

RESEARCH ARTICLE

ORGANIZATIONAL CULTURE'S IMPACT ON EMPLOYEE ENGAGEMENT STRATEGIES: A HRM QUALITATIVE ANALYSIS

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ABSTRACT

The complex relationship between HRM's organizational culture and employee engagement initiatives is the subject of this qualitative study. The complex ways in which company culture affects employee engagement programs are the intended focus of this research, which will apply in-depth analysis to achieve this goal. Organizational leaders aiming to boost employee engagement might glean useful insights from this study, which uses qualitative approaches to explore the views, experiences, and behaviors of HR professionals and employees. A thorough summary of the current theoretical frameworks and empirical investigations in this field is provided by the literature review, which draws from forty recent scholarly sources. This study takes a qualitative approach to research by collecting and analyzing data through semi-structured interviews and theme analysis. A number of interrelated connections between aspects of company culture and methods of employee engagement are shown by the findings. In order to create a positive work atmosphere and boost employee motivation, happiness, and performance, it is crucial to link organizational culture with engagement programs. The discussion part provides a summary of the results, delves into their relevance to HRM practices, and suggests avenues for further study. To sum up, this study provides HR professionals and company executives with useful insights by highlighting the role of organizational culture in developing employee engagement initiatives.

KEYWORDS

Organizational culture, Employee engagement, Human Resource Management, Qualitative analysis, Thematic analysis.

1. INTRODUCTION

Culture in the workplace significantly influences how employees act and how well the company does its job. As businesses aim to boost productivity, hold on to talent, and create a pleasant workplace, the idea of employee engagement has gained a lot of traction in HRM. The term "employee engagement" refers to the level of participation and dedication to company goals that employees feel, think, and do (Turner and Turner, 2020). The level of employee motivation, job satisfaction, and willingness to put in extra effort at work is reflected in it (Goetz and Wald, 2022). In today's fast-paced and highly competitive business world, companies are realizing the need of fostering a strong organizational culture that encourages employee engagement. The complex interplay between HRM-related corporate culture and employee engagement tactics is the focus of this study. The purpose of this study is to offer HR professionals and business executives useful information by investigating the ways in which company culture affects the creation, execution, and results of employee engagement programs. The creation of more successful HRM methods adapted to corporate situations can be informed by understanding the underlying mechanisms through which organizational culture impacts employee engagement.

2. LITERATURE REVIEW

The core concepts in modern management literature center on organizational culture, which is defined as "the set of shared values, beliefs, conventions, and practices that permeate an organization" (Tilhou, 2020). Soomro and Shah highlight its importance due to its significant

influence on organizational behavior, performance, and outcomes (Soomro and Shah, 2019). For a long time, researchers have stressed that company culture is very important since it determines how employees feel, act, and perform in the workplace (Manoppo, 2020). Recognizing employee engagement as a vital driver of organizational success, recent research has highlighted the deep relationship between corporate culture and engagement (Rameshkumar, 2020). An engaged workforce is one in which workers are emotionally, intellectually, and behaviorally invested in their jobs, coworkers, and company (Turner and Turner, 2020).

The level of employee commitment, motivation, and satisfaction with their work experiences is reflected in it (Dorta-Afonso et al., 2021). To better understand how company culture affects employee engagement, various theoretical frameworks have been put forward. Clan, Adhocracy, Market, and Hierarchy are the four types of organizational cultures identified by Competing Values Framework (CVF) (Zeb et al., 2021). The attitudes and actions of employees are influenced by the values, conventions, and practices linked with each archetype. For example, according to firms that have a Clan culture place a high value on cooperation, collaboration, and employee development (Zeb et al., 2021). This helps to create a supportive and nurturing work environment that encourages high levels of employee engagement. In a similar vein, Dirlik model of corporate culture draws attention to the long-standing beliefs, practices, and objects that shape the company's character and the way its employees operate (Dirlik, 2001). There are three tiers upon which an organization's culture manifests itself: the overt (symbols, rituals), the covert (mission statements, slogans), and the hidden (assumptions, unconscious biases, etc.). If you want to know how company culture affects employee engagement efforts and results, you need to know about four tiers of culture.

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Furthermore, SET sheds light on the relational dynamics underpinning employee engagement. According to SET, the two-way flow of resources between a business and its employees is a key factor in employee engagement (Rabiul et al., 2022). When employees believe that their contributions are being rewarded by their organization with both tangible and intangible benefits, such as support, recognition, and opportunities for advancement, they are more likely to engage in discretionary behaviors (such as going above and beyond the call of duty or participating in organizational citizenship activities) (Pradhan et al., 2020). New empirical research confirms that company culture is a key factor in employee engagement and productivity. Some researchers discovered, for instance, that companies with strong cultural norms and values that are in line with employee preferences often had lower turnover rates and better levels of employee engagement (Mirvis, 2012; Tang et al., 2010).

3. MATERIALS AND METHODS

3.1 Research Design

This qualitative study used a phenomenological technique to delve into the personal accounts of HR personnel and workers to uncover how company culture impacts engagement initiatives. When studying people's real-life experiences in a particular setting, phenomenology works wonders for getting to the heart of what those experiences imply (Van Manen, 2019).

