

# Work Place Culture and Its Influence on Employee Engagement

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## ABSTRACT

The survey data reveals a demographic profile consisting of 13 total participants, primarily composed of men, who make up 58.3% of the group. The workforce is largely youthful, with 58.3% of respondents falling between the ages of 21 and 30. In terms of organizational tenure, the largest segment of employees has been with the company for 1–3 years, though there is a balanced distribution of both new hires and long-term staff.

Regarding the internal environment, the sentiment is overwhelmingly positive, as every respondent rated the work environment as average, good, or very good. Communication within the organization appears healthy and transparent, with the majority of the staff reporting that they communicate openly "always" or "sometimes," and notably, no one reported a lack of open communication. Furthermore, a strong 75% of the workforce feels supported or strongly supported by management, indicating a high level of trust in leadership.

Employee engagement remains high, with two-thirds of the staff feeling motivated to work "always" or "often". This motivation is mirrored in job satisfaction levels, where 75% of respondents identify as being "satisfied" or "very satisfied" in their roles. This positive outlook is likely bolstered by the fact that a vast majority of employees—75%—regularly feel valued for their contributions to the organization.

Finally, the survey highlights the critical impact of workplace culture on both performance and retention. Over 58% of respondents believe that the culture of the organization directly affects their individual performance. Most significantly, there is a unanimous consensus regarding the future; 100% of the surveyed employees stated they would prefer to stay in an organization that maintains a good work culture, emphasizing its role as the primary driver for long-term loyalty.

**KEYWORDS:** Workplace culture, Employee engagement, Job satisfaction, Communication, Employee retention.

## INTRODUCTION

In the modern corporate landscape, workplace culture has emerged as a cornerstone of organizational success, functioning as the underlying environment that shapes employee behavior, attitudes, and overall performance. When culture is rooted in mutual support, transparent communication, and genuine appreciation, it creates a fertile ground for high levels of employee engagement.

This study examines the interplay between these cultural elements and their impact on engagement, spec-

ificantly within a cohort of professionals aged 20–30 who have been with their respective organizations for two to three years. The feedback from this demographic highlights a positive and cohesive work environment, characterized by strong interpersonal communication and supportive professional networks. Furthermore, the findings indicate that these employees feel significantly motivated and valued by their organizations, resulting in high levels of job satisfaction. By analyzing these key indicators, this report underscores the vital role that a healthy, inclusive, and communicative culture plays in fostering long-term commitment and enthusiasm within the workforce.

A positive workplace culture plays a vital role in fostering employee engagement, which is defined as the emotional, mental, and professional commitment of employees toward their work and organization. Engaged employees are more motivated, productive, and willing to go beyond their basic job responsibilities to contribute to organizational success. When employees feel respected, valued, and supported, they tend to develop a stronger connection with their work, leading to higher levels of job satisfaction and reduced turnover rates.

Another important aspect highlighted in this study is the direct relationship between workplace culture and employee performance. A healthy organizational culture not only improves individual productivity but also enhances overall organizational effectiveness. Employees working in a positive environment tend to exhibit better teamwork, higher efficiency, and greater commitment to achieving organizational objectives.

Furthermore, workplace culture has a strong impact on employee retention. In an era where job change is common, employees prefer to stay in organizations that provide a supportive, respectful, and motivating work environment. A strong culture helps organizations retain talented employees, reduce recruitment costs, and maintain stability in the workforce.

## LITERATURE REVIEW

According to Al Shehri et al. (2017) – Saudi Banks

This study explains that organizational culture strongly affects employee engagement in banks. Factors like training, communication, rewards, and Islamic cultural values influence how employees stay engaged and committed.

Siam & Mahbub (2024) – HRM Study

This article shows that a strong organizational culture helps in developing effective employee engagement strategies. When company values match employee expectations, motivation and performance improve.

Tshifhiwa & Murukku (2025) – University of Venda

This study highlights that leadership support and communication are key cultural factors that influence employee engagement, especially in educational institutions.

Satya Kishan (Comprehensive Analysis)

This article explains that positive culture, leadership, recognition, and inclusion increase employee engagement, job satisfaction, and productivity in organizations.

Nivethiga et al. (2024) – Textile Mills Study

This study concludes that a supportive and communicative organizational culture improves employee motivation, satisfaction, and overall performance.

