



EMPLOYEE ENGAGEMENT INITIATIVES IN MANAGING ORGANIZATION AND CULTURE:

Khadilkar Sujay M, Ph.D.

Associate Professor KITs IMER Kolhapur

Culture as a concept has its roots in the field of Anthropology. The term “Culture” is what is collectively known as a set of values, behaviors and beliefs that a society agrees upon. Even in anthropology, it is influenced by “Social Anthropology” & formed a base for understanding primitive societies (Heskett and Kotter, 1992). Not only anthropologists, but even sociologists & behavioral scientists have used the term “culture” extensively.

Culture is also synonymous with the symbols & values; it is the “strong values” that are widely shared. Culture can also be thought as the intellectual, moral & spiritual achievement of mankind. Taylor E.B (1987) shared that “culture” according to him is the “complex whole” which includes customs, traditions, knowledge, beliefs, art, law, morals and all the other capabilities of man that he has acquired as a member of the society. Culture has a very strong influence on mankind and facilitates a very harmonious growth of all the capacities in them which include the intellect, intuition, perception, feeling, flesh & the spirit. Culture is the guide that ensures that human beings follow the accepted ways of living. It is a primal thing that is present in all human beings and that is what we are. On one hand culture liberates, whereas on the other hand, it enslaves man by laying down the norms of behavior and by providing a mechanism that brings in a security in the personal & social life of man.

Organizational Culture:

What differentiates a winning company from another? Culture! A company’s success or failure lies in what their competitive advantage is & the key ingredient to success – the company’s culture. Organisational culture as a concept is different from culture as a sociological concept. Similar to the social culture in societies, organisations have work culture.

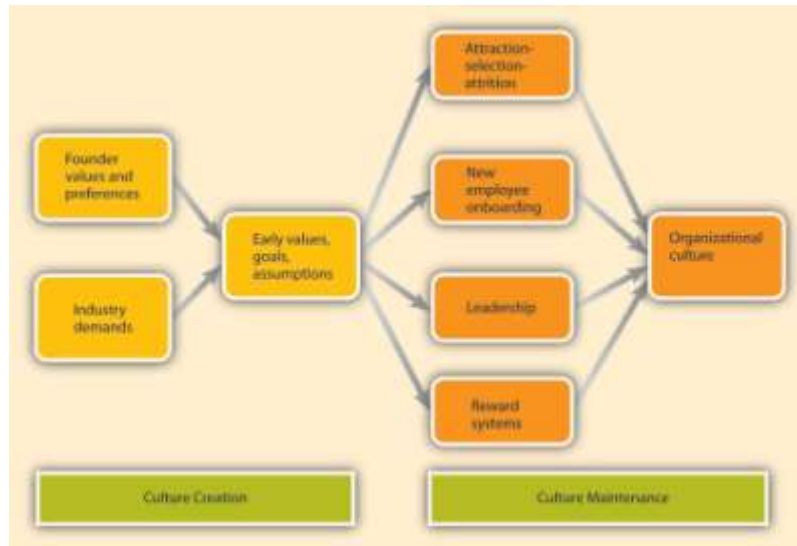
The culture of an organisation is what can be outlined as the values, assumptions & beliefs

that are shared by the employees that are associated with that company. It acts as a facilitator, a guide and coordinates the behavior. The idea of culture started rising within the 70's and began gaining popularity within a brief time. Organizational culture is holistic concept that has evolved over the years. Further organizational culture has multiple dimensions that were thought over the years. The values and beliefs that are the fundamental foundation of the organizational culture are principally the beliefs and values that the founders of the organization believed in. Organizational culture has additionally been outlined as a system which has shared meaning which the employees believe in that helps to differentiate one organization from different organizations. Organizational culture is seen as being central to organizational success rather than factors like structure, strategy or politics. Organizational culture was thought to be offering an imaginative, non-mechanistic and flexible approach to understand how organizations work.

Hence several leaders understand that the organizational culture to be an excellent solution for resolution of majority of the issues within the organization. Organizational culture has also been thought-about as the methodology of performing the activities and is then given on to new employees of a company.

The dominance and coherence are the fundamental characteristics of culture that are established to be an essential quality firms which are highly successful. Stronger the culture, there's less need for the organization to have policy manuals, elaborated procedures, rules or organization charts. Organizational culture is responsible for employees either to engage or disengage with the organization.

