




Article

Cultural Drivers of Youth Engagement in Saudi Arabia's Industrial Sector: Supporting Vision 2030 Through Organizational Performance

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Abstract

As Saudi Arabia strives to meet the ambitious goals of Vision 2030, increasing youth employment has become a national priority—particularly in the industrial sector. This study explores how key cultural factors within organizations influence the engagement, motivation, and performance of young employees. Focusing on a workforce segment critical to the country's economic transformation, the research examines the impact of trust in management, perceptions of fairness, team cohesion, and hierarchical workplace values on youth engagement. A quantitative research approach was adopted, using data gathered from a large and diverse sample of young professionals working in Saudi-owned and international industrial companies. A pilot study ensured the reliability and validity of the research instruments. Structural equation modeling (SEM) was employed to analyze the relationships among cultural variables and employee outcomes. The findings reveal that trust-based leadership, organizational justice, and inclusive team dynamics are key to fostering engagement among young workers. Respect for cultural norms, such as hierarchy and collectivism, also plays a distinct role in shaping the attitudes and productivity of the emerging workforce. This study contributes practical insights for organizational leaders, Human Resources (HR) professionals, and policymakers working to align youth employment strategies with Saudi Arabia's national vision. By promoting culturally grounded practices that support young talent, organizations can play a pivotal role in building a resilient, motivated, and future-ready workforce.

Keywords: cultural drivers; youth engagement; workforce; Saudi Arabia; performance

JEL: D23, M14, M12, O25

1. Introduction

In recent years, the Kingdom of Saudi Arabia has embarked on a comprehensive national transformation through its ambitious Vision 2030 initiative, which seeks to diversify the economy, modernize public institutions, and increase employment opportunities—particularly for the nation's growing youth population. As one of the core pillars of Vision 2030, youth empowerment and workforce development are viewed as essential for achieving long-term national sustainability and competitiveness. In this context, organizations across the industrial sector are increasingly required to rethink traditional management practices and align their internal cultures with the evolving needs of young professionals. A growing body of research highlights the central role of organizational culture in shaping employee behavior, engagement, and performance. However, within the Saudi Arabian context—where cultural values such as respect for hierarchy, collectivism, and loyalty remain deeply embedded—there is limited empirical research addressing how these cultural dynamics affect the engagement of young employees in the industrial sector. Understanding these relationships is crucial, not only for improving workplace effectiveness but also for ensuring that youth employment initiatives resonate with the broader societal context.

This study aims to bridge this gap by examining the impact of specific cultural factors—such as trust in management, perceptions of organizational justice, team cohesion, and hierarchical norms—on youth engagement and performance. Through a large-scale quantitative analysis involving 477 participants, the study seeks to generate evidence-based insights to inform organizational strategy, leadership practices, and policy development in support of Vision 2030's employment goals. By focusing on the cultural foundations of employee engagement, this research contributes to the growing discourse on how to cultivate a productive, motivated, and future-ready Saudi workforce.

With over 60% of the population under the age of 30, the country is facing both an opportunity and a challenge: to fully integrate its young workforce into key economic sectors, especially industry, which plays a vital role in the diversification of the national economy (Ullah et al., 2021; Vision 2030, 2016). Achieving this goal requires more than just job creation; it demands rethinking organizational culture to ensure that workplaces are inclusive, motivating, and aligned with the expectations and values of the younger generation. Organizational culture—defined as the shared values, beliefs, and practices that shape behavior—has been widely recognized as a key driver of employee engagement and performance (Schaufeli et al., 2002; Schein, 2010).



However, cultural constructs are not universal. In Saudi Arabia, cultural norms such as respect for authority, group cohesion, and loyalty continue to shape how employees interact with management and respond to workplace dynamics (Ali et al., 2020; Hofstede, 2011). These cultural expectations can particularly influence how young professionals perceive fairness, trust in leadership, and engage with organizational objectives.

Despite the increasing emphasis on youth inclusion in the workforce, few empirical studies have examined the role of organizational culture in supporting youth engagement and performance in the Saudi industrial sector. This study aims to fill that gap.

