



A STUDY ON THE IMPACT OF WORK CULTURE ON EMPLOYEE ENGAGEMENT WITH REFERENCE TO IOT INDUSTRY

ABSTRACT

Work culture plays a significant role in enhancing employee engagement by influencing motivation, satisfaction, and organizational commitment. This study examines the impact of different types of work culture, including flexible, appreciative, collaborative, ethical, transformational, and developmental cultures, on employee engagement.

A descriptive research design was adopted, and data were collected from 152 employees using a structured questionnaire. Statistical tools such as percentage analysis, correlation, regression, chi-square test, and SEM using SPSS were applied for analysis.

The findings reveal that appreciative and flexible work cultures have the highest impact on employee engagement, followed by collaborative and ethical cultures. The study concludes that a positive work culture significantly enhances employee engagement and organizational performance.

Keywords

Work Culture, Employee Engagement, Job Satisfaction, Organizational Performance, SPSS, SEM

I. INTRODUCTION

Human Resource Management (HRM) focuses on managing employees effectively to achieve organizational goals and improve performance.

Work culture refers to the shared values, beliefs, and practices that shape employee behavior and the working environment in an organization. Employee engagement represents the emotional involvement and commitment of employees towards their work and organization.

Work culture has a direct impact on employee engagement by influencing motivation, satisfaction, and productivity. A positive work culture encourages employees to perform better, while a negative culture reduces commitment and performance.

Different types of work culture such as flexible, appreciative, collaborative, ethical, transformational, and developmental influence employee engagement in different ways. Overall, work culture is a key factor in improving employee engagement and enhancing organizational effectiveness.

II. DEVELOPMENT OF THE MAIN THEME

2.1 OBJECTIVES OF THE STUDY:

PRIMARY OBJECTIVES:

A study on the impact of work culture on employee engagement with reference to Riota Pvt Ltd.

SECONDARY OBJECTIVES:

1. To study the influence of flexible work culture on employee engagement.
2. To know the impact of collaborative work culture on employee engagement.
3. To find how ethical and transformational work culture enhances engagement level of employees.
4. To study the impact of appreciative and developmental work culture in engaging employees.

2.2 SCOPE OF THE STUDY:

This study examines the impact of work culture on employee engagement and job satisfaction in a selected organization. It focuses on key work culture factors such as leadership, communication, and rewards. The study identifies their influence on employee motivation and performance. It helps in improving HR practices to enhance employee engagement. The study is limited to one organization and can be extended in future research.

2.3 REVIEW OF LITERATURE:

Akhtar & Sultana (2022)- Appreciation practices & engagement

Akhtar & Sultana studied the impact of appreciation practices on employee engagement. The study found that employee appreciation enhances feelings of value and emotional connection with the organization. This emotional attachment leads to higher employee engagement and improved morale. The authors observed that verbal and timely recognition increases motivation and job involvement. Appreciated employees show higher commitment, better performance, and reduced turnover intention. The study also highlighted that fair and consistent appreciation builds trust and encourages active participation. Overall, the study concluded that appreciation practices positively influence employee engagement and organizational commitment.

Davis & Patel (2024) – Innovation and Employee Engagement

Davis and Patel found that encouraging innovation increases employee engagement. When leaders support new ideas, employees think more creatively. Creative thinking improves problem-solving skills. This increases their involvement in work. Leaders who provide reduce fear of failure. When fear is low, employees participate more. Employees feel valued when their ideas are supported. This increases motivation. Motivated employees put more effort into their work. Leaders who appreciate new ideas improve emotional connection. Innovation also improves teamwork and collaboration. Employees develop a proactive attitude. This increases their commitment to the organization. Innovation culture encourages learning and participation. Overall, supporting innovation helps improve employee engagement.