Thus the key objective of the current study is to understand the perceptual distinction concerning the organizational culture between employees and management. This study makes an attempt to look at a mid-sized organization and understand the current as well as the expected culture. The study further extends to study the extent of commitment of employees that's prevalent among this specific organization.



Source: Organisation Behavior by Kieth DEVIS 2001

The above model clearly shows that organization culture revolves around values, leadership, reward management and demand supply aspects

1.1) Types of organizational culture

There are four types of cultures: a culture that is bureaucratic, clan type of culture; entrepreneurial type of culture; and market type of culture.

Bureaucratic culture

Bureaucratic organization lays stress on formal rules, hierarchical coordination and standard operating procedures where employee performance, anticipation, and stability with customer service are given paramount importance. In a bureaucratic type of culture, the tasks, authorities and the responsibilities are clearly defined for all employees in the organisation. The organization's rules, policies and processes are spelled out in the employee manuals and employees believe that proper norms and regulation should be followed.

Clan culture

The basis of a clan culture are characteristics such as loyalty of employees, the tradition followed, personal commitment, team work, broad socialization, social influences and management of the self.. Employees understand that obligations are a core value. Employee commitment and similarity considered to be the most important aspect.

Entrepreneurial culture

The entrepreneurial culture has two characteristics of innovation and creativity.. This kind of culture focuses on the changes in the environment. It emphasizes on the new and unique products and alltime is spent on search for new markets. Proactiveness towards the

organization, adapting of the participative culture and individual growth are the features of this culture.

Market culture

The market culture has a focus on expertise and rewards for specialized knowledge, a feeling of competitiveness and an orientation for profit. In a market type of organisational culture, there is a strong emphasis on the contract based relationship between the organization and the individual.

The power culture

In an organizational culture based on power, the focus is based on how employees who have power use the resources that are available to them. They either satisfy or deprive the needs of other employees, and by doing such things, they control behavior of others. The organizational culture is also highly influenced by the leadership and what behavior is rewarded or punished by them. This organization leads the subordinates by fear, and leaders abuse power for personal gains.

The role culture

In an organizational culture that is based on role, there is strong emphasis on the protection that is given to the subordinates and also on the stability of the organization, its structures and the systems. The elements of behavior that get rewarded in the role are clearly outlined for employees. The roles are defined clearly in writing also known as a job description. The values considered important in a role - orientated organization are high dependability, order, consistency and rationality. An organization with a culture like this provides strong stability, fair justice, and efficient employee performance.

The achievement culture

An organization culture that is achievement oriented is known as the “aligned” type of organization as it directs people towards a common vision, mission and purpose.

In an achievement type of organization, the vision, mission & the purpose are used to inspire and engage the employees and ensure that they work towards the achievement of organisation goals. Such organization’s employees have an inner commitment within themselves. Many people are passionate about their work and want to make a contribution to society and thus enjoy an intrinsic reward. When we talk about an achievement-orientated organization, a classic example can be a voluntary or public service organization or even an intensive care unit in a hospital.

The support culture

An organizational culture that is based on support, there is a high level of mutual trust between the employees and the organization. In such an organizational culture, employees are highly valued and treated as human beings and not the typical “cogs in a machine”.

1.2) The issues pertaining to present study

This section focuses on the issues pertaining to present study and on other variables that may have an influence on organizational culture. The research is conducted on an 80 year old organization with a strong lineage. It has made a transition from a family run organization to a global multinational. From the data analysis and findings regarding present status of organization culture in the company under study, researcher has drawn conclusions. To assess the same, a questionnaire was prepared which was focusing on multiple aspects like gender of the employees / managers, age of the employees / managers, work experience of employees / managers, present level of the employees / managers, educational qualification of the employees / managers

Culture and Employee Engagement in organization:

Organizations which are successful understand that employee engagement is of utmost importance. Passionate employees always feel the need to do meaningful work and make a positive difference to the organization. When employees are engaged, they always put their heart into their work and have the energy and excitement to always give more than is required of the job. When employees are disengaged, they have a negative impact on the entire customer experience.