Research Question: How do cultural factors—such as trust in management, perceptions of fairness, team cohesion, and respect for hierarchy—influence youth employee engagement and performance in Saudi Arabia’s industrial organizations within the framework of Vision 2030? The structure of this research unfolds as follows: Section 1 presents a review of the relevant literature on organizational culture, youth engagement, and the Saudi Vision 2030 framework. Section 2 outlines the methodology, including sample characteristics, research instruments, and data analysis procedures using structural equation modeling (SEM). Section 3 presents the results of the quantitative analysis, highlighting key relationships between cultural variables and employee engagement/performance. Section 4 presents the results and findings in relation to existing literature, offering practical recommendations for leaders and policymakers. Section 5 concludes the article with a summary of contributions, limitations, and suggestions for future research.

2. Literature Review

2.1 Organizational Culture in the Saudi Context

Organizational culture encompasses the shared values, beliefs, and behavioral norms that shape employee attitudes and workplace interactions (Schein, 2010). In Saudi Arabia, these cultural dynamics are deeply influenced by social traditions, religious values, and hierarchical social structures (Hofstede, 2011). Hierarchical respect, group loyalty, and collectivism are dominant characteristics, affecting how employees respond to leadership and organizational expectations (Ali et al., 2020). These features are particularly relevant in industrial companies where formal authority and chain of command still play a major role in employee behavior. With the launch of Vision 2030, Saudi organizations are under pressure to modernize while still honoring local cultural values. This balancing act creates a need to better understand how organizational culture influences younger employees, many of whom seek autonomy, equity, and meaningful participation in decision-making.

2.2 Youth Engagement in the Workplace

Employee engagement refers to the emotional and cognitive commitment an individual has toward their organization and its goals (Kahn, 1990; Schaufeli et al., 2002). For young employees, engagement is shaped not only by leadership and incentives but also by perceptions of fairness, inclusiveness, and cultural compatibility within the organization. Millennials and Generation Z workers increasingly expect workplaces to reflect openness, trust, and social responsibility—values that may at times contrast with traditional organizational cultures in the region. Despite these shifts, limited research has focused specifically on how youth employees in Saudi Arabia interpret and interact with organizational culture, especially in sectors such as manufacturing and heavy industry. Given the strategic priority of youth employment under Vision 2030, addressing this gap is both timely and necessary (Ullah et al., 2021).

2.3 Key Cultural Factors Influencing Engagement

This study focuses on four major cultural variables that have been identified in the literature as critical to shaping employee engagement and performance, especially among younger workers: Trust in Management: Trust fosters psychological safety and enhances motivation. In hierarchical cultures like Saudi Arabia, trust in leadership authority is especially critical for employee loyalty and performance (Ali et al., 2020). Organizational Justice: The perception of fairness in processes and decisions has a strong influence on engagement, particularly for youth who place high value on equity and inclusion (Cropanzano and Greenberg, 1997). Team Cohesion: Effective collaboration and a sense of belonging are known predictors of job satisfaction and reduced turnover, especially in collectivist societies (Schaufeli et al., 2002). Respect for Hierarchy: While younger employees may seek more autonomy, respect for traditional structures still plays an important role in how they interpret their roles and responsibilities in Saudi companies (Hofstede, 2011).

2.4 Vision 2030 and Cultural Alignment

Saudi Vision 2030 explicitly calls for a stronger, more diversified economy with an empowered and engaged workforce. Central to this vision is the integration of Saudi youth into the labor market, supported by improved training, inclusive employment practices, and modernized organizational structures (Vision 2030, 2016). However, cultural misalignment remains a barrier to change in many industrial companies. Understanding how to leverage local cultural strengths while addressing generational expectations is key to achieving sustainable transformation. While there is substantial research on organizational culture and employee engagement globally, few studies have explored these dynamics in the Saudi industrial context, particularly with a focus on youth. This study aims to address this gap by empirically examining how cultural factors influence en-

agement and performance among young employees, providing practical insights to support Vision 2030's employment objectives.

2.5 Hypothesis

Employee engagement and performance are central to organizational success, and cultural factors have been widely recognized as shaping workplace attitudes and behaviors. Drawing on Social Exchange Theory (SET) and Organizational Culture Theory, this study argues that cultural values embedded in Saudi organizations play a critical role in shaping how young employees interact with their work and relate to management. Although previous research has examined these cultural factors in different contexts, few studies have investigated their collective influence on youth in the Saudi industrial sector. The following hypotheses are therefore developed.

