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“IMPACT OF ORGANISATIONAL CULTURE AND COMMUNICATION ON EMPLOYEE ENGAGEMENT”

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ABSTRACT

To explore what drives employee engagement, this research paper seeks to find out the relationship between employee engagement with organizational culture and organizational communication. Organizational communication, organizational culture and efficiency of the workforce have gained a great deal of popularity and a considerable amount of discussion among employers and have actually increased the researcher's scope. Various studies have shown that there is a need to focus on research that covers the most significant issues of the topic and does not often yield more or less equivalent results. Therefore, this study projects a structure to understand the influence of organizational culture and communication on employee engagement to fill this gap. This research helps to find out the clarity of an employee's position, his work as a person and the advantages and acknowledgement of a team tends to enhance the organizational culture, which also allows us to know the correct communication flow within the company. Furthermore, this study also focuses on the current "work from home" culture of remote working and its effect on employee efficiency, productivity and engagement.

Keywords: Organizational Culture, Employee Engagement, Organizational Communication.

I. INTRODUCTION

Employee engagement is regarded as a robust measure of performance that are highly valued by any organization in any field of the industry. Employee engagement could also prove to be an excellent parameter for evaluating the organization's health also with respect to satisfaction, creativity, engagement, retention and productivity. This precise research is conducted to understand the effect on employee engagement and within the IT sector of organizational culture & communication. Culture and communication in companies are considered to be the most critical factors that contribute to the development of a competitive advantage and continue to remain as it negatively or positively impacts an employee's participation in the company and behavior. An organizational culture affects the loyalty and quality of the performance and communication of the employee in the organization, affects the job performance of the employee and the participation of the employee and creates misunderstanding between the employees and the organization. The organizational goals and objectives are what affect the culture and communication of the company and also have a direct effect on the morale, retention and level of engagement of the employees.

II. OBJECTIVES

- 2.1 To study the relationship between organizational culture and employees performance.
- 2.2 To study the new organizational culture of working from home and its Effect on performance of employees.
- 2.3 To study the effective organisational communication to enhance employee engagement.

III. LITERATURE REVIEW

- 3.1 **(Bijaya Kumar Sundaray, 2011)** This study focuses on various factors which lead to employee engagement and what should company do to make the employees engaged. Proper attention on engagement strategies will increase the organizational effectiveness in terms of higher productivity, profits, quality, customer satisfaction, employee retention and increased adaptability.
- 3.2 **(Vipul Saxena & Rachana Srivastava, 2015)** This study proves that Employee engagement is the level of involvement and commitment an employee has towards his/her organization and its values. It is a measure of an employee's positive or negative attitude towards their job, colleagues and organization which influences their willingness to learn and perform at work. Employee engagement has a direct impact on the employee's productivity, loyalty, commitment and less attrition.
- 3.3 **(Nadia Nazir & Shazia zamir, 2015)** The objectives of study were to determine the relationship between organizational culture and employee's performance, the findings indicates that there is positive relationship between employee's performance and organizational culture and also indicates that there is no significant difference in responses between gender of employees regarding organizational culture and employee performance.
- 3.4 **(Parent, J. D., & Lovelace, K. J. 2015)** This paper suggests that, through a supportive organizational culture, human adaptability to change can be increased. Culture is influenced largely by its management and its leaders. There is much evidence that the idea of positive psychology can be used to enhance employee engagement and change an organization's culture. Positive psychology can translate into benefits for companies, management and workers alike.
- 3.5 **(Anjum Tanwar, 2017)** This study indicates that, Employee engagement is a relationship between the employee and the enterprise, an engaged employee is the one who is entirely engrossed in and ardent in their job, and so take constructive action to further the reputation and objectives of the organizations. The construct employee engagement is built on the foundation of concepts like organization citizenship behavior, employee commitment, and job satisfaction.
- 3.6 **(Dr. A. Shameem and Dr. J. Rengamani, 2018)** Engaged employees extremely express themselves physically, emotionally and intellectually during their role performances in the organisation. When employees get a floor to communicate their interest and opportunities to grow and improve their potential, companies have good work culture and communication practices. It is essential to question the efficiency of any organization, but competitors will not represent the determination, tolerance and absorption of the employees involved in the workplace.
- 3.7 **(A. Louis Babu and Dr.A.Chandra Mohan, 2020)** The aim of this study is to define variables to provide clear guidance on formulating effective methods to improve the level of engagement in service providers by means of review of literature and then use the variables to study their effectiveness in predicting Employee Engagement employee engagement benefits to the business has been demonstrated in many studies. This research therefore is based on culture and its effect on employee engagement.