An employee is known to be engaged when he/she is fully involved in and very enthusiastic about his or her work, and always acts in a way that furthers their organization’s best interests. Various surveys state that when employees are disengaged, there is a tendency for them to turn hostile. Organizations which have strong employee engagement practices, understand the importance of creating a culture that fosters highly engaged employees. The questionnaire has employee engagement as a parameter which affects the organisational culture. The survey assesses whether employees are able to have a work-life balance, whether they feel that they are required to display high levels of expertise and specialized skills, whether they feel supported in their overall development. The questionnaire also assessed if the employees felt that their job gives them the influence in improving customer satisfaction as well as overall company performance, whether they understand their overall job & related

processes, whether their job gives them the freedom to take their own decisions and work independently and whether they find their work interesting & challenging.

Culture and Organizational goals:

The goals and objectives are different in every organization and these differences affect employee retention. The factors such as the job performance and employee retention depend upon organizational culture. Culture has the impact on goals and objectives and major influence on the employees. For assessing the view of the employees towards the goals and objectives which are set for them, a detailed questionnaire consisting number of variables will be used. The employee's response has been assessed. The variables drafted to assess the view of the employees towards the goals and objectives included the parameters like whether employees/ co-workers deal with difficult problems until they find solutions, whether employees are able to see the impact & outcome of their job, whether they feel that their supervisor leads their team towards the achievement of goals. The questionnaire also assesses whether the expectations from each function are clearly defined, whether top management adapts & modifies strategy based on changes in markets and customer needs and whether top management strives to learn and understand employee opinions and workplace circumstances.

In Research paper with the title, “Impact of organizational cultural on organizational performance”, published in the journal, ‘Interdisciplinary Journal of Contemporary Research in Business’ in the month January 2012, Vol.3 issue no. 2, the author Fakhar Shahzad says that the article provides the details on the effect on the organizational performance in regards to the culture in the organization. It analyses the current models and studies and their linkage amongst the performance and the structure of organization. He says that main aim of the research was demonstrating the concept, measure performance and views numerous ideas of performance and the culture of organization. According to him, post the review of numerous articles the author noted that there is huge impact on employees, numerous processes in the organization as well on the performance of the employees in the organization. After research completion, it was concluded that if employees are committed and have individual values that align with the organization, it's easy to attain goals that they have set as the employees goals are also targeted and aligned towards the organizational goals. Hence when the employee attains his goals the organization in turn would achieve their goals too.

The researcher is of the opinion that “balance scorecard” can be utilized for calculating the performance of the employee. The score card aligns individual goals to the overall objective of the organisation and thus is an effective tool to assess the organizational performance. Employees get a line of sight to the organizational goals with the help of this tool. The author says that, for getting further understanding in this domain, further research can be performed and identify the linkage between organizational culture & performance. According to him, managers and leaders should be the torch bearers of organizational culture. They should set the tone for organizational culture in a way that can improve every employee’s performance and also in turn the entire organisations performance. The author concludes with the opinion that all of the employees working for the organisation have his own set of beliefs and values & hence they perform their activities in accordance with these. Culture in the organization does have substantial effect on performance of the employee & could contribute to productivity enhancement and performance of the organisation. After going through the study performed, it was noted, culture in the organisational will surely have a good effect performance of employee in his job. The researcher shares that each employee of the organisation may have a diverse cultural mindset & they have to initially fine tune themselves with the requirements drafted in form of principles and standards of the organisation. The study shares that a strong organizational culture ensures that employees are inducted faster and can get competitive advantage by adapting to the culture. The article shows that, the study performed is entirely on literature and there is a scope for future research for understanding the strength of culture of organisation towards changing the performance of the organisation.

In the research paper with the title “Relationship between Organizational Culture, Leadership & Job Satisfaction” in the journal, ‘BMC Health Services Research’ in the month May 2011, Vol. 11, the author Yafang Tsaiin says that, Organisational culture talk about the opinions and standards which were present in an organisation since long time, & to the staff opinions & the forecasted valuation for the work performed by them, which would influence their attitudes and behavior. He says that, normally it has been observed that for achieving the goals of the organization a lot of adjustments are performed by the administrators to change the behavior of their leadership behavior which , and this may impact the satisfaction of employee in the job. Therefore the author says that, it is essential to understand the relationship between organizational cultures, leadership behavior and job satisfaction of employees. Here author used various methods to assess the relationship

between organizational Culture, Leadership Behavior and Job Satisfaction. *Methods: A cross-sectional study was undertaken that focused on hospital nurses in Taiwan. Data was collected using a structured questionnaire; 300 questionnaires were distributed and 200 valid questionnaires were returned. To test the reliability of the data, they were analyzed by Cronbach's and confirmatory factors. Correlation analysis was used on the relationships between organizational cultures, leadership behavior and job satisfaction. After the assessment, the author got the following outcomes:

An organizational culture was considerably related to the satisfaction in job and leadership behavior. In addition to this job satisfaction was linked considerably to the leadership behavior.