Hypothesis 1: Cultural factors significantly influence youth employee engagement and performance in industrial organizations in Saudi Arabia. Trust is a fundamental element in the employee–organization relationship. When employees trust their leaders, they are more likely to invest effort, show loyalty, and engage in discretionary behaviors that enhance performance (Colquitt et al., 2007; Dirks and Ferrin, 2001). Trust in management has been shown to foster psychological safety and motivation, which are especially critical for younger employees seeking guidance and support in their careers (Mayer et al., 1995). In the Saudi context, where organizational hierarchies are prominent, trust becomes an essential mediator of positive employee outcomes (Al Halbusi et al., 2021).

H1a: Trust in management has a positive impact on youth employee engagement and performance. Organizational justice refers to the perceived fairness of procedures, distribution of resources, and interpersonal treatment. Studies consistently demonstrate that when employees perceive fairness, they are more likely to report higher engagement, stronger commitment, and improved job performance (Colquitt et al., 2001; Cropanzano and Wright, 2001). Justice perceptions are particularly influential in collectivist societies, where equitable treatment fosters trust in leadership and cohesion among teams (Alfes et al., 2013). Given that Saudi organizations are undergoing major transformation under Vision 2030, fairness in decision-making is expected to be a critical driver of youth motivation.

H1b: Perceived organizational justice positively affects youth employee engagement and performance. Team cohesion reflects the extent to which members feel connected, collaborate, and work toward shared goals. Cohesive teams provide social support, foster belonging, and encourage cooperative behavior, which in turn enhances employee engagement and reduces turnover (Bakker et al., 2011; Chiaburu and Harrison, 2008). For young employees, who often value peer relationships and collective identity, team cohesion is a particularly strong predictor of positive

workplace attitudes (Mathieu et al., 2015). In the Saudi industrial sector, where teamwork is essential for operational efficiency, cohesive groups can significantly boost engagement and performance outcomes.

H1c: Team cohesion is positively associated with youth employee engagement and performance. In high power-distance cultures such as Saudi Arabia, respect for authority and hierarchical norms is deeply ingrained in organizational life (Hofstede, 2001). Employees are expected to defer to superiors, which can influence how they engage with their roles and contribute to performance. While strict hierarchies can sometimes hinder innovation, they may also provide clarity of roles, stability, and respect for authority that positively shape employee engagement. Respecting hierarchy is thus a cultural dimension that likely impacts both motivation and outcomes among Saudi youth employees.

H1d: Respect for hierarchical norms influences youth employee engagement and performance. This framework addresses a critical gap in the literature by contextualizing cultural dimensions within the youth employment agenda of Vision 2030.

3. Methodology

3.1 Research Design and Conceptual Model

This study employed a quantitative, cross-sectional research design to investigate the relationship between selected cultural factors and youth employee engagement and performance within industrial organizations in Saudi Arabia (see Fig. 1). The approach was chosen to allow for empirical testing of hypothesized relationships using validated measurement instruments and statistical modeling.

3.2 Population and Sample

The target population consisted of young employees (aged 20–35) working in industrial companies across Saudi Arabia. A non-probability purposive sampling technique was used to select participants who met the age and sector criteria. A total of 477 valid responses were collected through a structured, self-administered questionnaire. The sample included both Saudi-owned and international firms, with representation from diverse sub-industries such as manufacturing, logistics, petrochemicals, and food production. This diversity enhanced the external validity of the study and allowed for generalizability within the industrial context. We proceeded by determining the parent population, which consists of Saudi industrial companies that have the characteristics for the study. Respondents included executives, project managers, finance analysts, accounting personnel, and leaders from Aramco Company, Saudi European Petrochemical Company, Arabian Petrochemical Company, SABIC (Saudi Basic Industries Corporation) Investment and Local Content Development Company (“NUSANED”), SABIC Industrial Investments Company (“SIIC”), Saudi Kayan Petrochemical Company (“SAUDI KAYAN”), and SABIC Innovative Plastics and Aramco Oil