IJNRD (2023) – Impact of Corporate Culture on Employee Engagement

This study highlights that corporate culture plays a vital role in shaping employee attitudes, behaviour, and engagement levels. It emphasizes that alignment between employee values and organizational culture,

along with trust and leadership commitment, enhances engagement.

Siddique (2019) – Impact of Organizational Culture on Employee Engagement

This review explains that organizational culture is one of the most important drivers of employee engagement and competitive advantage. It identifies factors such as leadership, communication, rewards, and workplace climate as key elements influencing engagement.

Mirji et al. (2023) – Impact of Organizational Culture on Employee Engagement and Effectiveness

This study shows that organizational culture directly influences both employee engagement and effectiveness. Factors like employee participation, communication, trust, and freedom in decision-making improve engagement and productivity. The research concludes that a positive culture enhances employee performance, innovation, and organizational success.

Nursalimah et al. (2025) found that organizational culture enhances employee engagement through shared values, open communication, and inclusive leadership, which improve motivation and performance.

Mirji et al. (2023) showed that a positive organizational culture increases employee engagement and effectiveness by encouraging participation, innovation, and commitment, leading to better performance.

Samanta (2021) concluded that strong organizational culture improves employee satisfaction and engagement by promoting teamwork, supportive work environment, and alignment with organizational goals.

## RESEARCH METHODOLOGY

### 1. Research Design and Data Collection

**Methodological Approach:** The study utilizes a quantitative approach, focusing on objective measurements and the statistical analysis of data collected through polls or surveys.

**Data Collection Instrument:** A structured questionnaire was used, consisting of 11 specific questions designed to measure various aspects of workplace culture.

**Measurement Scales:** The survey employs Likert-type rating scales (e.g., "Very satisfied" to "Very dissatisfied") and frequency scales (e.g., "Always" to "Never") to quantify respondent attitudes.

### 2. Sampling and Participants

The study used a sample of 13 respondents, with the following demographic characteristics:

**Gender Distribution:** The sample included Males (58.3%), Females (33.3%), and those identifying as "Other" (8.3%).

**Age Groups:** The majority of respondents were in the 21–30 age bracket (58.3%), with additional representation from "Below 20" (16.7%), "31–40" (8.3%), and "Above 40" (16.7%).

**Experience Levels:** Participants ranged from those with less than one year of experience to those with more than seven years, with the largest group having 1–3 years of tenure (41.7%).

### 3. Core Research Dimensions

The methodology was designed to measure specific variables related to organizational health:

**Work Environment & Support:** Assessing the quality of the physical and professional environment and the level of management support.

**Communication & Value:** Evaluating the openness of workplace communication and the extent to which employees feel valued.

**Performance & Retention:** Investigating how culture impacts individual performance and employee preference for staying with the organization.

#### 4. Data Analysis

**Descriptive Statistics:** The research uses descriptive statistics, specifically frequencies and percentages, to summarize the collected data.

**Visual Representation:** Data is presented through bar charts, which provide a visual comparison of respondent answers for each dimension.

#### OBJECTIVES

1. 1.To Assess Employee Satisfaction and Engagement Levels
2. 2.To Evaluate the Impact of Workplace Culture on Performance

#### METHODOLOGY

The study uses a **quantitative and descriptive research design** to examine the impact of workplace culture on employee engagement. Primary data was collected through a structured questionnaire consisting of close-ended questions based on Likert scales. A **stratified random sampling method** was adopted, with a sample size of 13 respondents from different demographic backgrounds. The data was analysed using simple statistical tools such as percentages and frequency distribution, and presented through tables and graphs. The study focuses on key variables like work environment, communication, management support, job satisfaction, and employee motivation to understand their influence on employee engagement.

