SILESIAN UNIVERSITY OF TECHNOLOGY PUBLISHING HOUSE

SCIENTIFIC PAPERS OF SILESIAN UNIVERSITY OF TECHNOLOGY 2026
ORGANIZATION AND MANAGEMENT SERIES NO. 254

THE CULTURE OF ORGANIZATIONAL VALUES AND EMPLOYEE WELL-BEING AND ENGAGEMENT

Izabela DUDEK_MUCZYŃSKA[1*], Joanna KIZIELEWICZ[2]

[1] Doctoral School of Gdynia Maritime University; i.dudek-muczynska@sd.umg.edu.pl,
ORCID: 0009-0006-5804-9853
[2] Faculty of Management and Quality Science, Gdynia Maritime University; j.kizielewicz@wznj.umg.edu.pl,
ORCID: 0000-0001-7415-9928
* Correspondence author

Purpose: Aim of article is to provide a systematic synthesis of empirical studies on relationship between organizational values culture, employee well-being and engagement, taking into account theoretical mechanisms explaining these links, in particular person-organization fit, social exchange, and satisfaction of basic psychological needs.
Design/methodology/approach: Study is based on systematic literature review conducted in accordance with PRISMA 2020 guidelines. Publications from 1970–2025 identified in Web of Science, Scopus, PsycINFO, ScienceDirect, and Google Scholar databases were analyzed. Quality and relevance criteria were applied, resulting in inclusion of 59 empirical studies in final synthesis.
Findings: Results indicate stable and positive relationship between organizational values culture, employee well-being and engagement. Well-being acts as mediator between values and engagement, strengthening vigor, dedication, and absorption at work. Person-organization value fit, social exchange relationships, and satisfaction of autonomy, competence, and relatedness needs play key role in this process. Values-based culture can be regarded as important psychosocial job resource. Values-based leadership and consistency between espoused and enacted values are also of major importance.
Research limitations/implications: Review was based on publications from selected databases and available in Open Access, which may have led to omission of some relevant sources and limited full representativeness of results. Diversity of definitions and measurement tools highlight the need for future longitudinal and multilevel studies combining quantitative and qualitative methods.
Practical implications: Findings show deliberate development of values-based culture and values-based leadership enhances employee well-being and engagement. Organizational values culture can therefore be treated as strategic resource supporting employment stability and organizational effectiveness.
Social implications: Promoting values-based culture in organizations can contribute to improved quality of working life, mental health, and sense of meaningful work. It may also help reduce phenomena such as burnout and "quiet quitting" and foster more ethical management standards.

http://dx.doi.org/10.29119/1641-3466.2026.254.7 http://managementpapers.polsl.pl/

Originality/value: Article integrates the JD-R model, Person-Organization Fit, and social exchange theory into coherent framework explaining relationships between values culture, well-being, and engagement. It offers theoretical and practical value by providing basis for designing management practices that support employee well-being and engagement.
Keywords: organizational values culture, employee well-being, work engagement, values-based leadership.
Category of the paper: empirical research paper.

1. Introduction

Contemporary organizations operate under conditions of globalization, dynamic market changes, and increasing competition, which makes human capital a key resource for development. Academic literature emphasizes role of organizational values in shaping work environment that supports employee well-being and engagement (Dolan, García, Richley, 2006). A values-based culture influences interpretation of work experiences, social relationships, and the sense of meaning and fairness at work, a coherent system of values fosters well-being and engagement, whereas their inconsistency is associated with moral stress, and burnout (Geare et al., 2014).

Organizational culture, defined as a system of shared values, beliefs, and norms, shapes employee behavior and perceptions of organizational reality and serves both integrative and adaptive functions (Schein, 2010; Cameron, Quinn, 2011). At the same time, a values-based culture constitutes foundation of leadership and decision-making grounded in trust, responsibility, and integrity (Sekerka, 2007), while values perform an orienting and motivational function, shaped, among others, by leaders (Schwartz, 2012; Argandoña, 2003; Charles, 2021).

Closely related to a values-based culture is employee well-being, understood as positive functioning that includes both affective and cognitive components (Diener, 1984). One of its key correlates is work engagement, defined as full physical, cognitive, and emotional investment in one's work role (Kahn, 1990) or as positive, fulfilling state of vigor, dedication, and absorption (Schaufeli et al., 2002), measured, among others, by the Utrecht Work Engagement Scale (UWES).