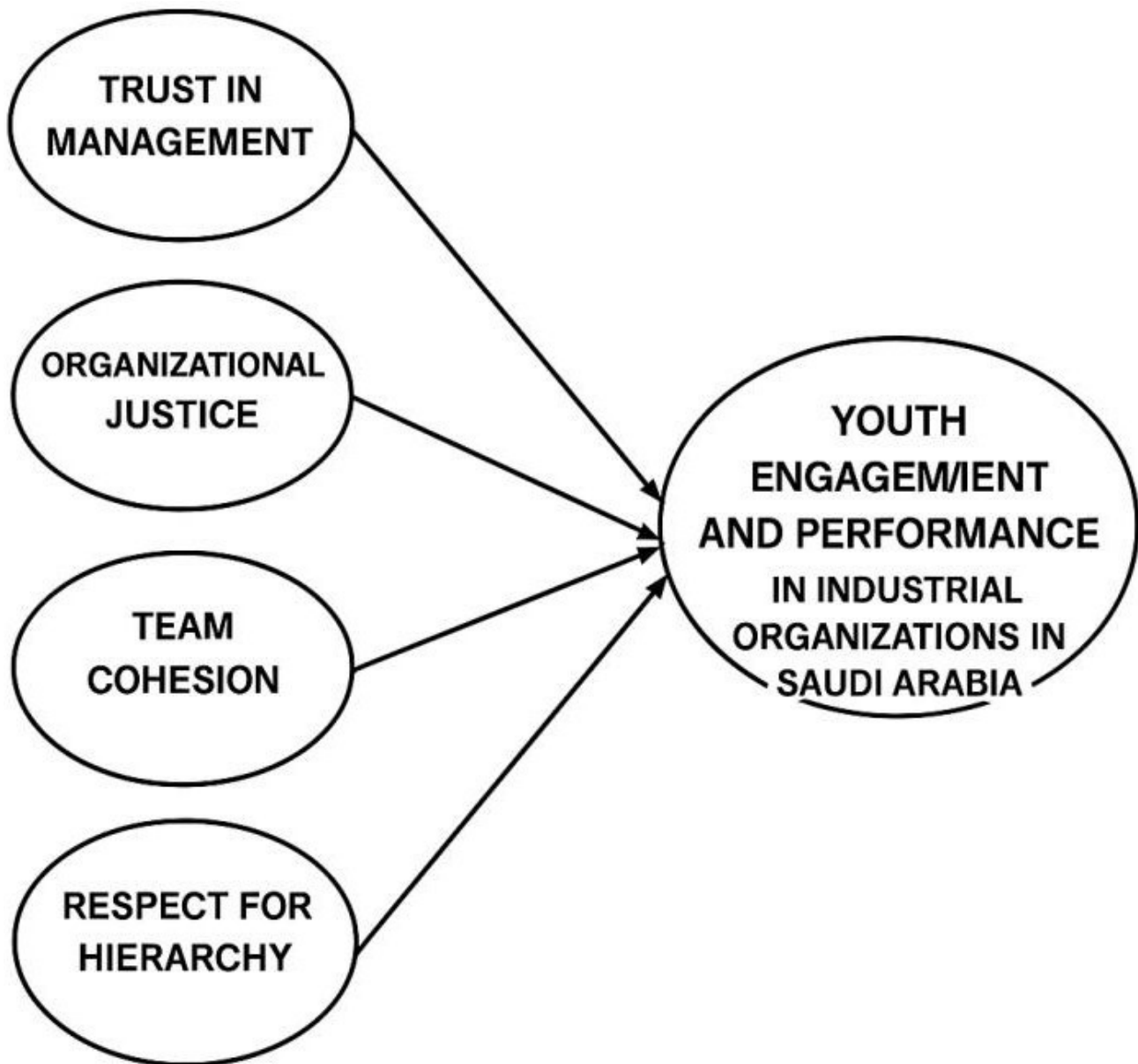


Fig. 1. Conceptual framework (source: author's elaboration).

Pipelines Company. The survey data collected were analyzed using SPSS 2024 (IBM Corp., Armonk, NY, USA) and Amos 23 (IBM Corp., Armonk, NY, USA). This software was used to describe the data and conduct statistical analyses, including factor sorting and multivariate modeling.

Through Table 1, the most interviewees (41.3%) were aged 26–35 years, followed by those aged 36–45 (30.4%), 46–55 (15.3%), 20–25 (10.3%), and 56–60 (2.7%). The age of respondents plays a critical role in response reliability, as more experienced individuals are likely to provide more accurate insights into our research context.

Most respondents (65%) were male, while 35% were female. Specifically, 356 participants (74.6%) were employed by Saudi-owned companies, while 121 participants

(25.4%) worked in foreign-owned firms. This clarification enhances contextual insight into the sample.

3.3 Instrument Development

The questionnaire was developed based on validated scales adapted from previous research, with modifications to suit the Saudi cultural and organizational context. All items were measured using a 5-point Likert scale ranging from 1 (“Strongly Disagree”) to 5 (“Strongly Agree”).