#### FINDINGS

##### Consolidated Survey Data Summary

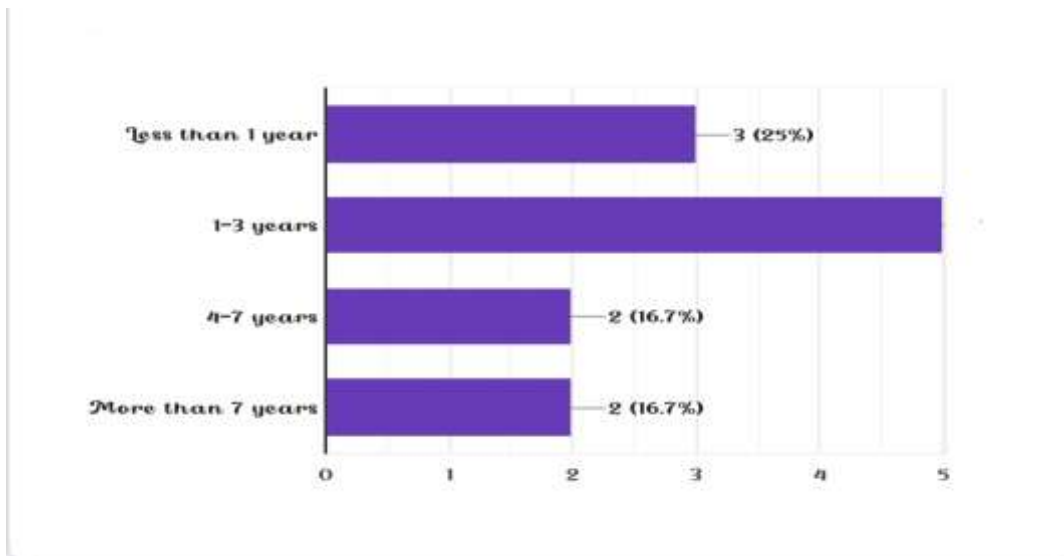
Question / Metric	Top Response	Distribution of Responses
<b>1. Age Group</b>	<b>21-30</b> (58.3%)	<b>Below 20:</b> 2 (16.7%)   <b>Above 40:</b> 2 (16.7%)   <b>31-40:</b> 1 (8.3%)
<b>2. Gender</b>	<b>Male</b> (58.3%)	<b>Female:</b> 4 (33.3%)   <b>Other:</b> 1 (8.3%)
<b>3. Tenure</b>	<b>1-3 years</b> (41.7%)	<b>Less than 1 year:</b> 3 (25%)   <b>4-7 years:</b> 2 (16.7%)   <b>More than 7 years:</b> 2 (16.7%)
<b>4. Work Environment</b>	<b>Tied</b> (33.3% each)	<b>Very good:</b> 4   <b>Good:</b> 4   <b>Average:</b> 4
<b>5. Open Communication</b>	<b>Always/Sometimes</b> (41.7% each)	<b>Often:</b> 2 (16.7%)   <b>Rarely/Never:</b> 0 (0%)
<b>6. Management Support</b>	<b>Support</b> (50%)	<b>Strongly support:</b> 3 (25%)   <b>Neutral:</b> 3 (25%)
<b>7. Work Motivation</b>	<b>Always</b> (41.7%)	<b>Sometimes:</b> 4 (33.3%)   <b>Often:</b> 3 (25%)
<b>8. Job Satisfaction</b>	<b>Satisfied</b> (50%)	<b>Neutral:</b> 4 (33.3%)   <b>Very satisfied:</b> 3 (25%)
<b>9. Feeling Valued</b>	<b>Often</b> (41.7%)	<b>Sometimes:</b> 4 (33.3%)   <b>Always:</b> 3 (25%)

Question / Metric	Top Response	Distribution of Responses
<b>10. Culture Impact</b>	<b>Affects (33.3%)</b>	<b>Strongly affects: 3 (25%)   Neutral: 3 (25%)   Does not affect: 2 (16.7%)</b>
<b>11. Prefer Good Culture</b>	<b>Definitely yes (58.3%)</b>	<b>Yes: 5 (41.7%)   No/Not sure: 0 (0%)</b>

### Summary Notes:

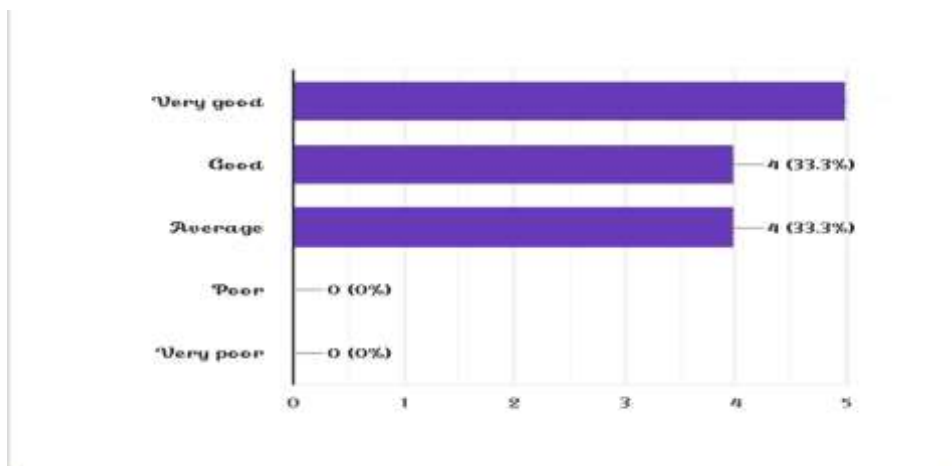
- **Total Participants:** 13 respondents across all survey metrics.
- **Key Trend:** A significant majority (100%) prefer to stay in an organization with a good work culture.

