

## An Exploratory Study on the Role of Organizational Culture and Employee Engagement in the Education Industry in Malaysia

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### Abstract

This exploratory study aims to investigate the role of organizational culture and employee engagement in the education industry in Malaysia. Through a qualitative approach, data will be collected from employees and managers in various educational institutions to determine the impact of organizational culture on employee engagement. The study also seeks to identify the factors that contribute to a positive organizational culture and high levels of employee engagement. The findings of this study will provide insights into the importance of creating a positive organizational culture and engaging employees in the education industry in Malaysia. This information can be used by educational institutions to improve their organizational culture and increase employee engagement, which can lead to improved performance and outcomes. A sample size of 5 respondents participated in an interview and the findings revealed that there are some factors such as communication, leadership and teamwork that could help with organizational culture and employee engagement.

**Keywords:** *Organisational Culture, Employee Engagement, Communication, Leadership, Teamwork*

### 1.0 Introduction

An organization is a commonplace or platform where people from numerous backgrounds assemble and work together in a cooperative unit to achieve the company's goals (Juneja, 2022). The word organization came from the Greek word "organon" which is a means for individuals to join or give a helping hand to earn profits for the company and make a living for themselves. The organization includes employees with different qualifications, specializations, and work experiences whereby they all work towards a common goal (Juneja, 2022). In an organization,

employees contribute a lot to the success of the company. It is vital for these employees to be loyal to the company and work hard to improve the brand image of the organization. A company will not survive if the employees fail to be serious and see work as a burden. Employees must be satisfied and motivated, so they deliver their best towards the organization.

Culture is patterns of attitudes and behavioural traits which guide an individual in the way they interact with others (Juneja, 2022). Culture derives from the way an individual inherits from their upbringings or ancestors. It helps in differentiating one person from another.

Every person has a different personality trait which makes them unique. No one behaves in the exact same way as another person. Organizations can also be thought of in the same sense, each company has its own values, regulations, and guidelines, to help create its own image (Juneja, 2022). Organizational culture is “the set of shared values, beliefs, and norms that influence the way employees think, feel and behave in the working environment” (Odiakaose, 2018). Organizational culture depends on how the organization adopts a culture and how its employees adapt to the said culture, it can either be a strong or a weak organizational culture. When every employee in the organization follows the culture and is shown to be positive, both to the employee and the organization, then it is said to be a strong culture. When the values and beliefs are not met and not in line with the employees and the organization, then it is a weak culture. A successful culture is when the employees’ goals are affiliated with the firm’s goals. If the firm has a weak culture, employees are only following the rules and regulations of the company because they fear the consequences that may come about if they fail to do so (Odiakaose, 2018).

The importance of having organizational culture is, it promotes the code of conduct in employees, increases motivation through recognition, helps with employee satisfaction and acts as a path for employees to think and act. There are four functions of having an organizational culture in place: providing a sense of identity to employees; developing the readiness of employees and reinforcing their organizational values; and sculpting behaviour and attitudes using a control mechanism (Odiakaose, 2018). Organizational culture is not just for a business to earn competitive advantage, it has become an essential part of a business to be successful and allowing for organizations to attract and keep top employees.

Employees that feel a connection towards their organization are more hard-working, more loyal, and more motivated and will motivate others to do the same (Ryba, 2021). Employee engagement influences every vital area of the organization, such as revenue, profits, employee turnover, customer experience and more (Ryba, 2021). According to Ryba (2021), 92% of business leaders believe that employees that are engaged have better performance, which helps increase the success of their teams and the results of the firm. To define employee engagement, it is the power of the mental and emotional connection workers feel in regards to their work, their teams and their organization (Ryba, 2021). The importance of employee engagement is enticing to human resources as it is beneficial in employee retention, recruiting potential candidates, employee satisfaction in their job, and overall happiness (Ryba, 2021). When and if employees are more engaged, they want to go the extra mile regarding their job requirements (Ryba, 2021). As employers, the energy and effort that their employees give have a positive impact towards the results of the business (Ryba, 2021).