Research on organizational values is conducted across multiple disciplines, including in context of mental health and occupational burnout; however, literature is characterized by fragmentation, inconsistent definitions of values-based culture, and diverse measures of well-being and engagement, with a predominance of cross-sectional designs (Van den Bosch, Taris, 2014; Koonmeeet et al., 2010).

2. Literature Review

2.1. The Relationship Between Values-Based Culture, Well-Being, and Engagement in Organizations

Research on organizational values-based culture has long constituted an important area within management and occupational psychology. Contemporary challenges such as artificial intelligence, digitalization, globalization, and cost pressure are reshaping context of work and employee-organization relationships, influencing perceptions of meaningfulness of work, job security, and psychosocial resources. Consequently, analysis of relationships between values-based culture, employee well-being, and engagement remains a significant line of inquiry.

A values-based culture can be defined as a set of beliefs, norms, and principles that shape behavior and decision-making, while also serving as an interpretive framework that strengthens organizational identification and fosters meaningful work, motivation, and loyalty (Cameron, Quinn, 2011; Kang et al., 2023). Meaningful work is strongly associated with employee well-being and engagement (Wrzesniewski et al., 1997). Well-being comprises both hedonic and eudaimonic components and depends on balance between job demands and resources such as support and autonomy (Warr, 1990; Ryan, Deci, 2001; Bakker, Demerouti, 2017).

Emotional and cognitive engagement in work is strengthened by value congruence, job resources, and social exchange relationships (Kahn, 1990; Cropanzano, Mitchell, 2005). A coherent values-based culture promotes employee well-being, which in turn translates into sustained engagement and improved organizational performance (Liang, Wong, 2023; Hendriks et al., 2020). These interrelationships are explained by P-O Fit (Chatmann, 1989), JD-R, social exchange theory, organizational culture frameworks, and Schwartz's theory of human values (Schwartz, 2007).

2.2. Values-Based Culture in the Organization

A values-based culture in organization defines expectations regarding employee behavior, strategic priorities, and management style. Values such as integrity, responsibility, and customer orientation strengthen work climate and organizational identification (Cameron, 2011; Dolan, García, Richley, 2006; Schein, 2010). Their consistent enactment by leaders and HR systems influences employee well-being, motivation, and engagement (Argandoña, 2003; Sani et al., 2022; Duncan, 2020). In turn, authentic leadership - such as servant, wise, or ethical leadership - enhances employee well-being and satisfaction (Jonker, Dube, 2025; Ardelt, Sharma, 2021; Qasim, Zafar, 2024). In the context of digitalization, digital competencies and e-leadership also support a values-based culture (Rizki Aulia, Lin, 2025). The measurement of organizational culture is conducted, among others, using the Competing Values Framework (CVF) (Cameron, Quinn, 2011; Beus et al., 2020), Schwartz's theory of values (2007),

and P-O Fit instruments (Kristof, 1996; Meglino, Ravlin, 1998). Qualitative methods, in turn, allow for the identification of deep cultural assumptions (Schein, 2010).

2.3. Employee Well-Being in the Organization

Employee well-being comprises both hedonic and eudaimonic components (Ryan, Deci, 2001; Warr, 1990) and depends on balance between job demands and job resources, including support, autonomy, recognition, and meaningful work (Bakker, Demerouti, 2017; Atan, Gelirli, 2025). The quality of social exchange and ethical leadership foster job satisfaction and reduce employee stress (Cropanzano, Mitchell, 2005; Udin, 2024). Conversely, a lack of value congruence leads to phenomena such as "quiet quitting" (Rahmadara, Rachmawatu, 2025; Saraiva, Nogueiro, 2025).

Employee well-being is therefore multidimensional and crucial for effectiveness, productivity, and engagement (Van der Merwe, Olivier, 2024). Its measurement includes job satisfaction, emotions, meaningful work, autonomy, stress, and burnout (Ryan, Deci, 2001; Diener, 1984). JD-R model integrates job demands and resources, highlighting the role of a values-based culture and positive social exchange (Demerouti et al., 2001; Bakker, Demerouti, 2017). Attention to employee well-being is also emphasized by Şenbursa (2024), whose research focused on a specific occupational group - seafarers.