## 1. DURATION OF EMPLOYMENT IN THE ORGANIZATION



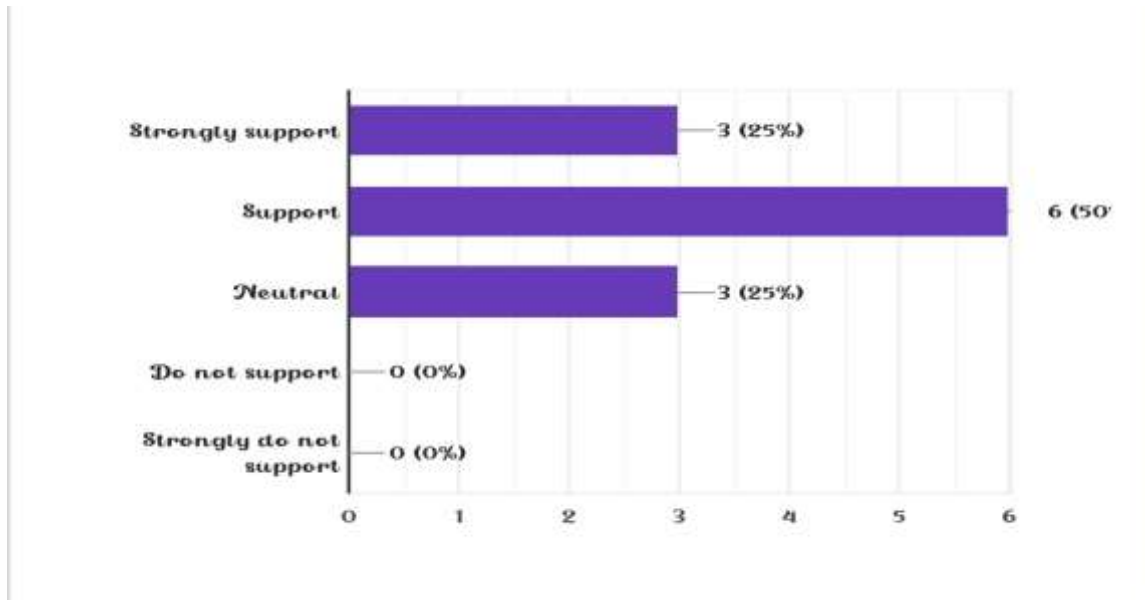
The employee tenure graph illustrates a workforce with a strong mid-level presence, where 41.7% of respondents have been with the organization for 1–3 years. While 25% of the staff are recent hires with less than a year of service, there is a balanced distribution of long-term experience, as employees with 4–7 years and more than 7 years of tenure each account for 16.7% of the total. Overall, the data reflects a stable environment where 13 participants represent a mix of institutional knowledge and new perspectives.