In Malaysia, the education sector is essential and plays a key role in the growth of the nation (Wan, Sirat, & Razak, 2018). The Department of Statistics Malaysia reports that over the years,

employment in the education sector has been gradually rising. In Malaysia, there were 8.3% more people working in the education sector in 2018 than there were overall, or around 1.2 million people. It is anticipated that there will be 1.5 million people working in the education sector by 2023 (DOSM, 2021).

In terms of the sub-sectors that make up the education industry, the bulk of people who are employed do so in the tertiary education sector, which in 2018 employed around 44% of all those who worked there. Following this comes the elementary education sector, which in the same year employed around 24% of all those working in the education sector. The secondary education sector employed the remaining 32% of those in employment (DOSM, 2016).

**Figure 1: Number of Academic Staff in Private Higher Education Institutions (DOSM, 2021)**

Number of Academic Staffs in Private Higher Education Institution by Academic Qualification, Malaysia

	Male	Female
Diploma	333	327
Bachelor	2,489	3,566
Master	6,067	8,989
Doctorate	3,467	2,751
Postgraduate Diploma	29	39
Professional	210	188
Others	59	56

During the next years, it is anticipated that employment in the education sector would increase gradually in Malaysia (DOSM, 2020). Its expansion is consistent with the nation's goal of creating a highly trained workforce to support its economic expansion.

### 1.1 Problem Statement

The education sector in Malaysia is lacking in levels of productivity and being dynamic in terms of growth, culture, and people. There are also issues with how to integrate themselves into the global economy. Previous studies have distinguished the education sector of Malaysia to motivate itself and grow sustainably, make more high-quality jobs for employees, and increase human capital. However, there are not enough studies on how organizational culture can impact positively these private sectors to obtain those results. Also, there is not enough research on how employee engagement can also increase the levels of productivity and company growth in the private sector.

Therefore, this research is going to explore the gaps in the education sector in Malaysia, in terms of organizational culture and employee engagement and provide the essential strategic approach

emphasizing the levels of productivity and growth of the education industry. This research topic would provide knowledgeable and functional information and help human resources managers and businesses to develop various techniques that are needed to help with the improvement and implementation of business operations.

## **2.0 Literature Review**

### **2.1 Strategies for Creating an Organisational Culture**

Organizations consist of many departments, including governments, non-governmental organizations, corporations, and universities. The organizations are separated into two categories, public and private. The private sector of the economy is operated by private investors, individuals, or groups. Private sector financing mainly focuses on obtaining and gaining profits at the maximum level, and the state or government does not control their private sector investors.

The organizational culture of the private sector is distinguished by a specific factor of democratic behaviour where all the employees of the company are equally included in the decision-making process. The most interesting factor of the organizational culture in the private sector is flexibility, organizations are more adaptable to the changes in the environment. Furthermore, the culture in these organizations is dedicated to the value of fairness and equality. Nowadays, the working environments consist of all genders, different ages, etc. in the private sector. There is no room for discrimination and favouritism. All the employees get the same opportunities, respect, and rewards (Hussain & Yousaf, 2011). The education industry can fall under both categories of organization, public and private.

