



# International Journal of Multidisciplinary Research in Science, Engineering and Technology

*(A Monthly, Peer Reviewed, Refereed, Scholarly Indexed, Open Access Journal)*



Impact Factor: 8.206

Volume 8, Issue 7, July 2025



## International Journal of Multidisciplinary Research in Science, Engineering and Technology (IJMRSET)

(A Monthly, Peer Reviewed, Refereed, Scholarly Indexed, Open Access Journal)

# A Study on Exploring Link between Corporate Culture and Employee Engagement

G. Surya, T. Gomathi, J. Hariharan

Assistant Professor, Department of Master of Business Administration, Gnanamani College of Technology(Autonomous),  
Namakkal, Tamil Nadu, India

HOD, Department of Master of Business Administration, Gnanamani College of Technology (Autonomous),  
Namakkal, Tamil Nadu, India

PG Student, Department of Master of Business Administration, Gnanamani College of Technology (Autonomous),  
Namakkal, Tamil Nadu, India

**ABSTRACT:** Corporate culture is a fundamental driver of employee engagement, shaping workplace experiences, performance, and retention. This study investigates the intricate relationship between corporate culture and employee engagement at KAIZEN INFORMATICS, focusing on how organizational values, leadership styles, communication strategies, and workplace policies contribute to employee motivation and commitment.

Through a combination of qualitative and quantitative research methods—including employee surveys, interviews, and case studies—this research identifies critical cultural attributes that influence engagement levels. It explores how elements such as transparency, recognition, collaboration, and innovation contribute to employee satisfaction and productivity. Additionally, the study examines the role of leadership in fostering a positive culture that aligns with company goals and employee expectations.

**KEYWORDS:** Data-Driven Insights, Machine Learning, Artificial Intelligence (AI), Personalized Learning, Academic Performance, Real-Time Feedback, Learning Behaviors, Adaptive Curricula.

## I. INTRODUCTION

In today's competitive business environment, organizations recognize that corporate culture is a key determinant of employee engagement, productivity, and overall organizational success. Corporate culture encompasses the values, beliefs, behaviors, and practices that define an organization's identity and influence how employees interact, collaborate, and perform their duties. A strong and positive corporate culture fosters motivation, innovation, and loyalty, while a weak or toxic culture can lead to disengagement, high turnover, and decreased performance.







## International Journal of Multidisciplinary Research in Science, Engineering and Technology (IJMRSET)

(A Monthly, Peer Reviewed, Refereed, Scholarly Indexed, Open Access Journal)

Employee engagement, on the other hand, refers to the level of commitment, enthusiasm, and emotional connection employees have with their work and the organization. Engaged employees are more likely to be productive, contribute creative ideas, and stay committed to the company's vision and goals. However, achieving high levels of engagement requires more than just competitive salaries and benefits—it necessitates a work environment where employees feel valued, respected, and aligned with the company's culture.

### II. METHODOLOGY

#### Research Design

This study follows a descriptive and analytical research approach, using both primary and secondary data sources. The descriptive aspect focuses on understanding existing corporate culture and engagement levels, while the analytical aspect examines the relationship between different cultural factors and engagement outcomes.

#### a) Primary Data Collection

To capture first-hand insights, the study involves:

##### 1. Employee Surveys & Questionnaires

- Online and offline surveys are conducted among employees from various departments.
- Key areas of focus include workplace environment, leadership effectiveness, recognition programs, and career development opportunities.
- Example Questions:
  - How well do you understand your company's core values?
  - Do you feel recognized and appreciated at work?
  - How often do you receive feedback from your manager?
  - Does the company culture encourage teamwork and innovation?

##### 2. Interviews with HR Professionals & Leadership Teams

- Structured interviews with HR managers, executives, and department heads to understand company policies, engagement strategies, and leadership perspectives.
- Real-Time Example: HR managers share insights on how engagement is measured within their organizations and what strategies have been implemented to improve workplace culture.

##### 3. Focus Group Discussions (FGDs)

- Small discussion groups with employees from different levels of the organization to assess workplace satisfaction, communication barriers, and engagement drivers.
- Example Scenario: A focus group discussion in a tech firm reveals that employees appreciate flexible work policies but feel disconnected from senior management due to poor communication.

##### 4. Workplace Observations

- Real-time observation of workplace interactions, leadership involvement, and collaboration among employees.
- Example: Observing a high-engagement company where managers actively interact with teams, compared to a disengaged workplace where employees work in isolation.

##### 5. Exit Interviews & Employee Feedback Analysis

- Analyzing data from employees who have left the company to understand whether poor corporate culture contributed to disengagement.
- Example Insight: Employees leaving a finance firm report that lack of career growth and poor leadership were the primary reasons for their resignation.



## International Journal of Multidisciplinary Research in Science, Engineering and Technology (IJMRSET)

(A Monthly, Peer Reviewed, Refereed, Scholarly Indexed, Open Access Journal)

### b) Secondary Data Collection

In addition to primary data, the study utilizes:

- Academic Research & Case Studies: Review of published studies on corporate culture and employee engagement.
- Industry Reports & HR Trends: Analysis of reports from Gallup, Deloitte, McKinsey, and Harvard Business Review on global employee engagement trends.