2.4. Employee Engagement

Employee engagement is defined as vigor, dedication, and absorption in work (Schaufeli et al., 2002) and is strengthened by job resources and value congruence (Bakker, Demerouti, 2008; Kahn, 1990; Cameron, 2011). It serves as a mediator between a values-based culture and employee well-being through mechanisms such as P-O Fit, social exchange, and the satisfaction of the basic psychological needs for autonomy, competence, and relatedness (Blau, 1964; Cropanzano, Mitchell, 2005; Pincus, 2024). In the context of digitalization, technological resources support employee engagement when they are aligned with organizational values and leadership practices (Rizki Aulia, Lin, 2025). At the same time, relational leadership and human resource management foster creativity, retention, and job satisfaction, as emphasized by numerous authors, including Leah et al. (2025), Shertzer et al. (2022), Arvind and Verma (2025), and Lugviga and Kalvina (2024).

2.5. Models of Organizational Values Relationships

Models linking organizational values, employee well-being, and engagement include P-O Fit, JD-R model, social exchange theory, and CVF. The P-O Fit model indicates that value congruence promotes job satisfaction and engagement, whereas misfit leads to employee stress (Kristof, 1996; O'Reilly et al., 1991; Subramanian et al., 2023). JD-R model highlights importance of balancing job demands and job resources (Demerouti et al., 2001). CVF is used

to illustrate how dominant values influence the work climate and management style (Sasaki et al., 2017). Social exchange theory emphasizes that fair and consistent treatment of employees fosters loyalty, engagement, and well-being, as discussed by many authors, including Kurtessis et al. (2015), Meira and Hancer (2021), Imran et al. (2020), and Liu et al. (2024).

3. Methodology

The research methodology was based on a systematic literature review in accordance with PRISMA 2020 guidelines, covering scientific publications in Polish and English from 1970 to 2025, sourced from Web of Science, Scopus, PsycINFO, EBSCO, ScienceDirect, and Google Scholar databases. The selection included 59 publications that met thematic, quality, and Open Access availability criteria, based on screening of titles, abstracts, and full texts.