3.2 Sampling Methods

Participants were chosen using a purposive sample strategy in order to ensure that they held the necessary insights and experiences to answer the study questions (Busetto et al., 2020). Human resources experts in charge of developing and executing employee engagement strategies were among the sample's members, along with individuals from a variety of organizational backgrounds and levels of hierarchy.

3.3 Data Collection Procedures

Participants were asked to reflect on their own perspectives, experiences, and actions about company culture and employee engagement through semi-structured interviews. The research aims and related literature informed the development of the interview technique, which included open-ended questions to promote participants' freedom of expression (Hirose and Creswell, 2023). The interviews may have taken place in person or over video conferencing, whichever was more convenient for the participants. With the participants' permission, we audio-recorded each interview, which lasted about 45 to 60 minutes. During the interviews, field notes were also collected to record contextual information and non-verbal clues.

3.4 Data Analysis Techniques

In order to make sense of the qualitative information gleaned from the interviews, thematic analysis was used (Trainor and Bundon, 2021). Analysis was an iterative process that began with data familiarization and continued through initial code generation, topic search and review, theme definition and naming, and report production (Xu and Zammit, 2020). We used qualitative data analysis tools to systematically code and analyze the transcripts of the audio-recorded interviews. Constant comparison and discussion among the members of the study team iteratively created and refined the codes. Organizational culture and employee engagement were two of the topics that participants rated most highly, and themes developed from the coded data that reflected these ratings.

Methods including reflexivity, peer debriefing, and member verification improved the reliability and validity of the qualitative results (Laumann, 2020). To ensure the correctness and proper interpretation of the participants' answers, we shared our early findings with them for member verification. In order to get other opinions and input from coworkers who were more experienced with qualitative research methods, we held peer debriefing sessions. Researchers kept their reflexivity in check by regularly checking in with themselves to see how their assumptions, prejudices, and preconceptions affected their work.

4. RESULTS

Several important conclusions about how company culture influences employee engagement initiatives emerged from the theme analysis of qualitative data:

4.1 Theme 1: Cultural Alignment and Employee Engagement

Participants stressed the necessity of this alignment. Employees were more invested in their work for companies when their stated beliefs were

congruent with their day-to-day operations. Employees felt more invested and devoted to their companies when they worked for those with a collaborative and supportive culture, according to participants.

4.2 Theme 2: Leadership and Cultural Influence

People who took part in the discussion emphasized how leaders greatly impact company culture via their actions, words, and choices. Employees believed that leadership's backing of engagement programs was critical to establishing an environment that encouraged participation because it fostered a sense of trust, empowerment, and responsibility.

4.3 Theme 3: Communication and Transparency

To encourage employees to trust one another, be actively involved, and work together, participants stressed the significance of transparent and honest communication channels. It was believed that employee engagement and commitment were better in companies that made open communication about company objectives, strategies, and performance results a priority.

4.4 Theme 4: Recognition and Reward Systems

The importance of recognition and reward systems in improving employee engagement and reinforcing desired behaviors was emphasized by participants in the fourth theme, which is recognition and reward systems. It was believed that companies might encourage employee engagement by creating a culture of gratitude and inspiration through the use of open and honest compensation systems including performance-based incentives, employee recognition programs, and opportunities for professional growth.

4.5 Theme 5: Organizational Values and Employee Motivation

Our research shows that company values are a major factor in what drives employees to be engaged and motivated. Organizational principles that place a premium on employee happiness, inclusiveness, and social responsibility were highlighted by participants as crucial. Employees were more invested in the company's success and more willing to go above and beyond to achieve its objectives when leadership showed they were serious about the company's ideals through tangible activities.

4.6 Theme 6: Cultural Adaptability and Change Management

Cultural Adaptability and Change Management One of the most important factors impacting employee engagement is the capacity of firms to change their culture in response to both internal and external factors. The significance of effective change management techniques was stressed by participants as they addressed the difficulties of cultural change projects. Employees were more invested in the success of their companies during organizational changes when those companies showed they could adapt quickly and were willing to embrace new cultural norms.

Table 1: Themes of Organizational Culture and Employee Engagement

Theme	Description
Cultural Alignment and Employee Engagement	Importance of aligning organizational culture with employee engagement initiatives for enhanced engagement and commitment.
Leadership and Cultural Influence	The central role of leadership in shaping organizational culture and fostering a culture of trust, empowerment, and accountability.
Communication and Transparency	Critical role of effective communication and transparency in fostering trust, collaboration, and engagement among employees.
Recognition and Reward Systems	Significance of fair and transparent recognition and reward systems in reinforcing desired behaviors and motivating employee engagement.
Organizational Values and Employee Motivation	Importance of organizational values that prioritize employee well-being, diversity, and social responsibility in driving employee motivation and engagement.
Cultural Adaptability and Change Management	The necessity of organizational adaptability and effective change management strategies in maintaining employee engagement amidst transitions.