IV. RESEARCH METHODOLOGY

- 4.1 **Research Design** will be qualitative Research.
- 4.2 **Source of Data** Primary Data is the detailed information from respondent collected through questionnaire. It deals with basic question in terms of individual role level, staffing level, Spirit of cooperation, gender, age. Secondary Data will be collected from the sources available pertaining industrial directories, Articles etc.
- 4.3 **Data collection method** This study will be outline on the basis of the structural approach theory and a primary research methodology, also a secondary research methodology.
- 4.4 **Population** The population will be covered from "On Tap Network India Pvt. Ltd." Ahmedabad based IT Company.
- 4.5 **Sampling Method** Convenience sampling method & Cluster random sampling of Units of Small & Medium scale IT industrial areas in India.
- 4.6 **Sampling Frame** Respondent for the research are from different department. (55-65 Employees or more)
- 4.7 **Data collection Instrument** Data collection Instrument we have used is Questionnaire. (Google platform)

V. DATA ANALYSIS

Hypothesis 1

H_0 : There is no association with gender and maintaining good relations with their subordinates.

H_a : There is an association with gender and maintaining good relations with their subordinates.

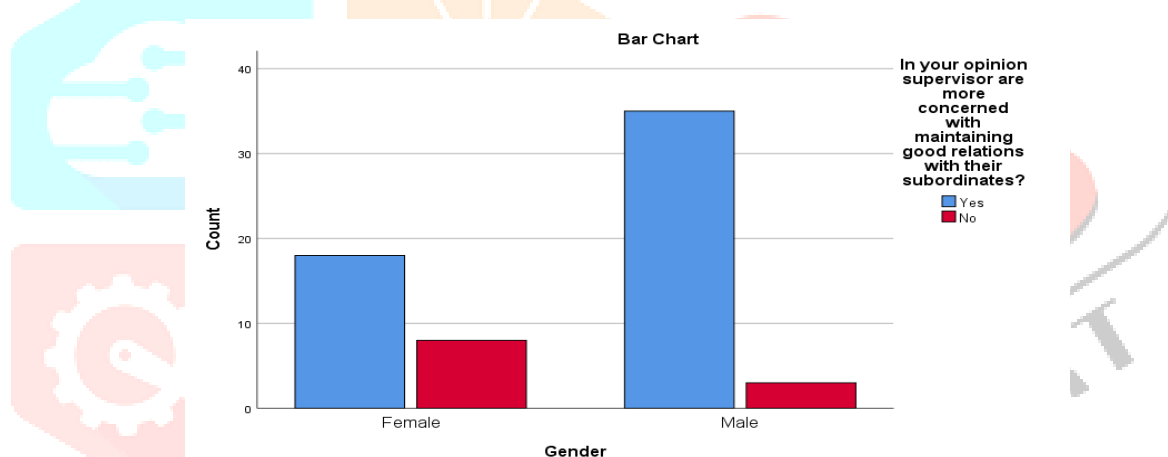
(table 1 :- chi-square tests)

| Chi-Square Tests | | | | | |
|------------------------------------|--------------------|----|-----------------------------------|----------------------|----------------------|
| | Value | Df | Asymptotic Significance (2-sided) | Exact Sig. (2-sided) | Exact Sig. (1-sided) |
| Pearson Chi-Square | 5.675 ^a | 1 | .017 | | |
| Continuity Correction ^b | 4.182 | 1 | .041 | | |
| Likelihood Ratio | 5.645 | 1 | .018 | | |
| Fisher's Exact Test | | | | .039 | .021 |
| Linear-by-Linear Association | 5.586 | 1 | .018 | | |
| N of Valid Cases | 65 | | | | |

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 4.47.

b. Computed only for a 2x2 table

(bar chart 1:- gender v/s count)

INTERPRETATION

From the chi-square table we can interpret that P value is 0.39 which is greater than α value that is 0.05 at 95% of significance level. So, here we fail to reject our null hypothesis (H_0) thus we interpret that there is no association with gender and maintaining good relation with their subordinates.

Hypothesis 2

H_0 : There is no association with age and employees are encouraged for innovative approach in solving problems.

