

A STUDY ON IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEE ENGAGEMENT IN PROFESSIONAL EDUCATIONAL INSTITUTIONS IN BHUBANESWAR REGION: AN 'OCTAPACE' MODEL APPROACH

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ABSTRACT

Engaged employees with their valuable contribution have orchestrated the milestone of every excelling business organization. It has been evident through observation that, employee engagement and organizational culture are directly or indirectly linked to organizational performance. The purpose of this article is defining and assessing organizational culture and its impact on employee engagement. The objective of this article is to demonstrate and examine various concepts on organizational culture and its impact on employee engagement. A review of the relevant literature indicates that organizational culture as a measure of employee engagement especially in the educational industry of a developing country like India has attained limited research efforts. This paper adopted OCTAPACE cultural framework in investigating the effect of each factor of culture on employee engagement. A sample of 300 faculty members with 2 years of work- experience from different Educational Institutes in Bhubaneswar region of Odisha is randomly selected for the study. ANOVA is used to determine the difference in impact values of OCTAPACE eight values among each other. The Regression analysis is then applied to establish the link between OCTAPACE values with employee engagement determinants. Moreover, the study seeks to describe the importance of having actively engaged employees and organizational culture promoting the strategies to implement employee engagement activities. Result from this study will assist in the development of an effective employee engagement program for educational organizations.

Keywords: Organizational culture, OCTAPACE Organizational Culture, Employee Engagement.

Introduction

The term Employee engagement introduced by Kahn (1990, p. 694) in 1990, describes it as the level of commitment and involvement employees have towards their organization physically, cognitively, emotionally during role performances. Kumar and Swetha (2011) demonstrate that an engaged workplace encourages commitment and energy among the employees of the organization to improve production and business performance. They again coin, engagement is as a degree of

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existence to an extent that keep employees to remain motivated during their job performances. Macey et al. (2009) define Engagement as, "individual's sense of intention and focused energy, obvious to others in the exhibit of personal initiative, adaptability, effort, and persistence directed toward organizational and personal goals". The Chartered Institute of Personnel and Development defines a three dimensional approach of employee engagement. Intellectual engagement is an in-depth enrooted personal commitment for a persistent period, effective engagement is the affirmative feelings about own job and social engagement narrates about active participation in discussing work-related improvements with co-workers.

Macey and Schneider, (2008) emphasize that in spite of the meaningful interest, activities and well-built belief in the importance of employee engagement, it is still in squabble process. It is not yet meticulously conceptualized, much less empirically studied. The present study attempts to define employee engagement as an attitude towards one's work at one's organization, comprising feelings of vigor, dedication, and absorption; cognitive appraisals of psychological empowerment; and motivation to act, within personal and organizational role, in the service and attainment of the organization's goals.

Organizational Culture

Mc Bain (2007) and Lockwood (2007) claim the unremitting progress of an industry depends upon the active and positive engagement of its workforce, and organizational culture is one of the parameters that drives employee engagement. Organization culture characterizes the behaviour prototype of employees based on shared values, assumption, beliefs that activate employee engagement and organizational performance. Organizational engagement plays a mediating role between job resources and extra role performance, thereby improving the development of industry. Upward moving graph of employee competency level must ensure unremitting development and for this, a 'facilitating organizational culture' is the leading influencer. Organizational culture with successful communication, positive reinforcement, adequate resources, innovation, trust in senior management, skill enhancement, teamwork and autonomy helps in improving the engagement level of employees (May et al. 2004). Barney (1986) claims that strong organizational culture can lead to a competitive advantage for the firm along with an active engaged workforce.

The OCTAPACE culture is characterized by the occurrence of openness, confrontation, trust, authenticity, pro-activity, autonomy, collaboration, and experimentation; it deals with the extent to which these values are promoted in the organization (Pareek and Rao, 2003).

Openness & Risk Taking:

Employees feel free to express their ideas and the organization is proactive to take risks and do experiment with new ideas and ways of delivering organizational performances.

Confrontation:

Employees face the work-life problems and work jointly with others concerned to it to find solution. They face the issues openly without hiding and avoiding against the fear of hurting each other.

Trust:

The employees, department, and groups trust each other and can be relied upon to do whatever they say they will do.

Authenticity:

Authenticity declares the value underlying trust level. It is the readiness of a person to admit the feelings he/she has, and to accept him/her as well as others who relate to him/her as persons.

Pro-action:

Employees are action – oriented, eager to take new ideas and to show a high degree of pro-activeness. They anticipate the issues and act or respond to the needs of the future.

Autonomy:

Autonomy is the keenness to use power without fear, and serving others to do the same. Employees have some freedom to act autonomously within the boundaries imposed by their work-role/job.