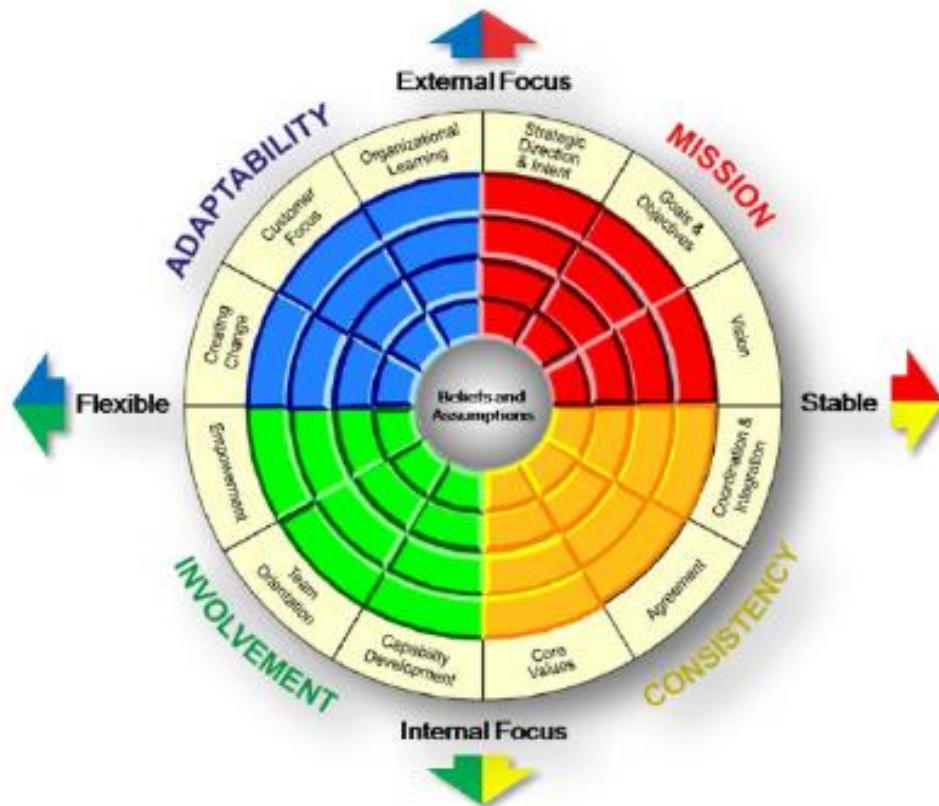
There are four types of organizational culture: clan or supportive culture, adhocracy culture, hierarchy culture, and competition culture. For this research, competition or market culture will be the culture that is going to be analyzed in-depth.

Competitive or market culture implies the gathering of competitors and customer information, setting the appropriate goals, planning and the decision-making process, leadership in task focus, and looking at the market achievements. Employees in the company know their goals to increase their rewards from using the market achievements. The fundamental elements in a competition culture are open communication, rivalry, competence, and accomplishments. Managers focus on the effectiveness of the external environment of the firm through market control and lock in their competitiveness through market achievement. To have a competitive advantage, managers must be knowledgeable about their consumers and market priorities. Managers need to also keep customer-driven leadership as customer satisfaction is a must in the competitive culture. Another vital aspect is managers need to satisfy their business owners. The focus of competition culture is gaining profit, having a high market share, growth, and productivity.

Strategies can be implemented, developed, and improved within an organization to help with gaining revenue, increasing profit, company growth, and productivity. Based on Figure 2 below, organizations can use this model to strategize on how to make a culture in their organizations to help with the factors mentioned.



**Figure 2: Denison Organisational Culture Model (Pathirana, Jayatilake, & Abeysekera, 2020)**



This model is called the Denison Organizational Culture Model and it includes four cultural traits: involvement, consistency, adaptability, and mission. Denison grouped involvement and consistency as internal factors, and adaptability and mission as external factors.

According to this model, a strategy for implementing or developing an organizational culture in companies is to recognize and be consistent in the business. Having consistency in an organization is important for creating an effective organizational culture. It will also enhance the overall performance of the organization. However, the level of consistency in an organization does not necessarily mean that it will influence the commitment of employees and the performance of the company.