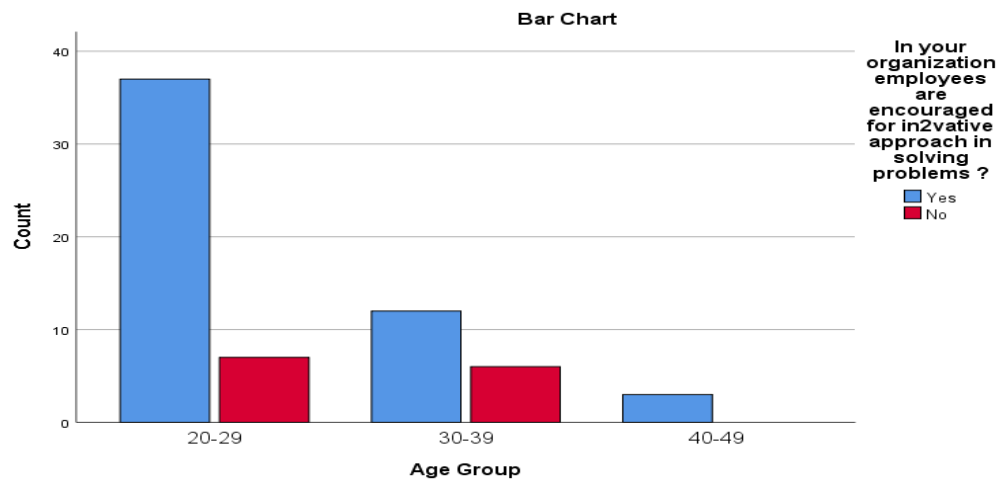
H_a : There is an association with age and employees are encouraged for innovative approach in solving problems.

(table 2 :- chi-square tests)

| Chi-Square Tests | | | |
|------------------------------|--------------------|----|-----------------------------------|
| | Value | Df | Asymptotic Significance (2-sided) |
| Pearson Chi-Square | 3.210 ^a | 2 | .201 |
| Likelihood Ratio | 3.580 | 2 | .167 |
| Linear-by-Linear Association | .419 | 1 | .517 |
| N of Valid Cases | 65 | | |

a. 3 cells (50.0%) are predicted to number less than 5. The expected minimum count is 60.

(bar chart 2 :- age group v/s count)



INTERPRETATION

From the chi-square table we can interpret that P value is 0.201 which is greater than α value that is 0.05 at 95% of significance level. So, here we fail to reject our null hypothesis (H_0) thus we interpret that there is no association with age and employees are encouraged for innovative approach in solving problems.

VI. FINDINGS

- 6.1 The results of this study says that organisational communication and culture impacts employee's engagement in an organisation. In the research we find out that around 33% of employees out of 65 strongly agree and 27% employees out of 65 agrees that mutual communication helps in boosting their performance in the organisation,
- 6.2 where in 33% of employees strongly agree that job satisfaction add value in boosting their performance in the organisation, employee training as well as reward and benefits plays a vital role in boosting employee performance in organisation ,
- 6.3 as we find out from the research around 36% of employees strongly agree and 20% agree that employee training in organisation boost the level of performance of the employees and out of 65, 61% of the employees thinks that rewards and benefits will definitely increase the engagement level of employees in the organisation.
- 6.4 This study also says that behaviour exhibited by employees towards there work in organisation based on organizational culture, as our study shows 42% of the employees often feels energetic at work and 17% of employees always feels bursting with energy while working.
- 6.5 Whereas 46% of employees many a times thinks that there job inspire them to work efficiently and 33% of employees believes that there job inspire them all the time.
- 6.6 The research also covers an important aspect of new normal of working culture "The work from home culture" around 64% of employees stated that they are equally productive while working from home whereas 23% answered they are less productive while working from home.
- 6.7 The study found that 73% of employees instigated that they have a healthy work life in work from home and 27% of employees voted no in healthy work life while working from home.

VII. CONCLUSION

Based on the analysis of this study, the following could be concluded:

- 7.1 Organizational communication significantly influenced employees in engagement in IT companies i.e. by increasing effective communication within the organisation, companies will increase employee's engagement within the organisation.
- 7.2 Organizational communication the impact of Organizational Communication and Culture has greatly affected employee efficiency, i.e. organizations can often improve employee performance by improving successful communication within the organization;
- 7.3 First, the concepts of organizational culture, organizational communication and employee engagement are briefly discussed. Then, the proposed framework for the study is presented.
- 7.4 The intended participants of this study are employees in an IT firm in Ahmedabad. This study plans to engage a qualitative method in addition to using survey instrument design and Likert Scale questionnaire to evaluate all dimensions of the subject and the level of employee engagement.
- 7.5 Employee motivation has greatly affected employee engagement, i.e. organisational culture can boost employee involvement by increasing job satisfaction within the organisation.
- 7.6 Employees have a healthy work life balance from the new remote working of "work from home" and it is equally productive as working in the organisation and working from home.
- 7.7 This research showed that organisational culture and communication have significant influence on employee engagement and employee motivation Nevertheless, working to improve their organizational culture will also benefit businesses.

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