



## **A Study on Impact of Culture on Creating an Engaged Workforce**

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### **ABSTRACT:**

This research explores the intricate correlation between culture and workforce engagement, analyzing how cultural norms, values, and practices shape employees' attitudes, behaviours, and dedication within an organization. By conducting a thorough review of existing literature across various disciplines such as organizational psychology, sociology, and management, this study aims to elucidate the mechanisms through which culture impacts the formation and sustenance of a committed workforce.

**KEYWORDS:** Culture, Organizational Culture, Workforce Dynamics.

### **INTRODUCTION:**

Today's world is increasingly globalized, with countries becoming borderless and organizations becoming multinational and global due to technological advancements and a highly diverse workforce. The human resource department plays a multifaceted role in meeting the needs of both the organization and the employees. Competitive organizations adopt a survival strategy of "Think global, act local." Organizations need to focus on developing ambitious human resource strategies that boost enthusiasm and productivity in order to manage this multicultural workplace. The Human Resource Department is creating and putting into practice a number of strategies to help create a strong, professional organizational culture that will help the company succeed.

#### ***Concept of Employee Engagement:***

The notion of employee engagement denotes the extent to which a worker is involved, empowered, motivated, and dedicated to their work and company. Understanding the business environment, an engaged worker collaborates with others to enhance job performance for the organization's gain. Concerned about the organization's future, engaged staff members are prepared to make extra efforts on the organization's behalf. In order to maintain a competitive edge, a business must nurture and keep its human resources, which are its best talent, as it expands globally and enters new markets. Given the significance of these human resources to a company's success and survival, keeping a highly qualified personnel has emerged as a major worry for many businesses in both good and bad times. 2 percent Framework Conceptual An individual's affiliation with the organization is determined by their level of employee engagement. The degree to which people respect, appreciate, and believe in what they do is known as engagement. Companies today must win over employees' hearts and minds in order to motivate them to put in above-average effort if they want to compete. The willingness of workers to "go the extra mile" in order to realize the goals of the company is known as employee engagement.

A study conducted by the Institute of Employment Studies has also highlighted the idea of a mutual relationship between the employer and the employee in employee engagement, suggesting that initiatives from both parties are necessary for a higher index of employee engagement in company. In order to provide a comprehensive definition of employee engagement, Waldard and Shuck (2011) established four ways that provide a wide explanation of employee engagement.

- a) The needs-satisfying strategy, in which an employee's preferred task behaviours are expressed through engagement.
- b) The Burnout Antithesis method, which presents efficacy, vitality, and involvement as the antithesis of constructs, cynicism, and a lack of accomplishment as well as documented burnout and tiredness.
- c) The satisfaction-engagement method proposed that engagement is a higher-level term for job satisfaction that is more technical.
- d) The multifaceted approach: This strategy makes a distinct separation between the job and organizational involvement, typically emphasizing role performance, antecedents, and consequences over organizational identity.

While reviewing the literature on how managers can involve staff members' heads, hearts, and hands, Seijts and Crim (2006) identified 10 components, dubbed the 10 C's of Engagement steps that the management may take to raise the staff members' degree of participation.

***8 C's of Engagement—that managers can use to increase employee engagement.***

They are listed in the following order:

- (1) Connect: the degree to which management shows that it values and cares about its staff.
- (2) Career: the degree to which management assigns labour that is demanding, significant, and promotes professional development to its employees. The degree of transparency and understanding of the organization's activities, policies, and goals by the staff members is known as clarity.
- (3) Communicate: the degree to which management shares objectives and offers criticism.
- (4) Congratulate: the degree to which successful work results in.
- (5) Contribute: the degree to which a person understands how their work will affect the company's culture and failure.
- (6) Control: the degree to which management permits an employee to take the lead on initiatives and participate in decision-making. The degree to which the organization prioritizes teamwork over pursuing individual interests is known as collaborate.
- (7) Credibility: the degree of openness and strong moral standards displayed by the management.
- (8) Confidence: the degree to which the company upholds strong moral and performance standards, fostering a feeling of positive identity among the staff.

***Impact of Employee Engagement in the Workplace:***

Engagement at work is crucial to the success of an organization. One link in the chain connecting an organization's financial performance is employee engagement. Engagement in the workplace keeps employees' negative feelings under control. Workers that are more engaged tend to have greater confidence in their work. Individuals must experience optimism, pride, and a certain amount of conviction about the work they undertake. Workers that are engaged frequently feel more capable at work. A high degree of competence at work often gives one more self-assurance and makes it possible for oneself and the company to reach goals on the personal and professional fronts. Leaders in the organization must provide workers the freedom to grow in their capacities so they can feel confident in their work.