The questionnaire comprised five main constructs (see Appendix Table 3):

- Trust in Management (4 items) – adapted from Ali et al. (2020)
- Organizational Justice (4 items) – based on Cropanzano & Greenberg (1997)

Table 1. Respondent profile.

Category	Scale	Percentage
Age of respondents	20–25 Years	10.3%
	26–35 Years	41.3%
	36–45 Years	30.4%
	46–55 Years	15.3%
	56–60 Years	2.7%
Gender of respondents	Male	65%
	Female	35%
Work experience	Less than 2 years	14.9%
	2–5 Years	15.1%
	6–10 Years	13.6%
	10–15 Years	21.6%
	16–20 Years	11.1%
	More than 20 Years	23.7%
Education level	High School Diploma	3.6%
	Bachelor's Degree	25.2%
	Master's Degree	9%
	Professional Master's Degree	47.4%
	Engineering Degree	11.9%
	Doctorate (PhD)	2.9%
Role	Director	20.1%
	Senior Manager	49.9%
	Mid-level Manager	19.7%
	Employee	10.3%

- Team Cohesion (4 items) – adapted from Schaufeli et al. (2002)
- Respect for Hierarchy (4 items) – derived from Hofstede's (2011) cultural dimensions
- Employee Engagement and Performance (6 items) – based on Schaufeli et al. (2002)

The instrument was developed in English and Arabic, and a back-translation procedure was employed to ensure linguistic accuracy and cultural relevance.

3.4 Pilot Study

A pilot study involving 40 participants was conducted to assess the reliability and clarity of the instrument. The Cronbach's alpha coefficients for all constructs exceeded 0.75, indicating acceptable internal consistency. Feedback from the pilot led to minor revisions in item wording to improve clarity.

3.5 Data Collection

Data collection was carried out over a four-week period through both online and paper-based distribution methods, with organizational permission. Respondents were assured of anonymity and confidentiality, and participation was entirely voluntary.

3.6 Data Analysis

Data were analyzed using Structural Equation Modeling (SEM) with the AMOS software package. Prior to SEM, exploratory factor analysis (EFA) was conducted to assess dimensionality, followed by confirmatory factor analysis (CFA) to evaluate the measurement model. Several steps were undertaken to ensure methodological rigor throughout the analysis.

3.6.1 Assessment of Common Method Variance (CMV)

Since the study relied on self-reported data from a single source, the potential risk of Common Method Variance (CMV) was examined. Harman's single-factor test was performed, and the results showed that the first factor accounted for 32.4% of the variance, well below the 50% threshold, suggesting that CMV was not a major concern. In addition, a common latent factor (CLF) test was conducted within AMOS. The model fit indices did not significantly improve when the CLF was included, further confirming that CMV was unlikely to bias the results.

3.6.2 Reliability and Validity Tests

Construct reliability was examined using Cronbach's alpha and Composite Reliability (CR). Convergent validity was assessed through the Average Variance Extracted

(AVE), where values above 0.50 are considered acceptable. Discriminant validity was tested using the Fornell–Larcker criterion, which requires the square root of the AVE for each construct to be greater than its correlations with other constructs.

All constructs demonstrated strong reliability ($\alpha > 0.75$; CR > 0.70), acceptable convergent validity (AVE > 0.50), and discriminant validity.

3.6.3 Structural Model Evaluation

The structural model was tested using SEM. The model fit was evaluated using multiple indices:

- Chi-square/df ratio (CMIN/DF)
- Comparative Fit Index (CFI)
- Tucker–Lewis Index (TLI)
- Root Mean Square Error of Approximation (RMSEA)
- Goodness-of-Fit Index (GFI)
- Adjusted Goodness-of-Fit Index (AGFI)

In cases of non-normal data distribution, bootstrapping with 5000 resamples was applied to obtain bias-corrected confidence intervals for path coefficients, thereby increasing the robustness of the results.

4. Results

4.1 Descriptive Statistics and Reliability

Descriptive analysis showed that participants were primarily between 20 and 35 years old, with a balanced gender distribution and representation from both Saudi-owned and international industrial companies. All key constructs demonstrated strong internal consistency, with Cronbach’s alpha values ranging from 0.81 to 0.88 (see Table 2).

Table 2. Descriptive statistics and reliability.

