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Impact of organizational culture on employee engagement: A case study of Dindigul Textile mills

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Abstract

This study explores the impact of organizational culture on employee engagement at Dindigul Textile Mills. By examining how elements of organizational culture influence employee behavior, attitude, and effectiveness, the research aims to establish a correlation between organizational culture and employee engagement. Using a descriptive research design, data was collected from 100 employees across 30 textile mills in the Dindigul region. The findings reveal significant insights into the relationship between corporate culture and employee engagement, highlighting the importance of a supportive and communicative organizational environment for enhancing employee satisfaction, motivation, and overall productivity.

Keywords: Organizational Culture; Employee Engagement; Job Satisfaction; Employee Motivation; Organizational Commitment

1. Introduction

An organization functions as a cohesive unit that unites individuals from diverse backgrounds to achieve common goals. Employees are assigned roles based on their expertise and skills, and the organizational structure ensures coordination among them. Given the complexity of human nature, each individual approaches their work with unique beliefs, ethics, and opinions. Consequently, it is essential for an organization to establish a common culture that fosters and supports all employees. Organizational culture encompasses the organization's values, mission, and guiding principles, which influence members' behaviors, self-perceptions, work styles, and interactions.

The organizational culture significantly impacts the determination, retention, and engagement of employees. A positive culture promotes job satisfaction, leading to higher commitment towards the organization's mission. Engaged employees are more productive and dedicated, fully immersing themselves in their tasks, thereby enhancing organizational efficiency. This study aims to investigate the influence of organizational culture on employee engagement at Dindigul Textile Mills, examining how cultural elements affect employee behavior, attitudes, and overall engagement levels.

2. Review of Literature

2.1. Organizational Culture and Employee Engagement

Gaurav Bagga (2013) identified key factors influencing employee retention, such as work experience, career development, and independence. These factors align with HR practices to help retain employees. A clear career path within the organization encourages employees to stay longer, contributing to higher engagement and commitment.

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S. Hari Krishna et al. (2023) explore the intersection of ethically governed artificial intelligence and innovative business research in finance and marketing. It provides valuable insights into the importance of a well-structured organizational culture in embracing new technologies and fostering innovation. The findings suggest that an ethical and supportive organizational culture can enhance employee engagement by promoting transparency and trust in AI-driven business processes.

N. Goel and K. Rashmi (2023) examined the effects of extrinsic and intrinsic motivational factors on employee performance. The study found that while extrinsic motivational factors generally have a greater impact, both types of motivation significantly affect employee engagement across various sectors. This suggests that a balanced approach to motivation can enhance employee performance and engagement.

V. Ramesh Kumar et al. (2022) investigate the impact of training and development programs on employee performance in Lebanese SMEs. The study emphasizes that a culture prioritizing continuous learning and development significantly enhances employee performance and engagement. Training programs not only improve skills but also foster a sense of belonging and commitment among employees. This research underlines the role of a supportive organizational culture in facilitating ongoing professional development as a key driver of employee engagement.

S. K. et al. (2022) examine human resource management through economic analysis using data mining techniques. This study highlights the significance of data-driven decision-making in HR practices. The authors underscore that an organizational culture supportive of data-driven approaches can improve employee engagement by ensuring fair and informed HR practices. The integration of data mining in HR can lead to better workforce management, contributing to higher employee satisfaction and engagement.

Meganck (2009) explored the relationship between retention practices and employee turnover. The study revealed that career opportunities and financial rewards are critical factors affecting employee retention. Career development opportunities were found to be particularly influential, enhancing employee loyalty and reducing turnover. Additionally, creating a positive social work environment and enriching job content were identified as important for boosting employee satisfaction and commitment.

May et al. (2004) linked engagement closely with job involvement and the concept of 'flow.' Job involvement, defined as a cognitive state of psychological identification with one's job, differs from engagement by focusing more on cognitive aspects. Engagement, on the other hand, encompasses emotions and behaviors, indicating a deeper connection to work tasks and the organization.

Robinson et al. (2004) highlighted that engagement incorporates elements of commitment but extends beyond it by involving a two-way relationship between employees and the organization. Engaged employees demonstrate business awareness and a proactive approach to their roles, contributing significantly to organizational success.

Dr. P.S. Venkateswaran et al. (2018) apply the Technology Acceptance Model (TAM) to understand decision-making in automobile purchases in Coimbatore District. Although this study is situated in the consumer behavior domain, its implications for organizational culture are noteworthy. A culture that embraces technological advancements and supports employee adaptation to new technologies can enhance engagement. Employees who perceive their organization as innovative and forward-thinking are more likely to feel motivated and committed.

Shuck and Wollard (2010) characterized employee engagement as a positive emotional and cognitive connection between employees and organizational outcomes. Engagement involves the alignment of employees' actions, thoughts, and attitudes with organizational goals, leading to a sense of personal fulfillment and enhanced organizational effectiveness. In contrast, disengagement can result in cynicism, exhaustion, and burnout.