## 2. WORK ENVIRONMENT



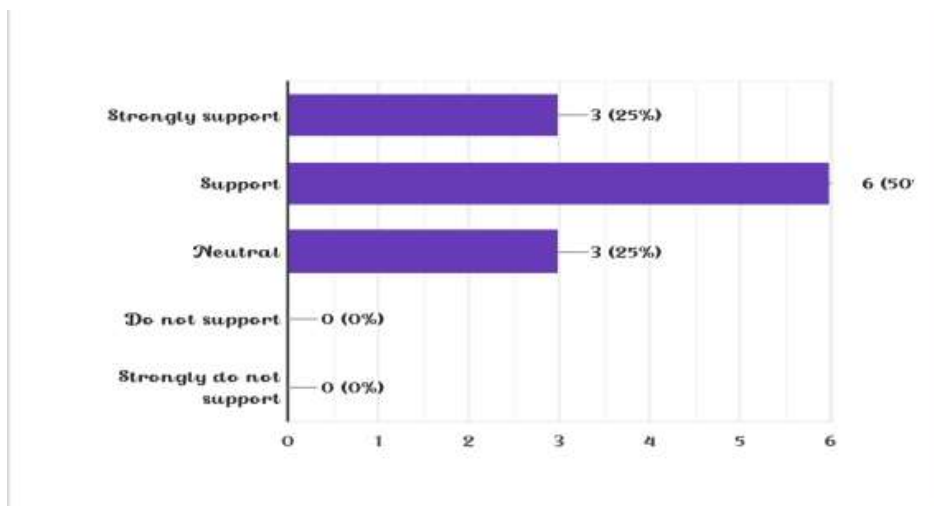
The results show that majority of respondents rated their work environment positively. About 41.7% said it was very good, 33.3% said good, and 33.3% rated it as average. No respondents rated it as poor or very poor. This indicates that the overall work environment in the organization is satisfactory, though there is still room for improvement for those who rated it average.

### 3. EMPLOYEES COMMUNICATION IN WORK PLACE



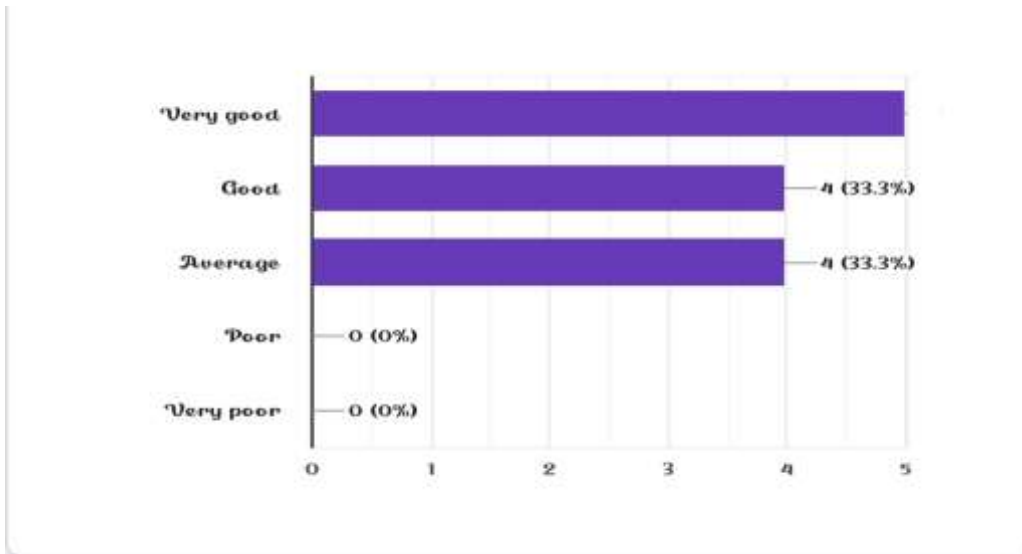
The majority of the workforce feels communication is open at least some of the time. While over 58% view it positively ("Always" or "Often"), the large number of "Sometimes" responses indicates a lack of consistency. On the bright side, no employees feel that communication is "Rarely" or "Never" open, suggesting there are no total communication breakdowns.