Evan Rosen (2024) – Culture of Collaboration & Employee Engagement

Evan Rosen explained that a strong collaborative culture increases employee engagement. When employees work across teams and communicate openly, they feel more connected. Collaboration reduces barriers between departments. Employees solve problems together, which increases involvement. Sharing knowledge improves learning and confidence. Employees feel a sense of ownership in their work. This increases motivation and effort. A collaborative culture builds trust and encourages participation in decisions. Employees feel valued and respected. This improves job satisfaction and morale. Collaboration also reduces conflicts and isolation. Teams become more united and supportive. Overall, collaboration plays a key role in improving employee engagement.

Gahlawat & Kundu (2023)- Flexible HR practices & engagement

Gahlawat and Kundu studied flexible HR practices in Indian companies. They found that flexible working hours make employees feel more powerful and responsible. This responsibility increases their engagement at work. Flexible policies also help employees balance their work and personal life. This balance reduces stress and burnout. Less burnout leads to better emotional involvement in work. The study also showed that employees who feel connected to their organization are more engaged. Flexible work increased this connection. Most employees in the study were happier with flexible work, which improved their engagement. The authors also said that fairness is very important. If only a few employees get flexibility, others may feel unhappy. Transparency and support from leaders improve engagement. The study concluded that flexible work culture is useful for improving employee engagement.

Macey & Schneider (2021) – Development Culture & Engagement Drivers

Macey and Schneider explained that development culture is a key factor for employee engagement. When organizations support learning and career growth, employees feel motivated. Training improves their skills and confidence. Employees find their work more meaningful. This increases their interest and effort. Development culture helps align personal goals with organizational goals. Employees become more involved and enthusiastic. Mentoring and learning support long-term engagement. It also encourages teamwork and innovation. Overall, development culture helps maintain strong employee engagement.

Nursalimah et al. (2025) – Ethical Culture & Organizational Climate

Nursalimah et al. explained that ethical culture creates a positive work environment. Shared values help build trust and fairness among employees. Employees feel safe and respected at work. This increases their motivation and satisfaction. Ethical culture also improves communication and teamwork. Employees become more responsible and accountable. A positive environment encourages higher engagement. Organizations with strong ethical values also have better employee retention and productivity. Overall, ethical culture supports employee commitment and engagement.

III. DATA ANALYSIS AND INTERPRETATION

3.1 RESEARCH METHODOLOGY

This study adopts a descriptive research design to analyze the impact of work culture on employee engagement. The population consists of 250 employees, out of which 152 respondents were selected using convenience sampling. Data were collected using a structured questionnaire with a Likert scale through Google Forms. Both primary and secondary data sources were used for the study. Primary data was collected directly from employees, while secondary data was obtained from books, journals, and articles. Statistical tools such as percentage analysis, correlation, regression, chi-square test, and advanced techniques including SEM were used for analysis using SPSS software.

3.2 DATA ANALYSIS AND INTERPRETATION

TABLE 3.2.1 Engagement in work roles and responsibilities:

ENGAGEMENT IN WORK ROLES AND RESPONSIBILITIES	FOCUS AND DEDICATION AT WORK		SENSE OF ACCOUNTABILITY		INITIATIVE IN WORK TASKS		ALIGNMENT WITH COMPANY GOALS		INTENTION TO REMAIN IN THE COMPANY	
	NO.	%	NO.	%	NO.	%	NO.	%	NO.	%
STRONGLY AGREE	17	11	5	3	7	5	12	8	13	9
AGREE	108	71	104	68	79	52	55	36	59	39
NEUTRAL	19	13	31	21	47	31	56	37	55	36
DISAGREE	3	2	10	7	16	10	27	18	20	13
STRONGLY DISAGREE	5	3	2	1	3	2	2	1	5	3
TOTAL	152	100	152	100	152	100	152	100	152	100

