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Examining The Interplay Between Organizational Culture and Employee Engagement in the Higher Education Sector: Key Influencing Factors and Implications

Dr. Navleen Kaur [1*], Ravneet Kaur [2]
[1] Assistant Professor, Department of Commerce and Management, SGGSWU, Fatehgarh Sahib, Punjab, India
[2] Research Scholar, Department of Commerce and Management, SGGSWU, Fatehgarh Sahib, Punjab, India

Corresponding Author: *Dr. Navleen Kaur

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Abstract

Organisational culture and employee engagement play a crucial role in shaping the effectiveness, sustainability, and success of higher education institutions. A strong organisational culture fosters collaboration, innovation, and institutional commitment, while high levels of employee engagement enhance job satisfaction, productivity, and retention. This study explores the various factors influencing organisational culture and employee engagement within the higher education sector, examining their interplay and impact on institutional performance. Key factors such as leadership styles, communication practices, work environment, professional development opportunities, and institutional values are analysed to understand their role in shaping employee engagement. The study aims to provide insights into how higher education institutions can cultivate a positive culture that enhances faculty and staff engagement, ultimately contributing to academic excellence and institutional growth. By identifying the mediating factors that influence this relationship, the research offers practical recommendations for fostering an environment that supports both employee well-being and institutional success.

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INTRODUCTION

Organisational culture and employee engagement are fundamental aspects that influence the performance and sustainability of institutions, including those in the higher education sector. As educational institutions navigate an evolving landscape marked by technological advancements, changing student expectations, and increasing competition, fostering a strong organisational culture becomes essential. Organisational culture encompasses shared values, beliefs, and practices that shape institutional operations, leadership approaches, and workplace relationships. It significantly impacts faculty performance, student outcomes, and overall institutional effectiveness. A positive and well-defined culture enhances collaboration, encourages innovation, and promotes a sense of belonging among employees, which ultimately drives institutional success.

Employee engagement, on the other hand, refers to the level of commitment, enthusiasm, and involvement that faculty and staff exhibit toward their work and the institution. Engaged employees are more productive, motivated, and dedicated to achieving institutional goals, leading to improved academic quality and administrative efficiency. However, various factors, such as leadership styles, communication, work environment, and professional development opportunities, influence engagement levels. This study aims to explore the intricate relationship between organisational culture and employee engagement in the higher education sector, identify key factors affecting these elements, and provide insights into strategies that can enhance both. Understanding these dynamics is crucial for higher education institutions seeking to create a thriving academic environment that supports faculty and staff while achieving long-term institutional success.

OBJECTIVES OF THE STUDY

1. **To examine the key factors influencing organisational culture.** In higher education institutions, including leadership styles, institutional values, communication practices, and work environment.
2. **To analyse the impact of organisational culture on employee engagement,** including job satisfaction, motivation, and retention.
3. To identify mediating factors that influence the relationship between organisational culture and employee engagement, such as professional development opportunities, work-life balance, and recognition systems.
4. To assess the role of leadership and management practices in fostering a supportive and engaging institutional culture.
5. To provide recommendations for higher education institutions to enhance their organisational culture and employee engagement, ultimately leading to improved institutional performance and academic excellence.

Scope of the Study

This study focuses on examining the relationship between organisational culture and employee engagement within the higher education sector. It explores how various cultural factors, including leadership, communication, institutional values, and work environment, influence employee motivation and commitment. The study also identifies mediating factors such as professional development opportunities, recognition systems, and work-life balance that affect engagement levels. The research primarily targets faculty members, administrative staff, and institutional leaders within higher education institutions. The findings of this study will provide valuable insights for policymakers, academic administrators, and human resource professionals in developing strategies to foster a positive and engaging work culture. Additionally, the study will contribute to the broader understanding of organisational behaviour and employee engagement in the academic sector, offering practical recommendations for improving institutional effectiveness and employee well-being.

Data Analysis

In this study, Confirmatory Factor Analysis (CFA) was conducted to examine various factors affecting organisational culture and employee engagement in the higher education sector. The results are analysed based on Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity, along with the Component Matrix for different variables.

1. KMO and Bartlett's Test on Organisational Culture Variables

Table 1: KMO and Bartlett's Test on Organisational Culture Variables

- **Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy:** 0.868
- **Bartlett's Test of Sphericity:** Approx. Chi-Square = 1.255E3, df = 66, Sig. = 0.000

Interpretation

The KMO value of 0.868 indicates a very good level of sampling adequacy, confirming that the dataset is suitable for factor analysis. A high KMO value suggests that the variables share common variance, making them reliable for identifying underlying structures. The Bartlett's Test of Sphericity shows a significant result (Sig. = 0.000), reinforcing that factor analysis is appropriate for the dataset.

2. KMO and Bartlett's Test on Mediating Factors

Table 2: KMO and Bartlett's Test on Mediating Factors

- **Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy:** 0.859
- **Bartlett's Test of Sphericity:** Approx. Chi-Square = 593.058, df = 21, Sig. = 0.000

Interpretation

A KMO value of 0.859 confirms that the sample size is adequate and the data are suitable for factor analysis. The high KMO value indicates that the mediating factors share significant common variance. The significant Bartlett's test result further supports the appropriateness of factor analysis.