The author concludes that his research establishes that, culture within an organization is very important, and plays a large role in ensuring whether or not the organization is a happy and healthy place to work. Through communicating and promoting the organizational vision to sub-ordinates, and in getting their acknowledgement of the vision, it is possible to influence their work behavior and attitudes. Based on this research it can be concluded that, when there is good interaction between the leader and subordinates, there will be contributions to team communication and collaboration, and encouragement of subordinates to accomplish the mission and objectives assigned by the organization, which in turn enhances job satisfaction.

1.3) Objectives of the study

The present research study on organisation is an attempt to assess the current organizational culture of a stationery organisation and suggest improvements based on the research.

However the specific objectives of the research study have been as under:

To study and critically evaluate the factors influencing current organizational culture at the stationery organization

Hypothesis : The Managers both feel that managerial skills of the supervisors need to be honed further

Critical Evaluation of Culture Scores of 2014 &15:

The researcher calculated the cumulative culture scores & tested them using the Wilcoxon Signed Rank Test. The test results were as follows:

Table 5.1 – Table showing Critical Evaluation of Culture Scores of 2014 &15

Descriptive Statistics								
	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Organisational Goals-2014	300	4.0	1.0	5.0	2.650	.0791	1.3701	1.877
Organisational Goals-2015	300	4.0	1.0	5.0	2.707	.0806	1.3954	1.947
Valid N (listwise)	300							

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of differences between Organisational Goals-2014 and Organisational Goals-2015 equals 0.	Related-Samples Wilcoxon Signed Rank Test	.005	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

As a result of the test, the significance level difference between scores of 2014 & 2015 was .005. Hence it was established that there is a difference between the scores of 2014 & 2015. The mean value of the culture score has gone up from 2.65 to 2.70 indicating a positive increase in the 2 years.

Since the cultural score has gone up, the researcher was also keen to understand the factors which had led to an increase in the overall culture score. So the individual cultural parameters were also assessed.

2. Critical Evaluation of “Employee Engagement” in 2014 &15:

The researcher calculated the cumulative scores of items under employee engagement score & tested them using the Wilcoxon Signed Rank Test. The test results were as follows:

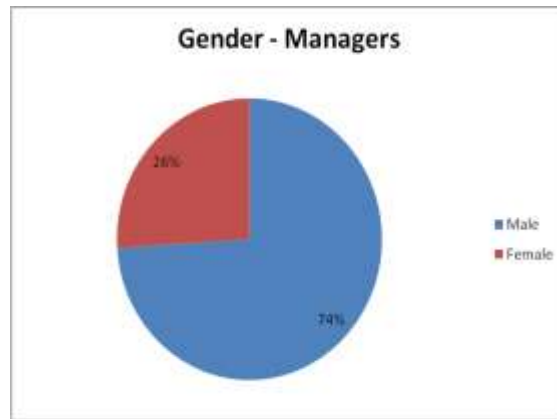
4.1) Data Analysis of Managers

Table No. 4.1.1 Table showing the Gender of Managers (2015):

Sr. No.	Gender	No. of Managers	Percentage (%)
1	Male	74	74%
2	Female	26	26%
Total		100	100%

Source: Question No. 1

Graphical Representation No. 4.1.1 : Graph showing the Gender of Managers (2015):



Description-

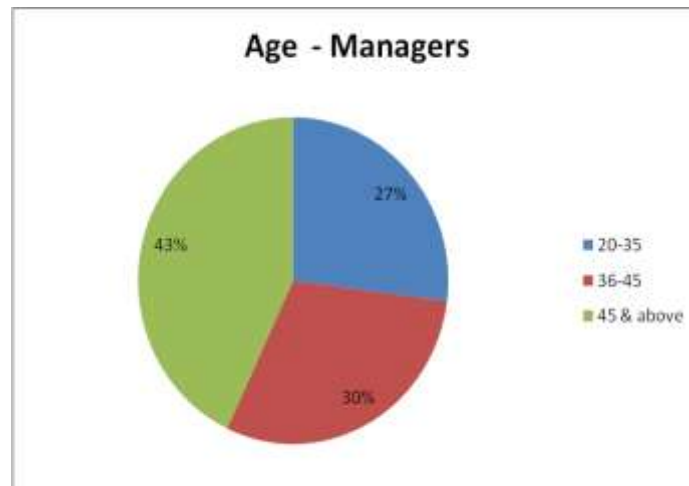
Out of total managers sampled, 74% of the managers are male and 26% of the managers are female.

