

# A study on examining the role of Organizational Culture in driving Employee Engagement

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**Abstract:** The research examines the impact of organizational culture on employee engagement in multiplex theatres within the Kalyan region. Organizational culture refers to the prevailing values, beliefs, norms, practices, and behaviour within an organization. This study aims to examine employee engagement, organizational culture, and the effect of culture on employee engagement. A close-ended questionnaire was used to collect primary data from 100 samples. The data analysis employed tools such as pie charts, bar graphs, and statistical methods like ANOVA, correlation, and regression. The findings suggest that employees are more engaged in their jobs due to the prevailing culture at their workplace.

**Keywords:** organization culture, employee engagement, multiplex theatres

## INTRODUCTION

Employment efficiency gives a great impact on the development of a company and it is manifested through job satisfaction, production, and retention (Saks, 2006). Although many analyses have considered the antecedents of employee engagement, the company's organizational culture becomes more and more the issue causing an employee to get disengaged to their work (Albrecht, 2015). Organizational culture refers to the fundamental values, beliefs, and norms that are shared and practiced by members of a company (Schein, 2010). A supportive and inclusive culture fosters motivation, commitment, and strong interpersonal relationships among employees, ultimately enhancing their engagement (Schaufeli & Bakker, 2004).

Companies that conduct open communication and in which employees can have trust in leadership while they are given a chance for their own developed tend to show engagement at their highest levels (Denison et al., 2014). The truth certainly is that the existence of poisonous or disordered cultures may bring about the indifferent position of a worker or the dissatisfaction of a worker that eventually results in job turnover rates (Kahn, 1990). This paper attempts to provide the relationship between the organizational culture and the engagement of workers through a thorough examination of essential cultural factors, leadership styles, and management practices that create an engaged workforce.

## REVIEW OF LITERATURE:

Organizational culture plays a crucial role in employee engagement by shaping their perspectives, attitudes, and behaviors in the workplace. Research has consistently shown that a positive and supportive culture enhances employee satisfaction and commitment. According to Schein (2010), organizational culture consists of shared

values, norms, and practices that guide employee interactions and contribute to achieving organizational objectives. Healthy culture aligns employee values with organizational objectives, resulting in increased engagement.

Macey and Schneider (2008) emphasize the importance of leadership in cultivating a culture that supports employee engagement. They argue that transformational leadership styles significantly enhance engagement levels by fostering trust and inspiring employees. Similarly, Hofstede (1980) underscores the impact of cultural dimensions such as power distance and individualism versus collectivism on engagement.

Kahn (1990) introduced the concept of psychological conditions—meaningfulness, safety, and availability—as essential for engagement. He suggested that a culture that provides employees with purpose and psychological security contributes to higher engagement levels. Furthermore, Kotter and Heskett (1992) assert that adaptive cultures, characterized by innovation and responsiveness, are more likely to sustain engagement over time.

Recent studies, such as Albrecht et al. (2015), integrate employee engagement with organizational citizenship behaviors, suggesting that engaged employees are more likely to contribute beyond their formal roles. The role of rewards, recognition, and internal communication has also been extensively discussed (Towers Watson, 2012), highlighting the importance of a culture of appreciation.

In conclusion, organizational culture plays a pivotal role in driving employee engagement. A supportive, inclusive, and adaptive culture fosters trust, alignment, and motivation among employees, ultimately leading to enhanced performance and retention.

## **SCOPE:**

The scope of this research paper is to examine the influence of organizational culture on employee commitment within a range of various multiplex theatres in Kalyan region. The study also helps to how demographic factors like age, gender, education, and experience have an impact on both the organizational culture and employee engagement.

## **RESEARCH METHODOLOGY:**

This study uses descriptive research design, focusing on the structured collection, analysis, and data presentation. The objective is to find out the impact of organizational culture on employee commitment. The study sample consists of 100 employees selected from various multiplex theatres in

Kalyan region. Data was collected using a questionnaire, focusing on various aspects of organizational culture and employee engagement. The tools used for analysis include simple percentage analysis, ANOVA, correlation and regression.