3. KMO and Bartlett's Test on Employee Engagement

Table 3: KMO and Bartlett's Test on Employee Engagement

- **Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy:** 0.585
- **Bartlett's Test of Sphericity:** Approx. Chi-Square = 61.744, df = 3, Sig. = 0.000

Interpretation

The KMO value of 0.585 is considered mediocre, suggesting that the sample may not be ideal for factor analysis. While the data is barely suitable for factor analysis, the lower KMO value implies that the variables may not share significant common variance, potentially affecting the reliability of the extracted factors. The significant Bartlett's test result indicates some validity in proceeding with factor analysis, but the findings should be interpreted with caution.

4. Component Matrix Analysis of Organisational Culture Variables

Table 4: Component Matrix of Organisational Culture Variables

Two components were extracted from the dataset, but factor loadings for most variables were relatively low.

Key extracted components: Clarity (0.416) and Aggressiveness (0.423)

Interpretation

The low factor loadings indicate that Clarity and Aggressiveness are not strongly contributing to the understanding of organisational culture and its impact on employee engagement. This suggests that other elements, not captured in this analysis, might play a more significant role in shaping organisational culture in the higher education sector.

5. Component Matrix Analysis of Mediating Factors

Table 5: Component Matrix of Mediating Factors

One component was extracted:

Organisational Support (0.606)

Interpretation

Although Organisational Support was identified as a mediating factor, its factor loading is relatively low, suggesting that it has a limited role in mediating the relationship between Organisational Culture and Employee Engagement. Other potential mediating factors should be explored in future research.

6. Component Matrix Analysis of Employee Engagement

Table 6: Component Matrix of Employee Engagement

One component was extracted:

Absorption (0.611) Interpretation:

Absorption was identified as a significant component, but with a moderate factor loading (0.611). While this suggests some influence on employee engagement, it does not fully capture its complexity. Other factors, such as Vigour and Dedication, may contribute significantly to employee engagement but were not extracted as dominant factors.

CONCLUSION

The CFA analysis revealed that the data are generally suitable for factor analysis, with strong KMO values for organisational culture and mediating factors. However, the KMO value for employee engagement was mediocre, indicating possible limitations in the dataset. The extracted components demonstrated relatively low factor loadings, suggesting that additional elements may be critical in explaining the dynamics of organisational culture and employee engagement in higher education. Future research should focus on refining these factors and exploring other variables to gain a more comprehensive understanding of their interactions. A detailed analysis of the factors affecting Organisational Culture and Employee Engagement in the Higher Education sector in Punjab, utilising both the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Confirmatory Factor Analysis (CFA). The insights gained from these analyses offer a nuanced understanding of the data quality and factor structure.

KMO Analysis

1. **Organisational Culture Variables**
- **KMO Value**: 0.859 (Good)
- **Interpretation**: The high KMO value indicates that the data related to Organisational Culture Variables is highly suitable for factor analysis. This suggests that the variables share common variance, making it appropriate to identify underlying factors related to Organisational Culture.

2. **Mediating Factors:**
- **KMO Value**: 0.859 (Good)
- **Interpretation**: Similar to Organisational Culture Variables, the KMO value for Mediating Factors is also good. This suggests that the sample is adequate for factor analysis and that the variables are likely to reveal meaningful underlying factors.

3. **Employee Engagement**
- **KMO Value**: 0.585 (Mediocre)
- **Interpretation**: The mediocre KMO value indicates that the data for Employee Engagement is less suitable for factor analysis. This suggests that the variables may not share a strong common variance, which could affect the reliability of the factor analysis results.

CFA Analysis

1. **Organisational Culture Variables:**
- **Results**: Out of 12 elements, only **Clarity** (0.416) and **Aggressiveness** (0.423) were extracted as significant components.
- **Interpretation**: The low factor loadings for Clarity and Aggressiveness suggest that these factors are less critical in understanding Organisational Culture within this context. This indicates a need to reassess or potentially include

other elements that may better capture the essence of Organisational Culture.

2. **Mediating Factors**

- **Results**: Out of 7 elements, only **Organisational Support** (0.606) was extracted.
- **Interpretation**: The moderate factor loading for Organisational Support indicates it plays a limited role in mediating the relationship between Organisational Culture and Employee Engagement. This suggests that other mediating factors might be more significant and warrant further investigation.

Implications and Future Directions

- **Data Quality**: The high KMO values for Organisational Culture Variables and Mediating Factors confirm the suitability of these data for factor analysis. In contrast, the mediocre KMO value for Employee Engagement suggests the need for further refinement or additional data collection to improve its adequacy for factor analysis.
- **Factor Importance**: The CFA results highlight that both Organisational Culture and Mediating Factors have identified components with lower factor loadings, suggesting that the current variables may not fully capture the complexity of these constructs. This points to a need for exploring additional factors or revisiting the measurement instruments.
- **Future Research:** Future studies should focus on identifying and incorporating other relevant variables that may have a stronger impact on Organisational Culture and Employee Engagement. Enhancing the measurement tools and expanding the sample size could provide more reliable and comprehensive results.

In summary, while the analyses provide valuable insights into the factors affecting Organisational Culture and Employee Engagement, I also try to reveal areas for improvement. Addressing the limitations identified in the KMO and CFA analyses will be crucial for developing more effective strategies to enhance Organisational Culture and Employee Engagement in the Higher Education sector.

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About the corresponding author

Dr. Navleen Kaur is an Assistant Professor in the Department of Commerce and Management at SGGSWU, Fatehgarh Sahib, Punjab, India. She specialises in commerce and management education, focusing on financial literacy, business studies, and academic research. She actively contributes to teaching excellence and scholarly activities in higher education.