Another way organizational culture can occur is by being adaptable. Adaptability is a vital factor of the organizational culture to increase corporate performance. Lastly, a strategy to have an effective organizational culture is to use the company’s mission and vision to implement the short- and long-term goals of the organization. Managers can use their company’s mission to guide them in the right direction to internal and external stakeholders. The mission of a company has a clear direction and vision, and the goals and objectives of the company are what managers use to guide them in their day-to-day operations. Managers should recognize that having a link between organizational culture and a company’s mission is a vital obligation for them to be successful. An

effective organizational culture is having their managers support their company's mission with business goals for improving performance and distinguishing the company's future goals (Pathiranage, Jayatilake, & Abeysekera, 2020).

## **2.2 Effect of Organisational Culture on Employee Engagement**

Employee engagement is the individual's psychological presence in attending to their function and position in the company, which can improve overall performance (Nurcholis & Budi, 2019). Organizational culture affects how individuals set their personal and career goals, perform jobs and administer resources to achieve them. It also affects how individuals think, make decisions, feel, and behave. Employee engagement is the outcome of a healthy organizational culture. Understanding and knowing the concept of organizational culture and employee engagement is important to achieve improved performance and effectiveness. Employees are more likely to be engaged in their jobs if the organizational culture is in line with their skills and abilities, and if they are appreciated and rewarded for their contributions to the organization (Pandya, 2021).

## **2.3 Impact of Employee Engagement in Companies**

Employee engagement is a condition where employees feel involved, committed, passionate, and empowered in their work (Mone & London, 2010). It is directly influenced by the expansion and growth of the company, the value that is added by the employees, and the employee's perception of the company. The initiative of employee engagement has a positive impact on the productivity of the organization. Engagement is all about creating a workplace environment where all workers are motivated and want to strive to do the best they can for themselves and the company. The key elements in engagement are how aligned employees are with the strategic operations of the business, how they can keep themselves engaged, and creating a sense of engagement (Patro, 2013).

### **2.3.1 Engagement Impact on Organisation's Productivity**

There is a strong positive link between productivity and engagement in the workplace. When employees are knowledgeable about the company's productivity levels, it can have a positive effect on their engagement. Employee engagement depends on four major factors within a company: organizational culture, people-related policies, metrics, and organizational performance (Patro, 2013).

These are the four major factors that affect employee engagement in the workplace:

1. **Organizational culture:** The corporate culture or organizational culture should have a relationship with employees that enables encouragement in the decision-making process.
2. **People-related policies:** When a company keeps strengthening and developing its policies, it will act as a guide for employees to achieve their personal and organizational goals.
3. **Metrics:** The metrics used to measure performance should be clear and easily understood by employees so that they are clear about their goals.
4. **Organizational performance:** High levels of job satisfaction, trust, and a sense of belongingness towards the company can be achieved through organizational performance.

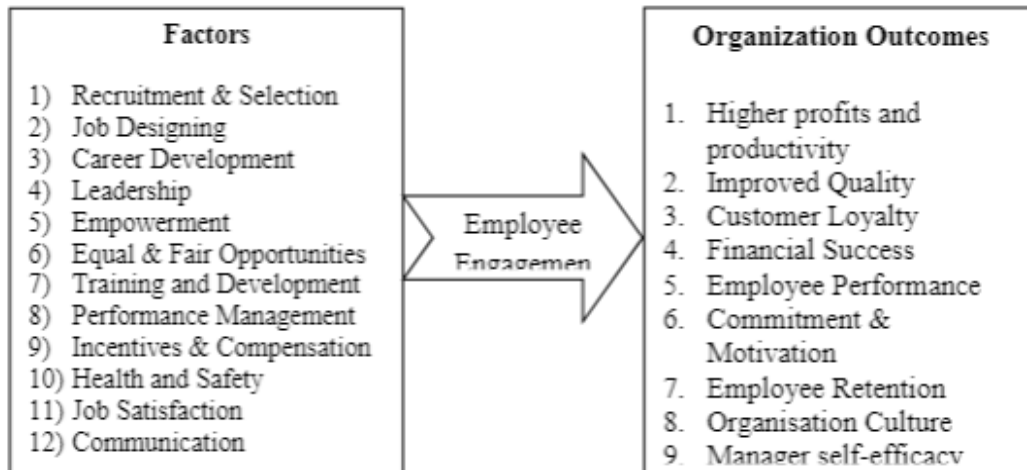
For employees to perform their job at the best level, they must have the feeling that they have the correct physical, cognitive, and emotional materials to do so. Management should also communicate success stories to their employees. This way, employees can connect their performances with success and make sense of how their performance has a direct effect on the company's overall performance. This influences enhanced employee engagement. If the level of engagement is high, then the financial performance increase, productivity also increases, customer satisfaction rises, and there will be a lower rate of turnover (Patro, 2013).