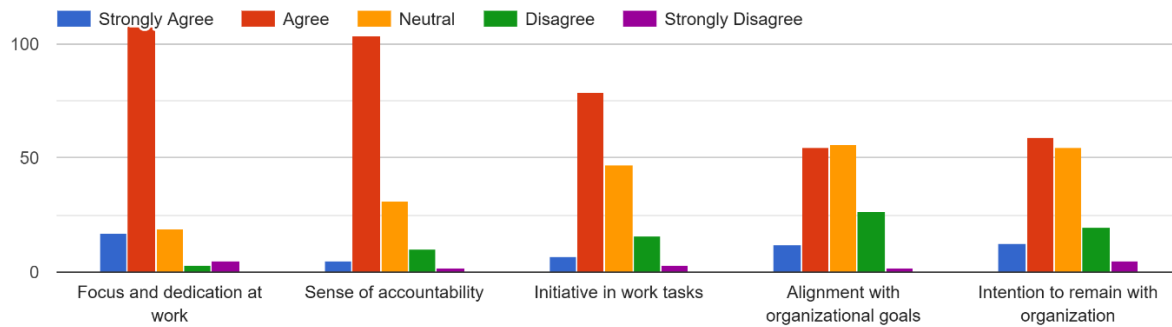
FINDINGS:

The study reveals that a majority of employees (82%) agree that they maintain focus and dedication at work. Regarding accountability, 71% of respondents agreed that they take responsibility for their tasks. For initiative in work tasks, 57% of employees expressed agreement, while 31% remained neutral. In terms of alignment with company goals, only 44% agreed, with a higher neutral response (37%). Finally, 48% of employees indicated their intention to remain in the company, while a significant proportion (36%) were neutral.

INFERENCE

It is inferred that 82% of respondents show focus and dedication at work, 72% of respondents show a sense of accountability in their work, 57% of respondents take initiative in work tasks, 44% of respondents feel their work is aligned with company goals, 48% of respondents intend to remain in the company.

Chart showing engagement in work roles and responsibilities:



SPEARMAN’S CORRELATION

- **NULL HYPOTHESIS(H0):** There is no significant relationship between employee engagement and flexible work culture.
- **ALTERNATIVE HYPOTHESIS(H1):** There is a significant relationship between employee engagement and flexible work culture.

TABLE 3.2.2 Spearman’s correlation between employee engagement and flexible work culture

			EMPLOYEE ENGAGEMENT	FLEXIBLE WORK CULTURE
SPEARMANS RHO	FLEXIBLE WORKCULTURE	Correlation coefficient	1.000	.77
		Sig(2-tailed)	.	.030
		N	152	152
	EMPLOYEE ENGAGEMENT	Correlation coefficient	.177	1.000
		Sig(2-tailed)	.030	.
		N	152	152

INFERENCE:

The Spearman correlation shows a strong positive relationship between employee engagement and flexible work culture ($r = 0.77, p < 0.05$), indicating statistical significance and acceptance of H1.

REGRESSION ANALYSIS

- **NULL HYPOTHESIS (H0):** Collaborative work culture has no significant effect on Employee Engagement.
- **ALTERNATIVE HYPOTHESIS (H1):** Collaborative work culture has a significant effect on Employee Engagement.

TABLE 3.2.3 Regression analysis of collaborative work culture and employee engagement

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.420	.176	.171	.53918

a. Predictors:(Constant), Collaborative Work Culture

Coefficients

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std.Error	Beta		
1	(Constant)	2.298	.219		10.514	.000
	Collaborative Work culture	.337	.059	.420	5.661	.000

a. Dependent Variable: Employee Engagement

FINDINGS:

The regression result shows a significant relationship between collaborative work culture and employee engagement ($p = 0.000 < 0.05$). The R value is 0.420 and R^2 is 0.176, indicating a low level of variance explained. Hence, the alternative hypothesis is accepted.