Table No. 4.1.2 Table showing the Age of Managers in the organization (2015)

Sr. No.	Age(years)	No. of Managers	Percentage (%)
1	20-35	27	27%
2	36-45	30	30%
3	45 & above	43	43%
Total		100	100%

Source: Question No. 2

Graphical Representation No. 4.1.2 : Graph showing the Age of Managers in the organization (2015)



Description-

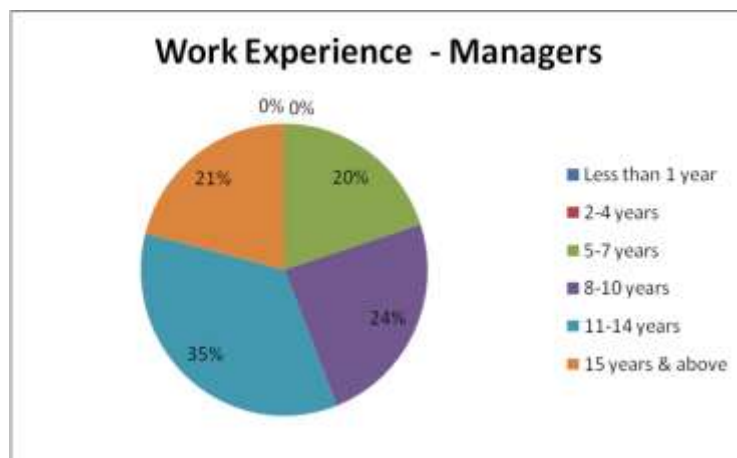
Out of total managers sampled, 27% of the managers are in between age group of 20 to 35 years, 30% of the managers are in between age group of 36 to 45 years and 43% of the managers are in between age group of more than 45 years.

Table No. 4.1.3 Table showing the Work Experience of Managers (2015)

Sr. No.	Work Experience (years)	No. of Managers	Percentage (%)
1	Less than 1 year	0	0
2	2-4 years	0	0
3	5-7 years	20	20%
4	8-10 years	24	24%
5	11-14 years	35	35%
6	15 years & above	21	21%
Total		100	100%

Source: Question No. 3

Graphical Representation No. 4.1.3 : Graph showing the Work Experience of Managers (2015)



Description-

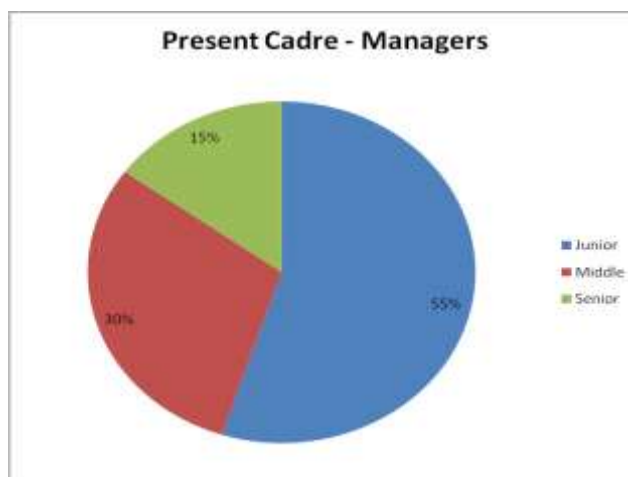
Out of total managers sampled, 20% of the managers are having experience of 5 to 7 years, 24% of the managers are having experience of 8 to 10 years, 35% managers are having experience of 11 to 14 years and 21% of the managers are having experience of 15 years and more.

Table No. 4.1.4 Table showing the Present Cadre of Managers (2015)

Sr. No.	Management Cadre	No. of Managers	Percentage (%)
1	Junior	55	55%
2	Middle	30	30%
3	Senior	15	15%
Total		100	100%

Source: Question No. 4

Graphical Representation No. 4.1.4 : Graph showing the Present Cadre of Managers (2015)



Description-

Out of total employees sampled, 55% of the employees are in the cadre of junior management, 30% of the employees are in the cadre of middle management and 15% of the employees are in the senior management cadre.