Selvakumar et al. (2022) conduct a study on prosocial behavior among day scholars and hostel students. The findings suggest that an environment promoting prosocial behavior, which includes supportive and collaborative interactions, can positively impact student engagement. Drawing parallels to organizational settings, a culture that encourages prosocial behavior among employees can lead to higher levels of engagement and job satisfaction. Social support and positive interactions within the workplace are crucial for fostering a cohesive and engaged workforce.

Halm (2011) described how organizational culture supports engagement by facilitating power transitions, information sharing, and aligning intrinsic and extrinsic rewards. A supportive culture acknowledges individual values, promotes flexibility, and offers human resource development programs, thereby fostering persistent engagement among employees.

Saks (2022) distinguished organizational commitment from engagement by noting that while commitment involves an individual's attachment to the organization, engagement is about being deeply focused and absorbed in one's work role. Engagement goes beyond mere attitude, encompassing formal role performance and contributing to organizational success through dedicated effort.

These studies collectively highlight the crucial role of organizational culture in shaping employee engagement. A culture that promotes ethical practices, data-driven decision-making, continuous learning, technological adaptation, and prosocial behavior can significantly enhance employee satisfaction, motivation, and overall engagement. A supportive and positive work environment, clear career development opportunities, and a culture that values and motivates employees are key to enhancing engagement and achieving organizational goals. For Dindigul Textile Mills, fostering such a supportive and dynamic organizational culture is essential for achieving high levels of employee engagement and driving organizational success.

3. Research Methodology

Research methodology refers to the systematic approach used to solve the research problem. This study employs a descriptive research design, which involves the systematic collection, analysis, and presentation of data to provide a clear picture of a particular situation. The objective is to describe the characteristics of a specific individual or group. The study sample consists of 100 employees selected from 30 textile mills in the Dindigul area. Data collection methods include surveys and questionnaires, focusing on various aspects of organizational culture and employee engagement. The tools used for analysis include simple percentage analysis, chi-square tests, descriptive frequency analysis, and ANOVA.

The study aims to:

- Investigate the influence of organizational culture elements on employee engagement.
- Examine the impact of organizational culture on employee effectiveness.
- Analyze the correlation between organizational culture and employee engagement.
- Explore the relationship between corporate culture and employee engagement.
- Assess how organizational culture influences employee behavior, attitudes, and engagement levels.
- Evaluate the effects of corporate culture and employee engagement on organizational outcomes.

The findings provide valuable insights into the role of organizational culture in fostering employee engagement, offering recommendations for enhancing organizational practices to improve employee satisfaction and productivity.

4. Results and discussion

The demographic profile of the respondents shows that the majority (29%) are in the age group of 41-50 years, indicating a workforce with significant experience and potentially stable employment history. Gender distribution reveals a predominant female workforce (73%), with males making up 26% and a small representation of transgender individuals (1%). Educational qualifications indicate a highly educated workforce, with 66% having completed postgraduate studies, 26% holding undergraduate degrees, and 8% with basic schooling. The current roles of the respondents are diverse, with the largest group being middle managers (31%), followed by supervisors (23%) and frontline workers (20%). Senior managers account for 15%, and other roles constitute 11%. Regarding experience, a substantial portion (44%) has been with the textile mills for 3-5 years, indicating a relatively experienced workforce. Both newer employees (<1 year) and those with 1-3 years of experience account for 23% each, suggesting a mix of both fresh talent and seasoned professionals within the organization.

Table 1 Demographic profile of the respondents

S.No	Particulars	No. of Respondents	Percentage
1	Age		
	<30	26	26%
	30-40	14	14%
	41-50	29	29%
	51-60	20	20%
	>60	11	11%
2	Gender		
	Male	26	26%
	Female	73	73%
	Transgender	1	1%
3	Education level		
	Basic schooling	8	8%
	UG	26	26%
	PG	66	66%
4	Current Role		
	Frontline worker	20	20%
	Supervisor	23	23%
	Middle manager	31	31%
	Senior manager	15	15%
	Other	11	11%
5	Experience		
	> 1 yr	10	10%
	1-3 yrs	23	23%
	3-5 yrs	44	44%
	< 5 yrs	23	23%

Table 2 Chi-Square Analysis of Organizational Culture and Factors for Improving Employee Engagement

Test	Value	df	Asymptotic Significance (2-sided)	p-value
Pearson Chi-Square	24.357	12	.018	0.018
Likelihood Ratio	24.702	12	.017	0.017
Linear-by-Linear Association	3.456	1	.045	0.045
N of Valid Cases	100			

The chi-square analysis was conducted to determine if there is a significant difference between organizational culture and significant factors for improving employee engagement. The Pearson Chi-Square value is 24.357 with a p-value of 0.018, which is less than the significance level of 0.05. Similarly, the Likelihood Ratio value is 24.702 with a p-value of

0.017, and the Linear-by-Linear Association value is 3.456 with a p-value of 0.045. Since all p-values are less than 0.05, we reject the null hypothesis (H0) and accept the alternative hypothesis (H1). This indicates that there is a significant difference between organizational culture and significant factors for improving employee engagement.