### 4. MANAGEMENT SUPPORT TO EMPLOYEES



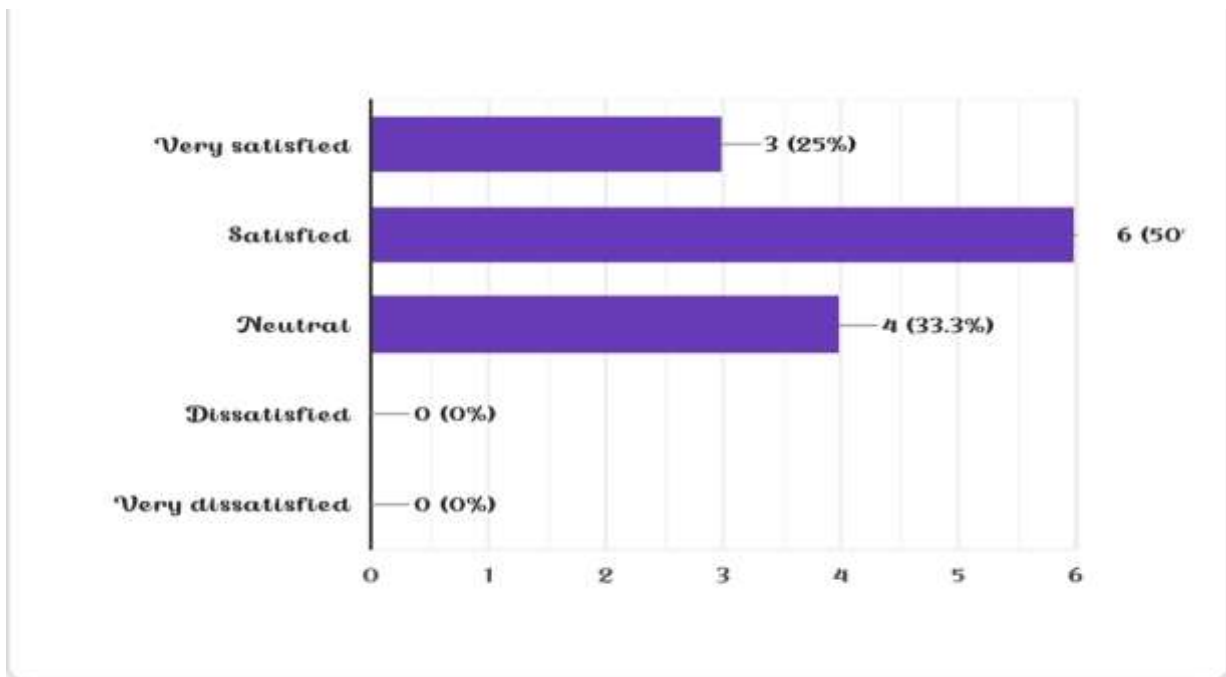
This graph illustrates how workplace culture impacts employee performance among 13 respondents. A significant majority of 58.3% acknowledge a positive correlation, with 33.3% stating it "affects" and 25% stating it "strongly affects" their output. While 25% remains neutral, only a small minority of 16.7% feels that the organizational culture has no impact on their professional performance.

### 5. MOTIVATED TO WORK



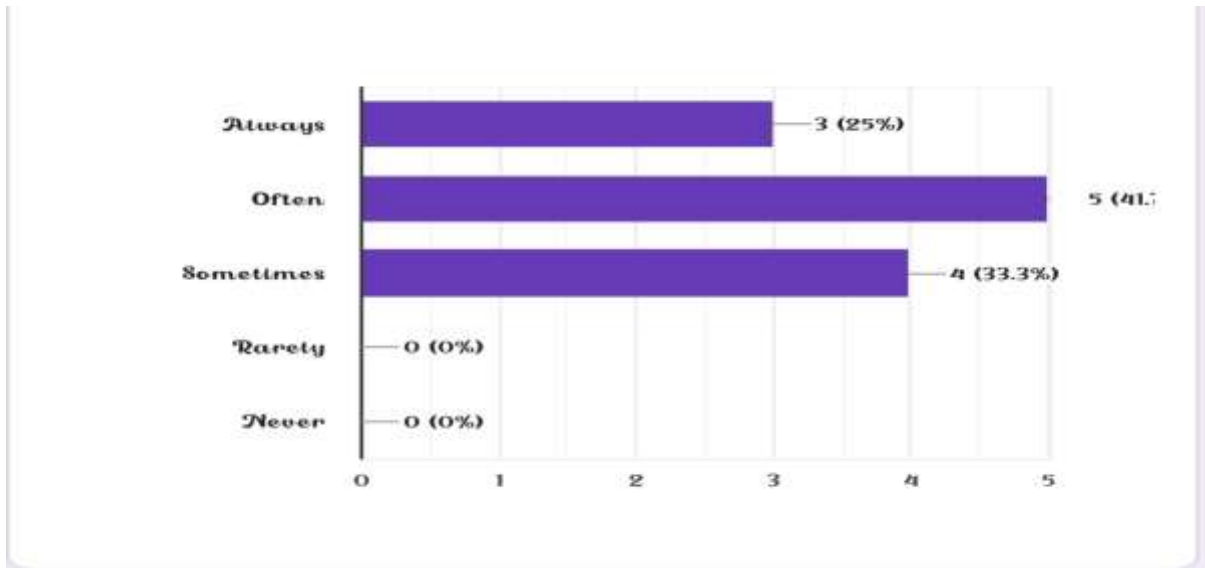
The data shows a very positive trend, with the majority of the workforce feeling consistently motivated and absolutely no reports of chronic demotivation.