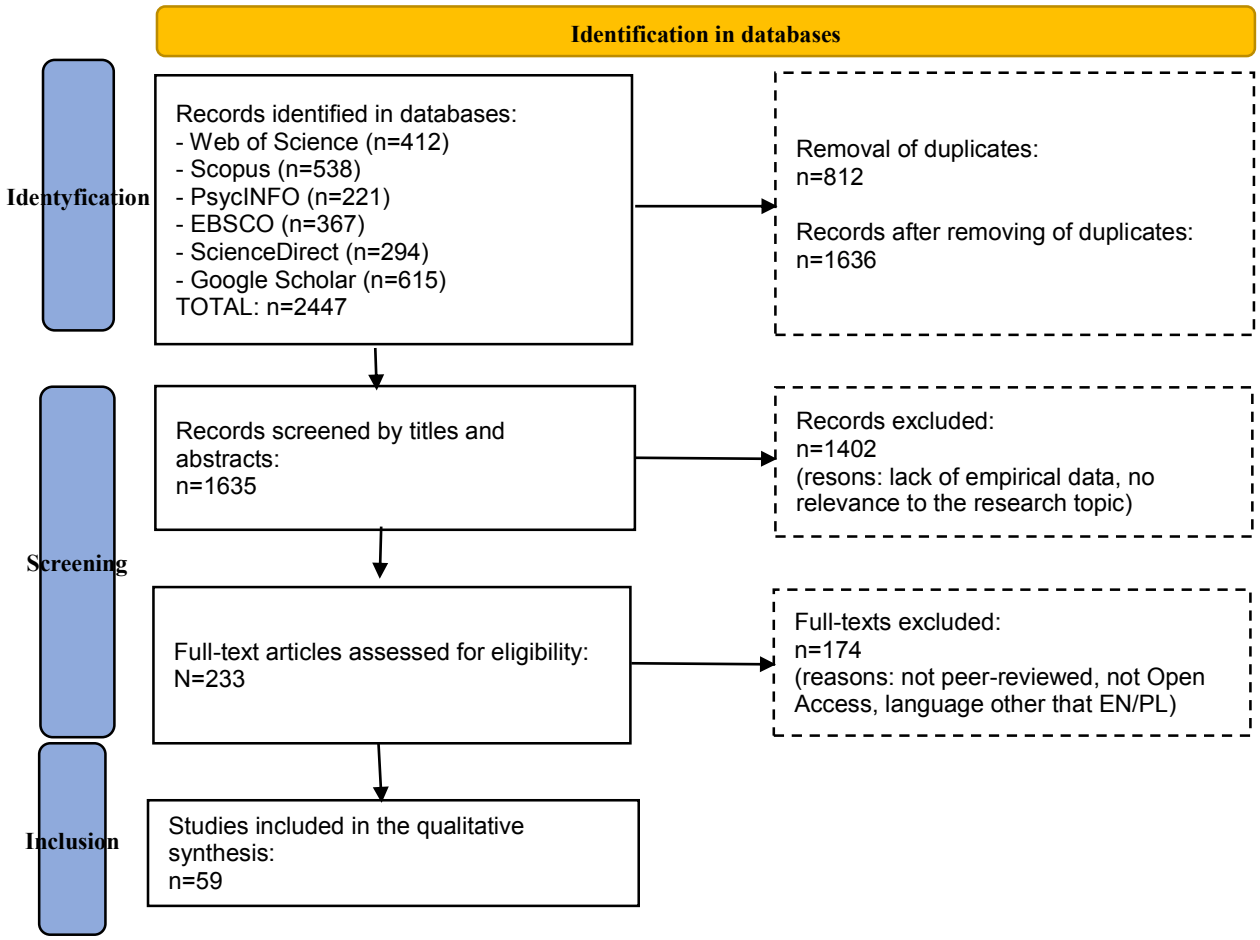

Figure 1. Process of identification, screening, and inclusion of studies in the systematic review (PRISMA 2020).

Source: own elaboration.

3.1. The Review Process

The review included peer-reviewed publications from 1970 to 2025, covering both classical and contemporary approaches to values-based culture, employee well-being, and engagement, including challenges related to digitalization, remote work, artificial intelligence, and "quiet quitting". Analysis focused on Polish- and English-language Open Access articles retrieved from Web of Science, Scopus, PsycINFO, EBSCO, ScienceDirect, and Google Scholar databases.

In the first stage, precise search queries were formulated using keywords related to organizational values, well-being, engagement, P-O Fit, JD-R model, social exchange theory, leadership, meaningful work, and digital work contexts. In the second stage, abstracts were screened, yielding 2447 records. After removing duplicates and excluding incomplete or irrelevant publications, 59 articles were included in final synthesis, ensuring reliability and representativeness of the review.

The search queries covered the following thematic areas:

1. Organizational values and organizational culture: *(organizational values OR values-based culture) AND (organizational culture OR workplace culture)* and *(Competing Values Framework OR CVF) AND (organizational culture OR organizational values)*.
2. Employee well-being and mental health: *(employee well-being OR workplace well-being) AND (psychological well-being OR subjective well-being)*; *(job stress OR work stress) AND (work-life balance)*; *(resilience OR thriving at work OR flourishing at work)*.
3. Work engagement and motivation: *(work engagement OR employee engagement) AND (job resources OR Job Demands-Resources model OR JD-R)*; *(job satisfaction OR employee satisfaction) AND (work engagement OR employee engagement)*.
4. Exchange theories and P-O Fit: *(person-organization fit OR P-O fit OR value congruence) AND (employee well-being OR work engagement OR job satisfaction)*; *(social exchange theory OR organizational reciprocity OR perceived organizational support) AND (employee attitudes OR employee well-being OR work engagement)*.
5. Leadership, motivation, and meaningful work: *(ethical leadership OR responsible leadership OR virtuous leadership) AND (organizational values OR employee well-being OR work engagement)*; *(self-determination theory) AND (meaningful work OR work meaning)*; *(work stress OR occupational stress) AND (work-life balance OR job-life balance)*.
6. Contemporary and digital work contexts: *(digital workplace OR digital work environment OR artificial intelligence at work) AND (employee well-being OR work engagement)*; *(remote work OR hybrid work) AND (organizational values OR work engagement)*; *(employee agility OR workforce agility OR quiet quitting) AND (employee well-being OR work engagement)*.