### *The study aims to:*

- Analyse the influence of organizational culture on employee engagement.

Investigate how demographic factors affect both employee engagement and organizational culture.

## **RESULTS AND DISCUSSION:**

### *Demographics:*

The survey results indicate a workforce with a higher female representation, comprising 60% females and 40% males. Regarding age distribution, the largest proportion of respondents (42%) belong to the 31-40 years age group, followed by 33% in the 20-30 years category. Additionally, 19% fall within the 41-50 years range, while only 6% are between 51-60 years. With no respondents over 60 years, the data suggests a predominantly younger workforce. Regarding job roles, **Operations Executives** form the largest group at **33%**, followed by **Administrative Executives** and **Maintenance Staff** at **17% each**. Other roles include **15% Customer Executives**, **12% Projectionists**, and **6% Managers**, showcasing a diverse workforce primarily engaged in operational and administrative roles.

### *Organization Culture:*

- Connection with the Organization – A mixed response is observed, with 30.0% of employees being neutral, 28.0% agreeing, and 20.0% disagreeing. However, only 16.0% strongly agree, suggesting that organizational connection is not overwhelmingly strong.
- Clarity of Job Functions – Most employees believe their job functions are clearly defined, with 26.0% agreeing and 26.0% remaining neutral. However, 20.0% strongly disagree, indicating room for improvement in job role clarity.
- Awareness of Expectations – Employee opinions are evenly distributed, with 38.0% agreeing and 18.0% remaining neutral. However, 18.0% of employees still disagree, suggesting that some employees may feel uncertain about what is expected of them.
- Recognition of Efforts and Contributions – This area shows mixed responses, with 29.63% of employees being neutral, 24.07% agreeing, and 16.67% disagreeing. The presence of 20.37% who strongly agree indicates that some employees do feel valued, but a significant number remain unsure or dissatisfied.
- Personal Space – This aspect received the highest agreement levels, with 53.97% of employees agreeing and 23.81% remaining neutral. Only 4.76% disagreed, suggesting that most employees feel they have adequate personal space at work.

### *Employee Engagement:*

- In Touch with the Organization: Employee connection with the organization shows mixed responses. While 28.0% agree they feel connected, 30.0% remain neutral, and 26.0% (disagree + strongly disagree) indicate disengagement.
- Clarity of Job Functions: Job role clarity is perceived positively by 38.0% (agree + strongly agree), but 26.0% remain neutral, and 36.0% (disagree + strongly disagree) feel their roles are unclear.
- Awareness of Expectations: A majority (38.0%) of employees agree they know their job expectations, but 32.0% are either neutral or disagree.
- Recognition of Efforts and Contributions: While 44.44% (agree + strongly agree) feel valued, a high neutral response (29.63%) suggests that many employees are uncertain about recognition. 25.93% (disagree + strongly disagree) feel unrecognized, highlighting the need for better appreciation mechanisms.
- Personal Space: This is the most positively rated aspect, with 71.43% (agree + strongly agree) satisfied and only 4.76% expressing dissatisfaction.

## **Table 1: ANOVA.**

		Sum of Squares	df	Mean Square	F	Sig.
Organization_Culture	Between Groups	.795	1	.795	.006	.939
	Within Groups	6620.436	50	132.409		
	Total	6621.231	100			
Employee_Engagement	Between Groups	5.667	1	5.667	.031	.860
	Within Groups	9061.641	50	181.233		
	Total	9067.308	100			

Interpretation: Since the P value is 0.939 for organization culture and 0.860 Employee Engagement which is more than 0.05, we can conclude that there is no significant difference in variables across groups,

**Correlation:**

H<sub>0</sub>: There is no significant relation between Organization Culture and Employee Engagement.