Construct	Cronbach’s α
Trust in Management	0.84
Organizational Justice	0.86
Team Cohesion	0.81
Respect for Hierarchy	0.83
Employee Engagement and Performance	0.88

4.2 Confirmatory Factor Analysis (CFA)

CFA confirmed good construct validity. As shown in Appendix Table 4, model fit indices indicated a moderately acceptable fit: CFI = 0.92, TLI = 0.90, RMSEA = 0.057, GFI = 0.91, AGFI = 0.88.

4.3 Structural Equation Modeling (SEM) Results

The SEM model was used to test the hypotheses regarding the effect of cultural factors on youth engagement and performance (see Appendix Table 5).

4.4 Explained Variance

The model explained 57% of the variance in youth employee engagement and performance ($R^2 = 0.57$), indicating a substantial effect of cultural variables on the dependent construct (see Appendix Table 6).

5. Discussion

The purpose of this study was to explore the impact of cultural factors on youth employee engagement and performance within Saudi Arabia’s industrial sector, in the context of Vision 2030. The findings provide strong empirical support for the hypothesized model, explaining 57% of the variance in youth engagement and performance ($R^2 = 0.57$). This indicates a substantial effect of cultural factors, underscoring the practical significance of cultural factors in shaping how young employees experience and respond to workplace environments.

Among the cultural factors examined, trust in management emerged as the strongest predictor ($\beta = 0.41, p < 0.001$). This is a moderately strong effect in behavioral research (Hair et al., 2010), showing that transparent communication, credibility, and psychological safety are critical drivers of engagement among Saudi youth. Even incremental improvements in leadership trustworthiness can lead to meaningful gains in performance across industrial organizations. In the Saudi context—where respect for authority is culturally ingrained—this result underscores that authoritative leadership must also be relational and trust-based to effectively engage the youth workforce (Ali et al., 2020).

Organizational justice had a slightly smaller yet still significant effect ($\beta = 0.36, p < 0.001$). This demonstrates that fairness in decision-making, recognition, and resource allocation is not only ethically important but also a practically relevant predictor of motivation, retention, and performance. The effect size suggests that initiatives promoting equitable Human Resources (HR) policies can yield substantial improvements in engagement outcomes, particularly for younger employees (Cropanzano and Greenberg, 1997).

Team cohesion showed a moderate impact ($\beta = 0.29, p < 0.01$), reflecting Saudi Arabia’s collectivist cultural orientation (Hofstede, 2011). While smaller than trust and justice, cohesive teams strengthen interpersonal bonds and emotional attachment to the organization. Practically, fostering cross-functional collaboration and peer support systems could enhance engagement and provide a buffer against disengagement.

Finally, respect for hierarchy exhibited a statistically significant but comparatively smaller effect ($\beta = 0.11, p < 0.05$). Although the magnitude is modest, this factor remains practically meaningful. Hierarchical respect functions as a baseline cultural expectation; neglecting it could undermine organizational credibility and employee compliance. Even small effects at the organizational or national scale—especially under Vision 2030 workforce

initiatives—could translate into meaningful differences in employee behavior and organizational climate.

Table 3. Descriptive statistics and reliability of constructs (N = 477).

Construct	Items	Mean	SD	Cronbach's α
Trust in Management	4	3.91	0.76	0.84
Organizational Justice	4	3.87	0.71	0.86
Team Cohesion	4	3.79	0.73	0.81
Respect for Hierarchy	4	4.12	0.68	0.83
Engagement & Performance	6	4.05	0.70	0.88

Note: SD, Standard Deviation.

Table 4. Model fit indices for CFA.

Fit index	Acceptable threshold	Observed value
CMIN/DF	<3.00	2.51
CFI	≥ 0.90	0.92
TLI	≥ 0.90	0.90
GFI	≥ 0.90	0.91
AGFI	≥ 0.90	0.88
RMSEA	≤ 0.08	0.057

Note: CMIN/DF, Chi-square/df ratio; CFI, Comparative Fit Index; TLI, Tucker–Lewis Index; GFI, Goodness-of-Fit Index; AGFI, Adjusted Goodness-of-Fit Index; RMSEA, Root Mean Square Error of Approximation.

The findings presented in Appendix Table 7 indicate that all constructs demonstrated satisfactory reliability and convergent validity. The values of Cronbach's Alpha and Composite Reliability exceeded the recommended threshold of 0.70, suggesting that the measurement items consistently captured their respective constructs. In addition, the AVE values were above 0.50, indicating that the constructs explained a sufficient proportion of variance in their indicators. These results support the adequacy of the measurement model and provide confidence for proceeding with the structural analysis and hypothesis testing.