INFERENCE:

Collaborative work culture has a significant but low impact on employee engagement

STRUCTURAL EQUATION MODELING (SEM)

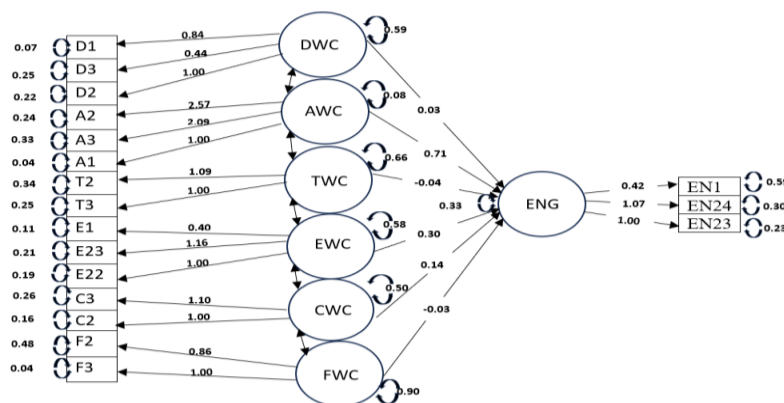
NULL HYPOTHESIS (H0): The hypothesized model has a good fit.

TABLE 3.2.4 Sem analysis of variables

Fit Indices	Results	Suggested values
Significance value	0.384	P-value>0.05
Chi-square/degree of freedom (X ² /d.f.)	1.033	≤5.00 (Hair et al., 1998)
Comparative Fit index (CFI)	0.997	>0.90(Hu and Bentler, 1999)
Goodness of Fit Index (GFI)	0.922	>0.90(Hair etal. 2006)
Normated Fit Index (NFI)	0.908	≥0.90 (Hu and Bentler, 1999)
Incremental Fit Index (IFI)	0.997	Approaches 1
Tucker Lewis Index (TLI)	0.995	≥0.90 (Hair et al., 1998)
Root mean square error of approximation(RMSEA)	0.015	<0.08(Hair et al.,2006)

FINDINGS:

From the above table it is found that Significance value is 0.384 which is greater than the suggested P value of greater than 0.05. The Chi – square/ degree of freedom value is 1.033 which is less than the suggested value of less than or equal to 5.00. The Comparative Fit Index (CFI) value is 0.997 which is greater than the suggested value of greater than 0.90. Goodness of Fit Index (GFI) value is 0.922 which is greater than the suggested value of greater than 0.90. The Normated Fit Index (NFI) value is 0.908 which is greater than the suggested value of greater than 0.90. The Incremental Fit Index (IFI) value is 0.997 which is equal to the suggested value of approaching 1. The Tucker Lewis Index (TLI) value is 0.995 which is greater than the suggested value of greater than 0.90. The Root mean square error of approximation (RMSEA) value is 0.015 which is less than the suggested value of less than 0.08.

PATH DIAGRAM:**INFERENCE:**

From the table it is inferred that since all the above measures are within the suggested range, the Null Hypothesis (H0) is accepted. The hypothesized model has a good fit.

3.3 SUMMARY OF FINDINGS

- Correlation analysis indicates a significant positive relationship between work culture and employee engagement.
- Regression analysis confirms that work culture has a significant impact on employee engagement.
- The regression model explains a moderate level of variance in employee engagement.
- Structural Equation Modeling (SEM) results demonstrate a good model fit and support the proposed relationships.
- Overall, work culture has a positive and significant influence on employee engagement in the organization.

3.4 SUGGESTIONS

- Flexible work arrangements like remote work and flexible hours should be implemented to improve employee satisfaction.
- Collaboration can be enhanced through teamwork, open communication, and cross-functional activities.
- An employee recognition system should be established to appreciate performance and improve motivation.
- Transformational culture should be promoted by encouraging innovation and employee participation in decision-making.
- Ethical practices should be strengthened through transparency, fairness, and accountability.
- Continuous employee development should be supported through training, mentoring, and career growth opportunities.

3.5 CONCLUSION

The study concludes that work culture has a significant impact on employee engagement. A positive work culture enhances employee motivation, satisfaction, and commitment towards the organization. Employees perform better and show higher retention when they feel valued and supported. Factors such as recognition, fairness, communication, collaboration, and growth opportunities improve engagement levels. Overall, a strong and supportive work culture leads to higher productivity and organizational effectiveness.

APPENDIX

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