### 2.3.2 Organisational Outcomes of Employee Engagement

Engaged employees lead to high profits and productivity, and companies with increased growth and revenue tend to have a highly engaged workplace. Engagement is also linked to employee commitment and motivation, which can be measured through surveys. Incentive plans from the company can further motivate employees and increase productivity (Patro, 2013).

Employee engagement is crucial for a successful company as it influences productivity, organizational performance, customer satisfaction, retention rates, and corporate culture (Patro, 2013). Figure 3 shows the factors and outcomes of employee engagement according to Patro (2013).

**Figure 3: Factors and Outcomes of Employee Engagement (Patro, 2013)**



### 3.0 Methodology

This research is following a basic qualitative study. The main goal of basic qualitative research is to expand knowledge and understanding of the subject matter. The research methodology starts with the philosophy, which is interpretivism. It is exploratory research as it consists of gaining new insights with an inductive approach. The strategic approach will be in the form of interviews



from different managers, or human resources professionals from various private sector companies to get an understanding of how their experiences are.

This passage describes the methodology of a research study focused on exploring the impact of organizational culture and employee engagement in the educational sector in Malaysia. The study is based on an interpretivism philosophy, using qualitative data collection methods such as semi-structured interviews. The research approach is exploratory and inductive, with a cross-sectional time horizon. The study will be using primary data collected through interviews with HR professionals

#### 4.0 Data Analysis and Findings

This qualitative research will go through a step-by-step process for data analysis, including transcribing interviews, observing data, summarizing, sorting, coding, describing, and interpreting findings (Cresswell, 2014).

#### 4.1 Themes

The material gained from the five semi-structured interviews was analysed thematically. These interviews were recorded and written down. The pooled data was underlined, categorised, and arranged into topics for thematic analysis. Each tape was thoroughly read, and the data was compared to data from other transcripts to find recurring trends. Three significant anchor codes and 12 deductive codes (subcodes) were found throughout the study's detailed analysis and coding of the data. A single theme was created out of some of the overlapping codes. As a result, the researcher was able to go further into the codes and patterns and classify them according to the data into four major themes. Below contains the coding sheet created for the analysis.

**Table 1: Thematic Diagram Showing the Link Between the Research Area, Research Questions, Research Purpose, and the Three Main Themes**

Research Scope	Research Questions	Purpose	Main Theme
Role of Organisational Culture and Employee Engagement in Education Industries	RQ1: What are the factors impacting employee engagement in the education industry?	To identify the factors impacting employee engagement in the education industry	Employee Engagement Challenges
	What is the influence of having a positive organisational culture on employee engagement in the education industry?	To analyse the link between having positive organizational culture and employee engagement in the education industry	Organisational Support

	What are the recommendations to improve the strategies in regard to improving the organizational culture and employee engagement in the education industry?	To provide recommendations to improve the policy-making process in regard to strategies to improve the organizational culture and employee engagement in the education industry	Organisational Culture and Employee Engagement Strategy