### 6. SATISFACTION OF THE JOB



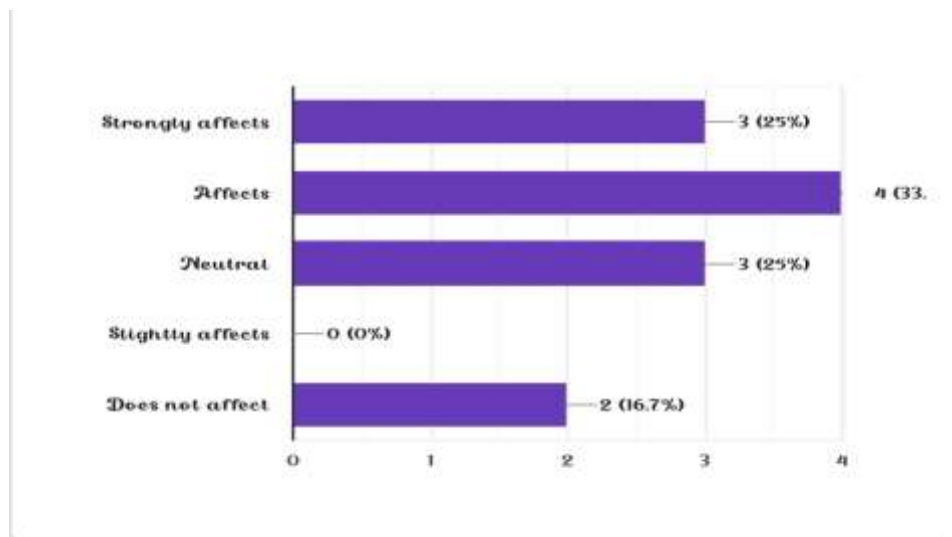
This graph reveals a unanimous consensus among 13 respondents regarding their preference for organizational culture. Every single participant expressed a desire to stay in an organization with a good work culture, with 58.3% selecting "Definitely yes" and 41.7% selecting "Yes". This complete lack of "No" or "Not sure" responses highlights that a positive environment is a non-negotiable factor for employee retention within this group.

### 7. FEEL VALUE IN ORGANISATION



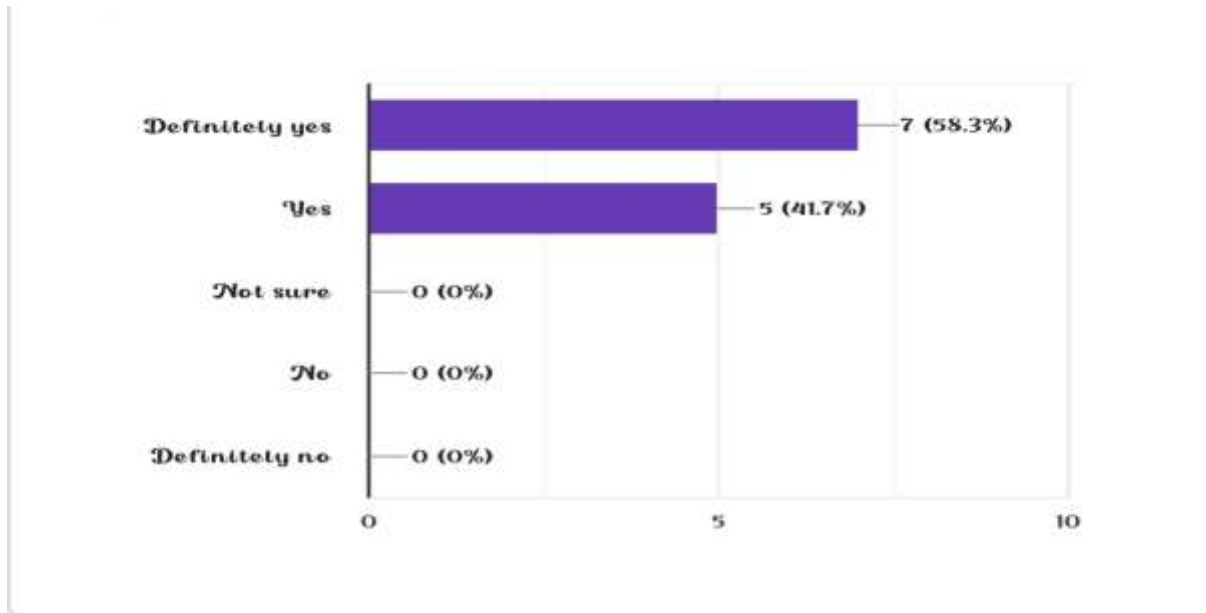
The organization has a strong foundation of employee appreciation, as no one feels completely undervalued. However, moving the "Sometimes" and "Often" groups toward "Always" could be a goal for leadership to ensure that high morale is sustained consistently across the entire team.