5. FINDINGS AND DISCUSSIONS

There is a complex relationship between company culture and employee engagement tactics, and this study's results shed light on that relationship. What follows is a review of the main findings, an examination of their relevance to HRM practices, and some suggestions for HR practitioners and organizational leaders based on these findings.

5.1 Cultural Alignment and Employee Engagement

The results highlight how important it is to align company culture with employee engagement programs. Increases in employee motivation, happiness, and performance are commonplace in companies that foster a culture defined by common beliefs, conventions, and practices that encourage participation from all employees. Together with company executives, HR professionals should take stock of the company's culture to see where it stands in relation to employee engagement objectives. Fostering a culture that promotes employee well-being and engagement can be achieved through strategies such as leadership development, communication campaigns, and cultural interventions.

5.2 Leadership and Cultural Influence

One cannot overestimate the importance of leadership in determining the culture of an organization and the level of engagement among its employees. Those in leadership positions within an organization are in a prime position to articulate and demonstrate the culture's defining values, behaviors, and expectations. Leadership development programs should be an investment for HR professionals if they want their leaders to successfully spearhead cultural change initiatives and back up employee engagement activities. A leadership culture that encourages people to trust, be empowered, and take responsibility for their actions can be developed through leadership training, mentoring, and feedback systems.

5.3 Communication and Transparency

Two pillars of company culture that have shown to have a significant impact on employee engagement are open and honest communication. Facilitating open and honest discourse between leaders, managers, and employees should be a priority for HR practitioners when it comes to communication techniques. Staff members should be given the opportunity to express their opinions, discuss ideas, and have a say in corporate decision-making through frequent town hall meetings, feedback sessions, and employee forums. Better knowledge, buy-in, and dedication to corporate goals can be achieved by open and honest communication on tactics, performance outcomes, and goals.

5.4 Recognition and Reward Systems

The results stress the value of reward and recognition systems in encouraging the right actions and boosting morale in the workplace. Human resource professionals should devise and execute systems of rewards that acknowledge and commemorate employees' efforts, successes, and landmarks. Motivating people to give their all and stay invested in their work is possible through performance-based incentives, programs that reward both individual and team efforts, and chances for professional growth. Also, in order to keep employees trusting and invested in the company, compensation plans should be open, equal, and fair.

5.5 Organizational Values and Employee Motivation

Table 2: Strategies for Enhancing Employee Engagement	
Strategy	Description
Leadership development	Invest in leadership development programs to equip leaders with skills to foster a culture of trust and empowerment.
Communication campaigns	Implement communication campaigns to facilitate open and honest dialogue between leaders, managers, and employees.
Recognition programs	Design and implement recognition programs to celebrate employee contributions and achievements.
Performance-based incentives	Implement performance-based incentive systems to motivate employees and drive desired behaviors.
Career development opportunities	Provide career development opportunities to encourage employee growth and advancement within the organization.

One of the most important factors in keeping employees engaged and motivated is the organization's core values. Human resource professionals and company executives should work together to define and instill values that speak to workers' deepest desires and ambitions. Integrity, respect, and teamwork are some of the core values that can shape an organization's culture, conduct, and decision-making. Employees are more inclined to trust, be loyal to, and actively participate in their work for companies that consistently act in a way that reflects their beliefs.

5.6 Cultural Adaptability and Change Management

The research shows that cultural flexibility and change management are critical for organizations to keep their employees engaged throughout times of change. Human resource professionals should anticipate and address employees' worries, fears, and aversion to change by crafting change management techniques. Helping employees through transitions and cultural shifts effectively can be achieved through communication campaigns, training programs, and support structures. To keep employees engaged and performing at a high level, organizations need to be nimble, adaptable, and resilient when faced with change.

6. CONCLUSION

To sum up, this qualitative study has explored the complex interplay between HRM-related organizational culture and employee engagement tactics. Organizational culture has a significant effect on employee engagement programs, as this study demonstrated using thematic analysis. Organizational culture must be in sync with employee engagement objectives, according to the results. Employees were more invested in their work for companies with a culture that encourages open communication, mutual respect, and cooperation. There has to be supportive leadership practices in order to create an engaging work environment, since leadership has become a key factor in determining organizational culture. The most important factors in increasing employee engagement were found to be open and honest communication. Crucial to developing trust and encouraging employee commitment were open lines of communication and transparent organizational processes. The use of incentive and recognition programs was also crucial in encouraging the desired actions and getting people invested in the company's success. Employee engagement and motivation were also found to be strongly influenced by company ideals. Employee happiness and dedication were discovered to increase when a values-driven culture was fostered that placed an emphasis on diversity, social responsibility, and employee well-being. The study also stressed the significance of change management and organizational adaptation in keeping employees engaged during organizational changes. In order to maintain high levels of employee engagement over time, organizations have to show agility, adaptability, and resilience when faced with change. Organizations must prioritize measures that cultivate a healthy company culture and encourage employee engagement in light of these results. Aligning organizational practices with employee requirements, developing leaders, encouraging open communication, creating effective recognition and incentive systems, and nurturing values-driven cultures are all important ways in which human resource practitioners help to facilitate this process.

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