Collaboration:

Collaboration engrosses working together and using one another's strength for a common cause. Individuals, instead of solving their problems by themselves, share their concerns with each other and prepare strategies, work out plans of action, and implement them together for achievement of common objective.

Experimentation:

Experimentation as a value emphasizes the importance given to innovation and trying out new ways of dealing with the problems in the organization.

Being one of the largest education systems in the world, India expects to achieve success during the Five Year Plan period (2017-21), through creating new universities and increasing the intake capacity of the existing universities and colleges. According to Bagga, T., et al., (2016), the prime objective is to maintain quality and excellence in all spheres of higher education i.e., student admission, quality enhancement of faculties, curricular, teaching pedagogy and evaluation reform. Following this, Indian higher education consisting of management institutes, different types of universities and colleges offering professional education, is witnessing an exponential growth though they vary in terms of their academic, administrative and financial arrangements. India runs the third largest higher education system and has the third largest pool of skilled person in the world.

Educational Institute's culture plays a crucial role in addressing challenges like faculty recruitment, retention, and attrition and employee engagement. Culture is way more than common shared values, norms, moderately culture include deeper basic assumptions of values, beliefs, and assumptions. It influences every action and processes at institutes/universities and shape individuals and organizational behaviours (Schein, E. H., 1990). The concept of culture expanded in the early 1960s in the study of social sciences, anthropology, ethnographic or ethnologist studies of universities and colleges, most of the studies are limited to the impact of culture on students (Clark, B.R., 1960, Trow M., 1960, Barton 1961, and Pace, C.IL, 1962). In a globally rising market pressure on colleges and universities, higher education institutions must develop a culture of persistent intellectual growth, with an increased focus on its customers and staff for academic reform (Sporn, B., 1999). Burton Clark's (1972) and Kuh, G. D., & Whitt's (1988) work on the organizational saga are examples. Other authors those attempt to conceptualize organizational culture in higher education are Dill (1982), Masland (1985) and Bergquist (1992) who emphasize on the quality aspect in higher education.

The educational institutes can be considered interlaced and incessant, allowing communication among stakeholders who share responsibility and decision-making power. The OCTAPACE profile is a 40-item instrument that describes the profile of organization's ethos in eight values. These values are openness, confrontation, trust, authenticity, pro action, autonomy, collaboration and experimentation.

Review of Literature

Ilyasa et al. (2018) conducted a study on 563 employees to study the influence of the culture of the organization, knowledge sharing and employee engagement to the employee work innovation at

health social security organizing body. This result from this research indicated that the organization culture has a positive impact on employee's innovation, knowledge sharing, and employee engagement.

Zafar et al. (2017) in his study uses OCTAPACE to identify organizational culture among employees of an organized retail sector and find conservative level of organizational culture. Their study also reveals that female employees of organized retail sectors are more satisfied with the current organizational culture than their male counterparts.

Brenyah and Darko (2017) examine the relationship between corporate culture and employee engagement among 267 employees in public sector organizations of Ghana and find that achievement and support cultures significantly cause employees to be engaged in the public sector of Ghana whilst power culture has a significant, but negative relationship with employee engagement. The relationship between role culture and employee engagement is not significant.

Jena and Pradhan (2017) study takes an exploratory viewpoint of employee engagement based on the extant literature, offers a conceptual model of employee engagement, and argues that employee engagement is a positive attitude held by individuals toward their organization and its culture.

Kalia and Verma (2017), in their study on organizational culture and employee engagement among hospitality sector employees find that Organizational culture is an important factor that promotes employee engagement. Out of all the parameters autonomy and experimentation are found to be significantly related with all the dimensions of employee engagement. Different dimensions of organizational culture are found to be related more with vigor and dedication as compared to an absorption parameter of employee engagement. Trust predicts dedication and absorption, whereas collaboration influences only absorption dimension of employee engagement among the hospitality employees.

The study of Shehri et al. (2017) on 39 bankers using structured interview technique to examine the organizational culture enablers and inhibitors of employee engagement in Saudi Banks. The study uncovers the influential factors that contribute most to employee engagement enablers are training and development, organizational communication, reward, and recognition.

The study of Zafar and Kaur (2017) on 368 faculty members of public and private Universities and found moderate level of organizational culture are prevailing in the Universities and dominant culture components includes Openness and Risk taking, Confrontation, Pro-action, Collaboration and Experimentation. They also find no significant differences between male and female faculty members and Ph.D. and Non-Ph.D. faculty members on organizational culture.