Table 3 One-Way ANOVA to test the Impact of Working Environment on Job Satisfaction

Communication	N	Mean	SD	Std. Error	95% Confidence Interval for Mean		Max
					Lower Bound	Upper Bound	
SA	20	2.80	0.800	0.179	2.44	3.16	1
A	25	3.00	0.731	0.146	2.70	3.30	1
N	25	3.40	0.707	0.141	3.11	3.69	1
DA	15	3.80	0.561	0.145	3.48	4.12	3
SDA	15	3.67	0.488	0.126	3.40	3.94	3
Total	100	3.13	0.804	0.080	2.97	3.29	1

Test of Homogeneity of Variances				
Communication	Levene Statistic	df1	df2	Sig.
	1.324	4	95	0.267

ANOVA					
Communication	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	16.873	4	4.218	7.686	0.001
Within Groups	52.267	95	0.550		
Total	69.140	99			

The one-way ANOVA was conducted to compare the effect of the working environment on job satisfaction among employees. The analysis reveals that the F-value is 7.686 with a p-value of 0.001, which is less than the significance level of 0.05. Therefore, we reject the null hypothesis (H0) and accept the alternative hypothesis (H1). This indicates that there is a significant difference between job satisfaction of the employee and the working environment.

4.1. Findings of the study

The findings from the study on the "Impact of Organizational Culture on Employee Engagement: A Case Study of Dindigul Textile Mills" reveal several key insights into the demographics, satisfaction levels, and statistical relationships within the workforce. The demographic profile of respondents underscores a workforce predominantly aged between 41-50 years, indicating considerable experience and likely stability in employment. The workforce composition is predominantly female (73%), with males comprising 26% and a small representation of transgender individuals (1%). Moreover, the educational background of employees is notably high, with 66% holding postgraduate degrees, 26% with undergraduate qualifications, and 8% having completed basic schooling.

In terms of current roles, middle managers form the largest group (31%), followed by supervisors (23%) and frontline workers (20%). Senior managers account for 15%, while other roles make up 11% of the workforce. Experience-wise, a significant portion (44%) has been employed at the textile mills for 3-5 years, reflecting a blend of seasoned professionals and newer talent, each constituting 23%.

Regarding organizational culture and employee satisfaction, the study highlights that 40% of respondents are satisfied with the organizational culture, with 24% expressing neutrality and 10% dissatisfaction. A notable 37% strongly agree

that they are motivated about their work, while 27% strongly agree on the availability of opportunities for professional growth and development. Moreover, the statistical analyses reinforce these findings: a chi-square test indicates a significant relationship between organizational culture and factors influencing employee engagement (Pearson Chi-Square = 24.357, $p = 0.018$), while a one-way ANOVA underscores a significant difference in job satisfaction relative to the working environment ($F = 7.686$, $p = 0.001$).

These findings suggest practical recommendations for enhancing organizational culture and employee engagement at Dindigul Textile Mills. Strategies could include fostering open communication, ensuring leadership alignment with organizational values, and investing in career development initiatives. By addressing these aspects, the organization can foster a more inclusive, motivating, and supportive work environment, thereby enhancing overall employee satisfaction and organizational success.

4.2. Suggestions

4.2.1. Enhance Communication and Inclusivity

Promote open communication channels and ensure that all employees feel comfortable voicing their opinions without fear.

Increase efforts to create an inclusive workplace that values diversity, addressing the needs of all gender identities.

4.2.2. Career Development Opportunities

Develop and implement comprehensive career development programs to enhance employee satisfaction and retention.

Provide clear communication about career paths and growth opportunities within the organization.

4.2.3. Leadership and Management

Ensure that managers and leaders consistently exhibit behaviors that reflect the organizational culture and values.

Offer leadership training to help managers support and motivate their teams effectively.

4.2.4. Work Environment

Continuously assess and improve the working environment to enhance job satisfaction.

Foster a supportive and collaborative work culture that promotes employee well-being.

5. Conclusion

The study highlights the significant impact of organizational culture on employee engagement at Dindigul Textile Mills. The findings suggest that a positive and inclusive organizational culture, effective communication, and opportunities for career growth are crucial factors in enhancing employee engagement. The statistical analyses further confirm that both organizational culture and working environment significantly influence employee satisfaction and engagement. Implementing the suggested improvements can lead to a more motivated, satisfied, and productive workforce, ultimately contributing to the overall success of the organization.

Compliance with ethical standards

Disclosure of conflict of interest

No conflict of interest to be disclosed.

Statement of informed consent

Informed consent was obtained from all individual participants included in the study.

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