**Table 2: Coding Sheet**

Anchor Codes	Deductive Codes	Main Themes
<b>Research Question 1</b> Factors Influencing Employee Engagement	<ol style="list-style-type: none"> <li>1. Communication (4)</li> <li>2. Work-life balance (2)</li> <li>3. Job satisfaction (2)</li> <li>4. Interpersonal relationship (3)</li> </ol>	<b>Employee engagement Challenges</b>
<b>Research Question 2</b> Influence of Organizational Culture on Employee Engagement	<ol style="list-style-type: none"> <li>1. Leadership (5)</li> <li>2. Communication (4)</li> <li>3. Recognition and rewards (4)</li> <li>4. Employee involvement (2)</li> </ol>	<b>Leadership Support</b>
<b>Research Question 3</b> <i>Organisational Culture and Employee Engagement Improvements</i>	<ol style="list-style-type: none"> <li>1. Leadership (2)</li> <li>2. Communication (3)</li> <li>3. Team building (2)</li> <li>4. Work-life balance (2)</li> </ol>	<b>Organisational Culture and Employee Engagement Strategy</b>

#### 4.2 Theme 1: Employee Engagement Challenges

All interviewees discussed their struggles with the education sector's low employee engagement during the interviews. It showed that (3/5, 60%) of the participants felt disengaged in their work and how the organizations deal with their employees. They identified that the main reasons for the lack of engagement in the organisation are because of lack of communication and interpersonal relationships. In unpleasant situations, which are sometimes exacerbated by poor communication, people are frequently uninspired to work productively and unmotivated to contribute. Therefore,

this lack of motivation negatively affects how employees engage with present and potential customers, which harms the bottom line of the company (Khan, 2021).

#### **4.3 Theme 2: Organisational Support**

In line with the definition of engagement, effective leadership energises followers, motivates them to focus more intently, and inspires them to dedicate themselves to the work at hand. Therefore, encouraging employee engagement may be significantly influenced by good leadership (Yan, Zhang, Akhtar, & Liang, 2021). Having a positive organisational culture starts from having a good support system from the leaders in the company, so it was a common theme throughout the interviews. All 5 of the participants agreed that having good leadership keeps the employees motivated and increases productivity in the organisation.

Strong focus is placed on doing good, finding joy, and attaining greatness through positive leaders. It aims to assist people in realising their potential and fostering their innate qualities (Yan, Zhang, Akhtar, & Liang, 2021). Studies have shown that good leadership may increase followers' psychological capital, sense of empowerment, and trust in superiors, leading to better performance on and off work. When exposed to effective leadership at work, people are more receptive and concentrated. Additionally, they are more likely to come up with original solutions to problems, learn new ones, and work harder at their jobs. Positive leaders promote positive engagement while dealing with staff members to support the growth of staff members' tenacity, energy, and inventiveness. Teamwork and collaboration amongst members are often better in teams with more positive leaders. When managers act in a way that exemplifies strong leadership, their employees may have higher expectations as a result of the positive emotions they are affected by, have more confidence in their capacity to achieve, and put more effort into their work (Yan, Zhang, Akhtar, & Liang, 2021). Throughout the interviews, the main theme is having good leadership is the major factor in having a positive organizational culture and employee engagement. The leadership style also impacts the way the employees feel about the organisation.

#### **4.4 Theme 3: Organisational Culture and Employee Engagement Strategy**

The participants were asked to suggest some strategies for enhancing the corporate culture and employee engagement. The participants agreed that it may be difficult to maintain employees' interest in their occupations, and that interest typically wanes with time. Therefore, the majority of participants said that new tactics are required to guarantee that employee commitment to work is improved.

### **5.0 Discussion**

#### **5.1 Discussion: Theme 1 – Employee Engagement Challenges**

Overall, the study highlights the importance of employee engagement and the significant impact that organizational culture and communication have on employee motivation and productivity. It is essential for organizations to focus on improving their employee engagement strategies to create a working atmosphere that fosters engagement, builds positive relationships, and ultimately leads to better outcomes for both the employees and the organization.