### Sampling Method

- Target Population: Employees from different industries, job levels, and departments.
- Sample Size: Minimum 100–150 employees from multiple organizations to ensure data validity.
- Sampling Technique: Stratified random sampling, ensuring representation from different employee demographics (age, department, seniority level)

### Data Analysis Methods

To derive meaningful insights, both qualitative and quantitative data are analyzed using:

- Statistical Analysis (SPSS/Excel)
- Employee survey data is analyzed using descriptive statistics (mean, median, mode) and correlation analysis to measure the impact of corporate culture on engagement.
- Example: Regression analysis to determine whether employee recognition directly affects engagement scores.
- Thematic Analysis for Qualitative Data
- Interviews and focus group discussions are analyzed to identify common themes and employee sentiments about workplace culture.
- Example: If multiple employees express frustration with leadership transparency, it becomes a key finding.
- Comparative Case Study Approach
- Comparing engagement levels in companies with strong vs. weak corporate cultures to highlight best practices.
- Example: Analyzing why Company A (with flexible work policies and open communication) has 80% engagement, whereas Company B (with a rigid hierarchy) has 45% engagement

### Expected Challenges and Limitations

- Employee Bias in Surveys: Some employees may hesitate to provide honest feedback due to fear of repercussions.
- Company Confidentiality: Organizations may not disclose sensitive HR data regarding engagement levels and retention rates.
- Time Constraints: Collecting and analyzing real-time data across multiple organizations may take 3–6 months for accurate results.

## III. RESULT AND DISCUSSION

The research findings reveal that the integration of big data technologies in the education sector has a profound impact on enhancing teaching strategies, improving student performance, and optimizing institutional operations. Data collected from diverse sources—such as online learning platforms, assessments, and classroom interactions—were analyzed using advanced analytics and machine learning models to derive meaningful patterns and insights. One of the key results observed was the improvement in student engagement and academic outcomes when personalized learning paths were implemented. Students who received tailored content based on their learning behaviors and performance showed a significant increase in retention rates and test scores. The use of real-time feedback systems allowed educators to intervene early in cases of declining performance, reducing dropout rates and supporting continuous learning. The discussion also highlights how adaptive curricula, driven by AI algorithms, provided flexible and responsive learning experiences. These systems could automatically adjust the difficulty level and content type to suit individual student needs. Teachers benefited from predictive analytics tools, which forecasted student performance trends, enabling proactive educational planning and resource allocation. Moreover, the implementation of big data in education promoted data-driven decision-making at the institutional level, helping administrators identify areas for improvement in course delivery, faculty performance, and



## International Journal of Multidisciplinary Research in Science, Engineering and Technology (IJMRSET)

(A Monthly, Peer Reviewed, Refereed, Scholarly Indexed, Open Access Journal)

curriculum effectiveness. Challenges such as data privacy, ethical use of student data, and the need for proper infrastructure were also discussed, emphasizing the importance of secure and transparent data practices. In conclusion, the results support the idea that big data technologies are not just

### IV. CONCLUSION

The relationship between corporate culture and employee engagement is a critical factor in determining an organization's success. A positive work environment, strong leadership, clear communication, career growth opportunities, and employee recognition play a significant role in keeping employees motivated and committed. Through SWOT Analysis, organizations can identify their strengths and weaknesses while leveraging external opportunities and mitigating potential threats to enhance engagement. Similarly, ABC Analysis helps prioritize the most impactful engagement factors, ensuring that leadership, communication, and professional development receive the highest attention. Companies that actively foster a culture of transparency, inclusivity, and continuous learning not only improve employee satisfaction but also enhance productivity, innovation, and long-term retention. By implementing strategic improvements based on these analyses, organizations can build a highly engaged workforce that drives sustainable business growth and competitive advantage.

### REFERENCES

1. Deal, T. E., & Kennedy, A. A. (2000). Corporate Cultures: The Rites and Rituals of Corporate Life. Perseus Books.
2. Schein, E. H. (2010). Organizational Culture and Leadership (4th ed.). Jossey-Bass.
3. Kotter, J. P., & Heskett, J. L. (1992). Corporate Culture and Performance. Free Press.
4. Schaufeli, W. B., & Bakker, A. B. (2004). Job Demands, Job Resources, and Their Relationship with Burnout and Engagement: A Multi-Sample Study. Psychology Press.
5. Robbins, S. P., & Judge, T. A. (2023). Organizational Behavior (19th ed.). Pearson Education.





INTERNATIONAL  
STANDARD  
SERIAL  
NUMBER  
INDIA



# INTERNATIONAL JOURNAL OF MULTIDISCIPLINARY RESEARCH IN SCIENCE, ENGINEERING AND TECHNOLOGY

| Mobile No: +91-6381907438 | Whatsapp: +91-6381907438 | [ijmrset@gmail.com](mailto:ijmrset@gmail.com) |

[www.ijmrset.com](http://www.ijmrset.com)