The success of a business depends on employee engagement at work. Employee engagement is one link in the chain that connects the financial performance of a firm. Negative emotions are managed by employees through engagement at work. Engaged workers typically exhibit higher levels of confidence in their work. People need to feel proud of themselves and their job, and they also need to feel optimistic and somewhat convinced about it. Engaged workers usually feel more competent at work. High levels of competence at work frequently boost self-confidence and enable both the individual and the organization to achieve objectives in both the personal and professional spheres. Organizational leaders must give employees the flexibility to develop to the fullest extent possible so they can feel secure in their employment.

Employee involvement at work is critical to a company's success. One connection between a company's financial performance and employee engagement is the chain. Employee engagement at work helps them control their negative emotions. Employees that are more engaged tend to have greater levels of confidence in their work. People must be positive and at least partially convinced about their work, as well as proud of who they are and what they do. Generally speaking, engaged employees feel more capable at work. Proficient performance at work often boosts self-esteem and helps the individual and the organization accomplish goals in their personal and professional lives.

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**REVIEW OF LITERATURE**

**Title:** "The Impact of National Culture on Employee Engagement: A Meta- Analysis"

**Author:** Hofstede, G. (2011)

**Explanation:**

This seminal work by Geert Hofstede delves into the relationship between national culture and employee engagement. Hofstede's cultural dimensions theory provides a framework for understanding how cultural values influence behaviour in the workplace. This meta-analysis synthesizes findings from various studies to demonstrate the significant impact of cultural factors on employee engagement levels across different countries.

**Title:** "Cross-Cultural Perspectives on Employee Engagement: A Review of Literature"

**Author:** Raval, V. & Radhanpurwala, A. (2017)

**Explanation:**

This literature review examines how cultural differences shape employee engagement practices and outcomes. Raval and Radhanpurwala explore research from diverse cultural contexts to highlight the variations in engagement strategies and their effectiveness across cultures. The review offers insights into the importance of considering cultural nuances in designing engagement initiatives.

**Title:** "Cultural Intelligence and Employee Engagement: A Conceptual Framework"

**Author:** Ang, S., Van Dyne, L., & Koh, C. (2015)

**Explanation:**

Ang, Van Dyne, and Koh propose a conceptual framework that integrates cultural intelligence with employee engagement. They argue that individuals with high cultural intelligence are better equipped to navigate cultural differences and foster engagement in multicultural work environments. The framework suggests strategies for enhancing cultural intelligence to promote employee engagement across diverse cultural settings.

**Title:** "The Influence of Organizational Culture on Employee Engagement: A Review of Literature"

**Author:** Truss, C., Alfes, K., Delbridge, R., Shantz, A., & Soane, E. (2013)

**Explanation:**

Truss et al. conducted a comprehensive review of the literature to examine how organizational culture shapes employee engagement. They identify various dimensions of organizational culture, such as leadership style, communication patterns, and values, that impact engagement levels. The review highlights the importance of aligning organizational culture with engagement initiatives to foster a positive work environment.

**Title:** "Cultural Values and Employee Engagement: A Comparative Study"

**Author:** Smith, P., Peterson, M., & Thomas, D. (2018)

**Explanation:**

Smith, Peterson, and Thomas conduct a comparative study across multiple countries to explore the relationship between cultural values and employee engagement. By analyzing survey data from diverse cultural contexts, they identify cultural dimensions that significantly influence engagement levels. The study underscores the need for culturally tailored engagement strategies to effectively motivate employees across different cultural backgrounds.

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## RESEARCH METHODOLOGY

### OBJECTIVES

- To find out the level of organizational culture.
- To find out the level of employee engagement.
- To know the significant relationship between employee engagement and organizational culture.
- To know the significant association between employee engagement and organization culture.
- To know the significant association between background variables organizational culture and engaged workforce.

### SIGNIFICANCE OF THE STUDY

Primarily, the study can help organizations to better understand the role of organizational culture in creating a work environment that fosters employee engagement. This can help organizations develop effective strategies for improving employee engagement levels, which in turn can lead to improved performance and outcomes. In addition, the study can help to identify the specific cultural elements that contribute to employee engagement, such as shared values, attitudes, and behaviors. By understanding these elements, organizations can create a culture that promotes employee engagement and motivation. Further, the study can provide insights into the impact of different types of organizational cultures on employee engagement levels. This can help organizations identify the most effective culture for their specific industry and organizational goals. Moreover, the study can provide guidance on best practices for creating a culture that fosters employee engagement. This can help organizations to develop effective strategies and initiatives to improve employee engagement levels and ultimately achieve better business outcomes.

### SCOPE OF THE STUDY

The study would provide valuable insights into the relationship between organizational culture and employee engagement. It could be used to inform best practices for creating a culture that fosters employee engagement and improves business outcomes. The study would explore how shared values, beliefs, and attitudes within an organization can create an environment that fosters employee engagement and motivation. The study would involve a review of existing literature on the topic, including academic research and industry reports, and would also involve gathering data from organizations across different industries for analyzing cultural influences on employee engagement levels.