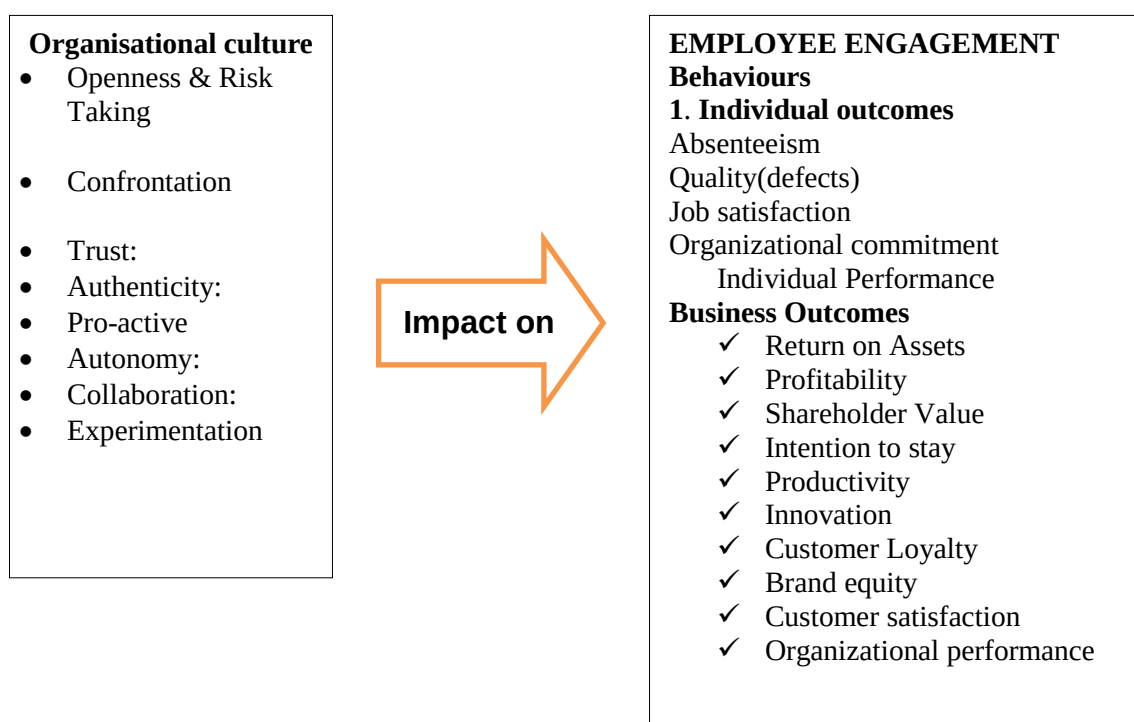
Research on 347 teachers by Sabri et al. (2011), to decide the effect of organizational culture on job satisfaction level of teachers of public and private sector higher education institutes and universities of Lahore, which is a hub of higher education, suggests supportive organizational culture may raise the level of job satisfaction of teachers and satisfied teachers may produce healthy, satisfied and creative minds. Empirical findings show that organizational culture is

categorized into two components i.e., organizational culture related to managers and leaders (OCM) and organizational culture related to employees (OCE).

Kantek and Baykal's (2009) study on organizational culture among 180 nursing faculty members finds that strong perceptions have been established in nursing schools in regard to student-oriented practices. They recommend to promote policies to enhance the participation in decision-making processes and regularly monitor the cultural changes in the organization.

Theoretical Construct:

Fig 1: Relationship between Organizational culture and Employee Engagement



Research Objectives

The objective of the research study broadly includes:

- To study the relationship between Organizational Culture and Employee Engagement of faculties in the educational industry.
- To understand the dimensions of Organizational Culture that influences Employee Engagement among employees.

- To help Policy Makers in developing a more effective and better Organizational Culture in educational Institutes.

Research Methodology

Research Approach

Descriptive approach is applied for the study and the target populations of the study were 300 faculty members who are selected from fifteen Professional Educational Institutions of Bhubaneswar region to participate.

Unit of Analysis:

The theoretical population consists of the Professional Educational Institutes in Bhubaneswar city based on the convenient sampling method. Following Institutes are:

1. Srusti Academy of Management, Bhubaneswar
2. Biju Patnaik Institute of Management, Bhubaneswar,
3. SILICON institute of Engineering, Bhubaneswar,
4. KIIT School of Management, Bhubaneswar,
5. SOA Deemed University ,Bhubaneswar,
6. TRIDENT College of Management, Bhubaneswar,
7. ODM School of Management, Bhubaneswar,
8. KRUPAJAL School of Engineering & Management.
9. EASTERN Academy of Management.
10. IPSAR Institute of Management,
11. UTKAL University,
12. CENTURION University,
13. Institute of Management & Information Science, Bhubaneswar,
15. Koustav College of Engineering, Bhubaneswar.

Sample Size

Total 300 selected faculties from the universe include Professors, Associate Professors and Assistant Professors. The breakdown is as follows: Professors: 26 Associate Professors: 98 Assistant Professors: 176.