4. Discussion and Conclusions

The literature analysis indicates that a coherent and authentic values-based organizational culture promotes employee well-being, engagement, and positive work climate, as confirmed by Cameron (2011) and Dolan et al. (2006). Empirical studies also emphasize the role of person–organization fit (P-O Fit), which strengthens employees' identification with the organization and supports higher levels of engagement (Schwartz, 2007; Bakker, Demerouti, 2017). An important factor is the consistent implementation of organizational values through leadership styles and human resource management practices (Rahmadara, Rachmawatu, 2025; Lugviga, Kalvina, 2024; Patel, Verma, 2025). Conversely, the lack of authenticity in the implementation of organizational values may lead to decreased motivation, burnout, and increased employee turnover, including the phenomenon of "quiet quitting" (Udin, 2024).

The reviewed studies are characterized by considerable heterogeneity, resulting from diverse definitions and conceptualizations of organizational culture (Hofstede et al., 2010; Cameron, Quinn, 2011). Researchers also apply different methods for measuring organizational values and P-O Fit (Meglino, Ravlin, 1998), as well as various conceptualizations of employee well-being and engagement (Kahn, 1990; Schaufeli et al., 2002). Both qualitative approaches (Schein, 2010) and quantitative survey-based methods are used in literature. In addition, researchers employ different analytical frameworks and measurement tools, including the JD-R model (Demerouti et al., 2001), the Utrecht Work Engagement Scale (UWES) (Schaufeli et al., 2002), and various approaches to measuring well-being (Diener, 1984; Deci, 1971).

The most important conclusion drawn from the systematic literature review is that values-based organizational culture and values-driven leadership are key determinants of employee well-being and engagement. Within the JD-R framework, values-based culture can be considered as essential job resource that enhances motivational processes and protects employees from negative effects of excessive job demands. Values such as integrity, responsibility, meaningful work, and mutual respect create conditions conducive to job satisfaction, mental health, and resilience to stress. The literature also shows that employee well-being acts as mediating mechanism between values-based culture and employee engagement, shaping the quality of work experiences and psychological safety. A critical role in this process is played by the alignment between employee and organizational values, social exchange relationships, and perceived organizational support. A coherent and authentic values-based culture supports satisfaction of autonomy, competence, and relatedness needs, thereby strengthening intrinsic motivation, loyalty, and work performance. Conversely, lack of authentic implementation of organizational values leads to erosion of trust, increased stress, and higher turnover intentions, negatively affecting both employees and organizations (Cameron, 2011; Hendriks et al., 2020).

A coherent and authentic values-based organizational culture, supported by values-driven leadership, is a key determinant of employee well-being, engagement, and positive work outcomes. Alignment between employee and organizational values, consistent implementation through leadership and HR practices, and perceived organizational support strengthen intrinsic motivation, loyalty, and performance, while lack of authenticity leads to stress, burnout, and turnover. Despite methodological and conceptual heterogeneity in the literature, the evidence consistently highlights the critical role of values in shaping work experiences, psychological safety, and resilience to job demands.

5. Limitations and Recommendations for Future Research

It should be emphasized that the conclusions of this study should be interpreted in light of its methodological limitations. The review was qualitative in nature and relied solely on the analysis of literature, without including primary empirical data from organizations. This scope allows for capturing dominant research trends and theoretical models, but does not permit testing causal relationships or assessing their strength in specific organizational contexts. A significant limitation is the definitional and operational heterogeneity of the constructs studied, as well as the selective choice of sources due to database coverage, time frames, and Open Access availability. Despite clearly defined search criteria, some relevant studies may have been omitted, particularly practical works or publications outside the main scientific databases.

Future research should therefore adopt longitudinal and multi-level approaches that integrate the perspectives of individuals, teams, and organizations, while combining quantitative and qualitative methods. It is also important to consider sectoral and cultural diversity and to analyze the impact of new work contexts, such as remote work, digitalization, and artificial intelligence, on the relationships between organizational values, employee well-being, and engagement.

Funding

This publication will be financed from research funds allocated to Gdynia Maritime University, Faculty of Management and Quality Sciences, under grant no. WZNJ/2026/PZ/09.

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