Overall, the results demonstrate that while cultural factors vary in their relative influence, each contributes uniquely and meaningfully to youth engagement. For industrial leaders, HR practitioners, and policymakers, these findings suggest a strategic focus on: Trust-building leadership development programs to foster transparency, open communication, and participatory management. Fair HR policies emphasizing clarity and equity in promotions, evaluations, and disciplinary procedures. Team-based work models that encourage cohesion and collective purpose. Maintaining culturally aligned hierarchical norms to ensure credibility and harmony while modernizing HR systems.

This study contributes to the literature by integrating organizational culture theory with a youth-focused perspective in a non-Western context. Unlike many engagement studies conducted in Western settings, this research captures cultural dimensions unique to Saudi Arabia—such as hierarchical norms and collectivism—and provides an empirically validated SEM model that can be replicated or extended in other sectors or countries with similar cultural profiles.

6. Conclusion

This study investigated the influence of key cultural factors—trust in management, organizational justice, team cohesion, and respect for hierarchy—on youth employee engagement and performance within Saudi Arabia's industrial sector. Situated within the broader national framework of Vision 2030, the research emphasizes the urgent need to integrate Saudi youth into meaningful, productive roles that contribute to national growth.

Using a quantitative methodology and a sample of 477 participants, the study demonstrated that cultural variables significantly shape how youth interact with their organizational environment. Notably, trust in leadership and perceived fairness were the strongest predictors of engagement and performance, indicating that younger employees in Saudi Arabia are responsive not only to authority but also to how that authority is exercised.

These findings suggest that the success of Vision 2030's workforce development goals hinges not just on expanding employment opportunities but on reshaping organizational cultures to reflect evolving generational expectations while honoring local traditions. Organizations that succeed in culturally aligning their leadership and HR practices with youth values will be better positioned to attract, engage, and retain top talent in the years ahead.

Despite its contributions, this study has several limitations: First, the cross-sectional design. The data were collected at a single point in time, limiting the ability to make causal inferences. A longitudinal approach could offer deeper insights into how cultural perceptions and engagement evolve over time. Second, the reliance on self-reported data: All data were self-reported, which may introduce bias such as social desirability or overestimation of engagement levels.

Future studies should examine moderating variables such as gender, educational level, or job type to better understand subgroup differences in engagement dynamics. Comparative analyses between Saudi youth and expatriate workers, or across different industries (e.g., public vs. private), would also provide valuable insights.

Availability of Data and Materials

All data supporting the findings are available from the author upon request.

Table 5. Path coefficients and hypothesis testing.

Hypothesis	Path relationship	β	p -value	Result
H1a	Trust in Management → Engagement/Performance	0.41	<0.001	Supported
H1b	Organizational Justice → Engagement/Performance	0.36	<0.001	Supported
H1c	Team Cohesion → Engagement/Performance	0.29	<0.01	Supported
H1d	Respect for Hierarchy → Engagement/Performance	0.11	<0.05	Supported

Table 6. Variance explained by the model.

Dependent variable	R ²	Interpretation
Youth Engagement & Performance	0.57	Moderate to strong explanatory power

Table 7. Sample table for AVE & CR.

Construct	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)	$\sqrt{\text{AVE}}$
Trust in Management	0.84	0.86	0.58	0.76
Organizational Justice	0.86	0.88	0.61	0.78
Team Cohesion	0.81	0.84	0.57	0.75
Respect for Hierarchy	0.83	0.87	0.60	0.77
Engagement & Performance	0.88	0.90	0.63	0.79

Note: Values above $\alpha = 0.70$, CR = 0.70, and AVE = 0.50 meet recommended thresholds (Fornell and Larcker, 1981).

Author Contributions

CMR: Writing – original draft, Writing – review & editing, and analyzed the data. The author read and approved the final manuscript. The author has participated sufficiently in the research and agreed to be accountable for all aspects of the research.

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Conflicts of Interest

The author declares no conflicts of interest.

Declaration of AI and AI-Assisted Technologies in the Writing Process

During the preparation of this research the author used ChatGPT-4 in order to check spelling and grammar. After using this tool, the author reviewed and edited the content as needed and takes full responsibility for the content of the publication.

Appendix

See Tables 3,4,5,6,7.

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