Survey Instrument

A self- structured questionnaire is framed with the help of reviews on past studies. Measures like of job recognition, flexibility in timings, perks and benefits, compensation, employee motivation, learning climate, cost-effectiveness, career opportunities, organizational commitment, communication, superior-subordinate relationship and training with appropriate instructions for each section of the questionnaire for the collection of data on the study.

Hypothesis Formulation

Park (1994) scale for organizational scale is used for this study to inspect the relationship between organizational culture and employee engagement. The dimensions of organizational culture are Openness: It is the freedom to communicate with other employees, share and interact without hesitation. Confrontation: It involves facing the problems and challenges bravely, not shying away from them, deeply analyzing interpersonal problems and working jointly with others concerned to find a solution to the problems. Trust: Maintaining the confidentiality of information shared by others and the company. It includes high empathy, timely support, reduced stress & reduction and simplification of forms and procedures.

Hypothesis

Ho- There is no significant association between OCTAPACE Values and employee engagement.

H₁ - There is a significant association between OCTAPACE Values and Employee engagement.

ANALYSIS

The data collected through the questionnaire has been analyzed by using MS Excel and SPSS-21 for the testing of the Hypothesis. The result of the analysis has been presented in the following tables.

Table 1: Descriptive Statistics

Variables	Mean	Standard Deviation	N
Employee Engagement	215.5400	26.45919	300
OCTAPACE	20.7333	3.45088	300

Source: Primary source of data

From the above table it is observed that the calculated value of standard deviation is very low, describes that data are reliable.

Table 2. : Correlations

Test	Particulars	Employee Engagement	OCTAPACE values
Pearson Correlation	Employee Engagement	1.000	.699
	OCTAPACE Values	.699	1.000
Sig.(1-Tailed)	Employee Engagement	.000	.000
	OCTAPACE Values	.000	.000
N	Employee Engagement	300	300
	OCTAPACE Values	300	300

The value correlation coefficient between OCTAPACE Values and Employee engagement is 0.699. and it is significant at 5% level of significance thus, the null hypothesis H_0 is rejected and it may be concluded that OCTAPACE Values have positive impact on employee engagement. Furthermore, since the value of correlation coefficient (r) suggests a strong positive correlation, we can use a regression analysis to obtain a relationship between the variables.

Table 3. : Model Summary of regression analysis

Model	R	R square	Adjusted R. Square	Standard error Of the estimate
1	.699	.488	.487	18.95721
a. Predictors: (Constant), OCTAPACE Values				
b. Dependent Variable: Employee Engagement				

As per the value of 'R', 69.9% variations in employment engagement dimensions are explained through OCTAPACE values. More strictly if we take the value of R-square, we can conclude that employee engagement dimensions are explained up to 48.8% through OCTAPACE values.

Table 4. : ANOVA

MODEL		Sum of Squares	df	Mean Square	F	Sig
1	Regression	102232.505	1	102232.505	284.472	.000
	Residual	107094.015	298	359.376		
	Total	209326.520	299			
- Predictors: (Constant), OCTAPACE Values - Dependent Variable: Employee Engagement						

Source: Author's own calculation

Table 5. : Coefficients

MODEL		Un standardized Co-efficient		Standardized Co-efficient		
		B	Std. Error	Beta	t	Sig.
1	constant	104.444	6.677		15.642	.000
	OCTAPACE value	5.358	.318	.699	16.866	.000
Dependent Variable: Employee Engagement						

Karl Pearson's correlation coefficient between OCTAPACE Values and employee engagement is 0.699 and is significant. Hence, the null hypothesis that the OCTAPACE Values do not associated optimistically with employee engagement is rejected and we may conclude that there is positive association between OCTAPACE Values and employee engagement. Regression analysis to find the form of relationship between these two variables is described as follows: Here correlation coefficient R came out to be 0.699, describes a positive relationship. The coefficient of determination R^2 is 0.487, i.e., about half of the variation in employee engagement is explained by OCTAPACE Values. The value of associated F is significant as sig. F is less than 0.05. The model's ability to explain any variation in the dependent variable is observed through ANOVA table. The F value is obtained as 284.472 and corresponding p-value is 0.000, which is sufficient to conclude that the model fits well for the collected data. Moreover, it is worthy to apply and use this model.

The linear regression equation thus obtained is

Employee Engagement= 104.44 + 5.358 * OCTAPACE Values

Conclusion

Organizational culture is a dominant factor that promotes employee engagement. To create an atmosphere of actively engaged workforce with a sense of belongingness and commitment towards the organization and work, it is highly recommended to strengthen factors of organizational culture, to reap and achieve organizational success along with individual goal achievement. The correlation analysis between all eight dimensions of OCTAPACE values and employee engagement reveals a strong positive relationship.

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