Table No. 4.1.5 Table showing the Educational Qualification of Managers (2015)

Sr. No.	Qualification	No. of Employees	Percentage (%)
1	10th & Below	0	0
2	12th/ ITI / NCTVT	0	0
3	Under Graduates	0	0
4	Graduates & Post Graduates	77	77
5	Degree Engineers & MBAs	23	23
Total		100	100

Source: Question No. 5

Graphical Representation No. 4.1.5 : Graph showing the Educational Qualification of Managers (2015)



Description-

Out of total managers sampled, 77% of the managers are Graduates/ Post Graduates and 23% of the managers have are Degree Engineers or have a Management degree.

Results related to manager’s views on their “level of engagement” in the organization.

To assess manager’s views on the “level of engagement” in the organization, a set of 7 questions were administered. The questions administered checked various aspects of employee engagement viz., whether employees are able to have a work-life balance, whether they feel that they are required to display high levels of expertise and specialized skills, whether they feel supported in their overall development. The questionnaire also assessed if the employees felt that their job gives them the influence in improving customer satisfaction as well as overall company performance, whether they understand their overall job & related processes, whether their job gives them the freedom to take their own decisions and work independently and whether they find their work interesting & challenging.

The managers were requested to respond to each of the question by choosing amongst the options best suited from the following scale:

5 – Strongly Agree

4 – Agree

3 – Neutral

2 – Disagree

1 – Strongly Disagree

Managers could also choose an option of saying “Do Not Know”.

Based on the responses obtained from the Managers following are the findings on the Managers’ opinion about the level of engagement:

- High percentage (69% - sum of Strongly Agree & Agree) of managers agreed that they have a good work-life balance & that they are able to manage their job well and in a comfortable manner. A slight percentage (31%) of the Managers disagree that they are able to have a work-life balance. Managers shared that the organization is in a growth phase & there are multiple projects that they work on, so sometimes they struggle with managing available time & resources.
- All the Managers (100% - sum of Strongly Agree & Agree) agree that they are required to display high levels of expertise and specialized skills. Managers shared that they work on

numerous projects with different departments & these projects bring out the best of their abilities.

- Very high percentages (90% - sum of Strongly Agree & Agree) of Managers agree that they feel supported in their overall development. The Managers shared that over the past 2-3 years there have been numerous training interventions that they had participated in & which has resulted in their overall growth & development. They shared they have participated in technical, functional & as well managerial workshops thus enhancing their overall skills & development.
- Very high percentages (98% - sum of Strongly Agree & Agree) of Managers agree that their job gives them the influence in improving customer satisfaction and company performance. Managers shared that they are responsible for enhancing internal as well as external customer centricity and that they devise strategies keeping in mind the expectations of the customers.
- The questionnaire also assessed whether the Managers understand their overall job & the related processes. Very high percentages (96% - sum of Strongly Agree & Agree) of Managers agree that they understand their overall job & the related processes. They shared that management had shared clear expectations from them with respect to their output. Also they were the process experts as well with respect to their individual departments & were instrumental in designing the processes & systems.
- Almost all (99% - sum of Strongly Agree & Agree) of the Managers agree that their job gives them the freedom to take their own decisions & work independently. The managers shared that they have complete authority & freedom in making decisions that will enable them towards achievement of goals for their respective functions.
- The questionnaire assessed whether the managers feel that their work is interesting & challenging. Very High percentages (97% - sum of Strongly Agree & Agree) of Managers agree that their work is interesting & challenging. The managers shared that there are lot of projects that they have undertaken to contribute towards the organizational goals and they feel that contributing to the organizations success makes them more engaged.

Overall, from the questions related to “engagement level” of employees, the researcher has observed that the managers are highly engaged with the organization, but may have some issues in managing the work–life balance. It has also been observed that employees are extremely comfortable in their current work and find it easy to manage the same. The

organization may have to reflect on this cultural aspect. There is a possibility that managers are shouldering more burden & responsibilities compared to employees. There is a possibility that employees used to such an environment may find it extremely difficult to adapt to new changes. They become complacent & may never question the “status quo”.

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