational climate has been having a positive and significant influence on the intention to stay. Then if it relates to the results of the analysis of the scale range on organizational climate variables, employee engagement, and intention to stay shows the average value which is included in the very good and high category. In addition, the results of the T test and Sobel test show a higher value greater than the absolute value. This means that the organizational climate has a positive and significant on intention to stay with employee engagement as an intervening variable on employees of the Bea Cukai Malang. Based on this explanation, it can be concluded that if organizational climate in a company is implemented properly and supported by the existence of high employee engagement within every employee, it can increase the intention to stay. This research is reinforced by previous research by Mrayyan (2008), Vong *et al.* (2018), Govaerts *et al.* (2011), Kyndt *et al.* (2009), Kriswanta *et al.* (2021) and Praborini *et al.* (2021).

CONCLUSION

The conclusion in the study related to the influence of organizational climate on intention to stay with employee engagement as an intervening variable at Bea Cukai Malang is that organizational climate is included in the good category, intention to stay and employee engagement is included in the high category. Organizational climate has a positive and significant effect on intention to stay, meaning that if the organizational climate is better, the intention to stay will increase. positive and significant effect on employee engagement, meaning that if the organizational climate is better, employee engagement will increase. Employee engagement has a positive and significant effect on intention to stay, meaning that if employee engagement is higher, the intention to stay will also increase. Organizational climate has an indirect effect on intention to stay through employee engagement as an intervening variable, meaning that

employee engagement is able to mediate the influence of organizational climate on intention to stay Bea Cukai Malang. Suggestions for Bea Cukai Malang are expected to be able to continue to maintain a good organizational climate and improve the organizational climate, especially on standard indicators and awards so that it will be better so that it can have a good impact on employee engagement and intention to stay . The Malang Customs Office needs to increase employee engagement in every employee so that employee morale increases so that they can be more active and disciplined and don't give up easily when facing difficulties at work. Bea Cukai Malang needs to foster a sense of dedication of its employees so that a sense of bonding with the work at hand will grow so that employees will give more time and feel not burdened with their work. For other researchers who are interested in continuing this research, they can develop this research by using the variable of employee loyalty or organizational commitment as an independent variable and using a different object with a larger sample scale.

REFERENCE

- Abraham, Susan. 2012. "Job Satisfaction as an Antecedent to Employee Engagement." *SIES Journal of Management* 8(2): 27–36.
- Atmaja, et al. 2020. "Hubungan Antara Iklim Organisasi Dengan Work Engagement Pada Karyawan Perusahaan Supermarket Di Yogyakarta." *Prosiding Seminar Nasional Magister Psikologi Universitas Ahmad Dahlan*: 21–32.
- Castle et al. 2007. "Job Satisfaction of Nurse Aides in Nursing Homes: Intent to Leave and Turnover." *Gerontologist* 47(2): 193–204.
- Govaerts et al. 2011. "Influence of Learning and Working Climate on the Retention of Talented Employees." *Journal of Workplace Learning* 23(1): 35–55.
- Higgs, Jeanne. 2011. "Social Support, Psychological Conditions and Work Engagement as Predictors of Intention to Stay." *Angewandte Chemie International Edition* 6(11): 951–52.
- Johanima, Johari et al. 2012. "Promoting Employee Intention to Stay: Do Human Resource Management Practice Matter." *International Journal of Economics and Management* 6: 396–416.
- Kyndt et al. 2009. "Employee Retention: Organisational and Personal Perspectives." *Vocations and Learning* 2(3): 195–215.
- Mowday et al. 1984. "Psychology of Withdrawal Process : Test ' s Intermediate of Mobley Model of Turnover Linkages in Two." *The Academy of Management Journal* 27(1): 79–94.
- Mrayyan, Majd T. 2008. "Predictors of Hospitals' Organizational Climates and Nurses' Intent to Stay in Jordanian Hospitals." *Journal of Research in Nursing* 13(3): 220.
- Olivia, S. & Prihatsanti, U. 2017. "Hubungan Antara Iklim Organisasi Dengan Work Engagement Pada Anggota Sabhara Polda Jateng Semarang." *Jurnal Empati* 6(4): 354–61.
- Praborini et al. 2021. "Peran Kepemimpinan Transformasional Dan Kepuasan Kerja Terhadap Niat Untuk Tinggal Dengan Keterikatan Kerja Sebagai Mediasi (The Role of Transformational Leadership and Job Satisfaction on Intention to Stay with Job Engagement as Mediation)." *EKOMABIS: Jurnal Ekonomi Manajemen Bisnis* 2(2): 99–112.
- Pramadhita at al. 2019. "Hubungan Antara Iklim Organisasi Dengan Work Engagement Pada Karyawan PT. X Surabaya." *Jurnal Fenomena*: 1–15.
- Rachmatan et al. 2018. "Hubungan Antara Keterikatan Kerja Dengan Intensi Keluar Kerja Pada Karyawan Swalayan Di Banda Aceh." *Journal Psikogenesis* 6(1): 1–10.
- Schaufeli, W.B. & Bakker, A.B. 2004. "Utrecht Work Engagement Scale Preliminary Manual Version 1.1." *Occupational Health Psychology Unit Utrecht University*: 1–60.

- Suwandana, I Gusti Made. 2017. "Pengaruh Iklim Organisasi Terhadap Turnover Intention Dengan Kepuasan Kerja Sebagai Variabel Mediasi." *E-Jurnal Manajemen Unud* 6(5): 2417–44.
- Vong, Louis et al. 2018. "Does Organizational Climate Moderate the Relationship between Job Stress and Intent to Stay?" *Journal of Chinese Human Resource Management* 9(1): 2–20.