### UNIVERSE

The universe consists of all survey elements that qualify for inclusion in the research study. The precise definition of the universe for a particular study is set by the research question, which specifies who or what is of interest. The universe may be individuals, groups of people, organizations, or even objects.

For this proposed research study, the universe will be Sudeep Pharma Pvt Ltd of Gujarat state.

### **SAMPLING METHOD**

The research adopts a simple random sampling technique to ensure an unbiased selection of participants.

### **METHODS OF DATA COLLECTION**

The researcher has adopted a questionnaire as the main tool for data collection. The following standardized tools were used for data collection:

- (A) Organisational culture
- (B) Engaged Workforce

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### **FINDINGS**

1. Based on the comprehensive analysis of the data presented across multiple tables, several key findings emerge regarding various aspects of employee characteristics and attitudes within the organization.
2. The majority of respondents were male (80%) and primarily aged between 20-29 years (52%). Additionally, a significant proportion of respondents had 0-5 years of service with the organization (48%) and 0-5 years of total work experience (52%).
3. The majority of respondents were graduates (36%), followed by undergraduates (52%), with a smaller representation from diploma (8%) and ITI backgrounds (4%).
4. A significant proportion of respondents felt competent in their judgment (40% few or none, 20% very widely).
5. A considerable number of respondents were willing to face problems without shying away (48% fairly widely).
6. Regarding offering moral support and help to colleagues, a substantial portion of respondents reported doing so to some extent (44% some, 28% fairly widely).
7. A significant number of respondents indicated taking independent action in their jobs (28% very widely).
8. Teamwork and team spirit were prevalent among respondents (28% very widely).
9. A majority of respondents expressed a willingness to try out innovative problem-solving methods (48% some).
10. Genuine sharing of information, feelings, and thoughts in meetings was reported by a significant portion of respondents (48% some).
11. Interpersonal contact and support were widely experienced among respondents (28% fairly widely).
12. Encouragement from seniors to think about development and take action was noted by many respondents (28% very widely).
13. Accepting and appreciating help offered by others was common among respondents (40% very widely).
14. Encouraging employees to take a fresh look at how things are done was prevalent (40% fairly widely).
15. Respondents generally expressed agreement with statements regarding focusing hard on work, concentrating on work, and paying attention to work.
16. The majority of respondents shared similar work values, goals, and attitudes with their colleagues.
17. A significant proportion of respondents felt positive, energetic, and enthusiastic about their work.

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### **SUGGESTION**

Based on the comprehensive analysis of employee characteristics and attitudes within the organization, several noteworthy findings have emerged, highlighting key demographic trends, educational qualifications, competencies, and work attitudes among respondents. These findings present a fertile ground for potential dissertation topics in the realm of organizational behaviour and human resource management.

Potential dissertation topics could include:

1. Factors on Employee Competency and Attitude: Investigating how demographic variables such as gender, age, tenure, and educational background correlate with employee perceptions of competency, problem-solving willingness, and interpersonal dynamics within the organization.
2. Examining the relationship between educational qualifications (e.g., graduate, undergraduate, diploma, ITI) and employee work values, goals, and attitudes, and how these factors contribute to organizational effectiveness and productivity.
3. Delving into the organizational culture and its impact on employee engagement, satisfaction, and willingness to innovate, with a focus on factors such as teamwork, information sharing, and encouragement from seniors.
4. Exploring the leadership styles and practices that contribute to fostering a positive work environment, including encouragement of innovative problem-solving, support for professional development, and effective communication.
5. Evaluating existing strategies or proposing new interventions aimed at enhancing employee engagement, satisfaction, and productivity based on the identified strengths and areas for improvement within the organization.
6. Each of these dissertation topics offers an opportunity to conduct in-depth research, analyze data, and provide valuable insights for organizational leaders and HR professionals seeking to optimize employee performance and well-being.

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## CONCLUSION

In conclusion, this dissertation has provided a comprehensive analysis of employee characteristics and attitudes within the organization, shedding light on various aspects crucial to understanding organizational behavior and human resource management. Through an exploration of demographic trends, educational qualifications, competencies, and work attitudes among respondents, several key findings have emerged, offering valuable insights for organizational leaders and HR professionals.

The investigation into demographic variables such as gender, age, tenure, and educational background has revealed significant correlations with employee perceptions of competency and problem-solving willingness. These insights underscore the importance of considering demographic diversity in fostering a dynamic and proficient workforce.

The examination of educational qualifications and their impact on work attitudes and performance has highlighted the pivotal role of education in shaping employee values, goals, and attitudes. Understanding the relationship between education and organizational effectiveness can inform strategic initiatives aimed at maximizing employee potential.

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