H<sub>1</sub>: There is significant relation between Organization Culture and Employee Engagement.

**Table 2: Correlation**

		Organization_Culture	Employee_Engagement
Organization_Culture	Pearson Correlation	1	.533**
	Sig. (2-tailed)		.000
	N	100	100
Employee_Engagement	Pearson Correlation	.533**	1
	Sig. (2-tailed)	.000	
	N	100	100

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Interpretation: The correlation co-efficient between Organization Culture and Employee Engagement is 0.533. Thus, the variables have slight positive correlation. But since the p-value is 0.00 which is less than 0.05, the co-relation is statistically significant. Thus, null hypothesis is rejected. There exists a significant relation between Organization Culture and Employee Engagement.

**Table 3: Regression:**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	28.169	11.285		2.496	.016
1 Organization_Culture	.623	.140	.533	4.449	.000

Interpretation: The B coefficient for Organizational Culture is 0.623, meaning that for every 1-unit increase in Organizational Culture, Employee Engagement increases by 0.623 units, this indicates a positive relationship between organizational culture and employee engagement.

**Findings of the study:**

This research was attempted to find the relation between organizational culture and employee engagement. The inquiry also looks at how the demographic aspects such as age, gender, education, and experience contribute to organizational culture and employee engagement.

From the study's statistical analysis of 0.533 (r) and p-value of 0.000, it can be concluded that organization culture and employee engagement are positively associated. This means that a better workplace culture will inspire greater employee engagement. While job clarity and expectation awareness are the ones that draw conflicting opinions, personal space turns out to be the most efficiently appreciated matter with 71.43% satisfaction. However, the concern remains to be the participation of the employee in the process as 29.63% are neutral and 25.93% are dissatisfied, suggesting the employees are not clearly aware of their good performance. The "ANNOVA"-analysis results indicate that the differences of the demographic groups in the views of their culture and engagement are not significant. The correlation is statistically significant ( $p < 0.05$ ), and the null hypothesis is rejected, which confirms a meaningful relationship between organizational culture and employee engagement.

**Suggestions:**

- **Enhancing Organizational Connection and Communication**

Since 30% of employees are neutral and 26% feel disconnected from the organization, stronger internal communication strategies are needed.

Implementation of regular employee feedback sessions and team-building activities to foster a sense of belonging.

- **Improving Role Clarity and Expectation Awareness**

With 36% of employees unclear about job roles, organizations should clearly define job responsibilities

through detailed job descriptions and regular performance reviews.

Introduction of training programs and mentorship opportunities can ensure employees fully understand their roles.

- **Strengthening Employee Recognition and Appreciation**

As 29.63% of employees remain neutral and 25.93% feel unrecognized, leadership should increase recognition efforts through performance-based incentives, awards, and public appreciation.

- **Maintaining a Positive Work Environment and Personal Space**

Since 71.43% of employees are satisfied with personal space, organizations should continue prioritizing a comfortable and productive work environment.

- **Strengthening Organizational Culture to Boost Engagement**

The positive correlation ( $r = 0.533, p = 0.000$ ) between organizational culture and engagement suggests that investing in culture-building activities will lead to higher employee commitment.

**CONCLUSION:**

The relations prove organizational culture to be the otherwise carefully viewed and appreciated predictor of employee engagement with a statistically significant positive ( $r = 0.533, p = 0.000$ ). While personal space is good enough, employee connection to the organization, role clarity, and recognition needs improvements. Quite a big section of employees is neutral or even disengaged, which means great news for further communications, defined job expectations, and improved appreciation mechanisms tailored.

Therefore, open communication, very clearly defined roles, employee-recognition programs, an inclusive and collaborative work culture shall be in place to create an environment for increasing workforce engagement and motivation. It is all these elements that ensure the employee satisfaction and productivity levels are enhanced alongside long-term retention, thereby forming a more committed and high-performing workforce.

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