### 8. EMPLOYEE WORK PLACE CULTURE AFFECT THE PERFORMANCE



This graph illustrates the motivational levels of 13 employees within the organization. The findings indicate a generally high level of engagement, as 41.7% of respondents (5 people) report feeling "always" motivated and 25% (3 people) feel motivated "often". While 33.3% (4 people) state they are "sometimes" motivated, notably, no participants reported feeling "rarely" or "never" motivated, suggesting a positive baseline for productivity.

## 9. PREFER TO STAY IN ORGANISATION WITH A GOOD WORK CULTURE



The data shows that a positive work culture is a critical factor for employee retention, with every single respondent valuing it as a reason to stay with an organization.

The findings of the study indicate that workplace culture has a strong and positive influence on employee engagement, satisfaction, and performance. The majority of respondents are young employees aged between 21–30 years with moderate work experience, suggesting a dynamic workforce that is highly influenced by organizational culture. The work environment is generally perceived as positive, with all employees rating it from average to very good, showing overall satisfaction with workplace conditions. Communication within the organization is open and effective, as most employees report that they are able to communicate freely, although some inconsistency still exists.

Furthermore, management support is identified as a key strength, with most employees feeling supported, which helps build trust and motivation. Employees also show high levels of motivation and job satisfaction, indicating that the organization is successful in maintaining a healthy and engaging work atmosphere. A majority of employees feel valued for their contributions, though there is still room to improve consistency in recognition. Importantly, more than half of the respondents believe that workplace culture directly impacts their performance, highlighting its role in productivity. The most significant finding is that all employees prefer to remain in an organization with a good work culture, proving that a positive environment is essential for employee retention and long-term commitment.

## CONCLUSION

The study concludes that a positive workplace culture plays a crucial role in enhancing employee engagement, motivation, and satisfaction. Elements such as supportive management, open communication, and employee recognition significantly contribute to a healthy work environment.

A strong organizational culture not only improves individual performance but also increases employee loyalty and retention. When employees feel valued and supported, they are more likely to stay committed and perform better.

In addition to the key findings, the study further emphasizes that workplace culture acts as a foundation for overall organizational effectiveness. A positive culture not only supports employee engagement but

also creates a sense of belonging and emotional connection among employees. This connection encourages individuals to contribute more actively toward organizational goals.

Finally, it can be concluded that workplace culture is not just an internal factor but a strategic tool for competitive advantage. Organizations that invest in building a strong culture are more likely to experience higher productivity, reduced turnover, and better employee satisfaction. Therefore, maintaining a positive workplace culture should be a continuous priority for every organization aiming for long-term growth and success.

### FUTURE SCOPE OF THE STUDY

The present study is based on a small sample size of 13 respondents, which limits the generalizability of the findings. Therefore, future research can expand the sample size by including a larger and more diverse group of employees from different industries, sectors, and organizational levels to obtain more reliable and comprehensive results. Additionally, future studies can adopt a **mixed-method approach**, combining quantitative data with qualitative methods such as interviews, focus groups, and case studies to gain deeper insights into employee experiences and perceptions of workplace culture.

Further research can also explore the impact of **modern workplace trends** such as remote work, hybrid work models, and digital communication on employee engagement, as these factors are becoming increasingly relevant in today's organizational environment. Moreover, future studies can examine the influence of leadership styles, organizational policies, and diversity and inclusion practices on workplace culture and employee engagement.

Longitudinal research can be conducted to understand how workplace culture and employee engagement change over time and how they affect long-term employee performance and retention. Comparative studies across different industries, regions, or company sizes can also provide a broader perspective on how workplace culture varies and its impact in different contexts. Overall, future research can contribute to developing more effective strategies for improving employee engagement and organizational success.

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