Sharma, Chaudhary, and Singh (2019) noted that engaged employees are committed to their work, exhibit high performance, and are emotionally, mentally, and physically bonded to their organization. This level of engagement is achieved when employees are given independence, trust, and a sense of engagement in their work environment. It is essential for the organization to meet employee expectations, which can help resolve a significant problem. Engaged employees tend to go above and beyond what is stipulated in their employment agreement, resulting in higher productivity and better outcomes for the organization.

Furthermore, the participants expressed that they did not share a deeper relationship with their leaders, particularly in terms of emotional connection and understanding of their staff's well-being. This lack of interpersonal relationships can also impact employee motivation and productivity (Mone & London, 2010). The organization must foster engagement, which results in a relationship between the employee and the employer, as was previously stated in the literature study (Mone & London, 2010).

However, the participants noted that poor communication and lack of interpersonal relationships were significant challenges that impacted employee motivation and productivity. Rohan (2020), Mone and London (2010), Saks (2019), and Sharma, Chaudhary, and Singh (2019) all discussed the negative effects of poor communication on employee engagement. During the pandemic, communication was even more challenging as social isolation and remote work made it difficult for employees to connect with each other and their leaders. This lack of communication and social interaction can have long-term negative effects on employee well-being and engagement (Rohan, 2020).

Participants in the study shared their personal experiences and struggles with low staff engagement levels and issues with employee engagement, which highlighted the need for the education industry to improve its employee engagement strategies. Patro (2013) noted that creating a working atmosphere where all employees are motivated and driven to achieve their best for themselves and the company is the key to engagement. Employee alignment with the strategic operations of the company, employee retention, and fostering a sense of engagement are the major components of engagement, as mentioned by Patro (2013).

## **5.2 Discussion: Theme 2 – Organisational Support**

Leadership is crucial in determining employee engagement levels. Goal clarity and direction are two factors that can influence an employee's degree of engagement. When goals are clear and employees know how to achieve them, they are more successful and dedicated. It is essential for leaders to communicate their precise objectives and course of action, and to encourage personal accountability for goals. Recent research reveals that the most important element in influencing workers' feelings of engagement, empowerment, and contentment is their relationships with organizational leaders.

To successfully engage employees, organizations must ensure that leadership positions are carried out appropriately. An involved manager will help to create an engaged workforce by helping workers discover their voice and providing personnel more opportunities to contribute and take part in initiatives. With greater self-efficacy and a good effect on the employee's health and well-

being, engagement may help people to devote themselves fully to their job, which in turn inspires stronger employee support for the company.

Overall, all five participants in the study agreed that having a good leader to run the business and lead the team would have a positive impact on organizational culture. Managers who are good communicators ensure a two-way exchange of information between staff members and leaders, which raises employee engagement. Every organization's leader has an effect, either favourable or unfavourable, on the teams they oversee, which affects individual involvement. A number of variables, including the company's overall success, a manager's leadership style, and particular team challenges, may have an impact on employee engagement.

Employees are concerned with the type of leadership they have as well as its dedication and concentration. They are concerned with the values of their business as well as their own capacity to learn new skills and develop in their jobs. Three of the participants mentioned having an open environment in terms of communication with the leaders so that they have a safe space to voice out their opinions.

### **5.3 Discussion: Theme 3 – Organisational Culture and Employee Engagement Strategy**

Organizational culture has a significant impact on employee commitment and satisfaction (Obuobisa-Darko, 2022), and can be a source of competitive advantage. To increase employee engagement and achieve greater organizational effectiveness, it is important to understand the organizational environment and culture and to tailor engagement methods to the unique needs and motivations of each employee (Bhardwaj, Mishra, & Jain, 2021). Engaged employees who are emotionally and intellectually connected to the organization can have a positive effect on the bottom line (Nurcholis & Budi, 2019). According to Participant 1, a positive culture aligned with the company's mission statement is essential for success.

The Aon Hewitt method suggests that giving employees greater independence is one key to boosting engagement (participant 1 also mentioned the importance of having a voice). Collaboration is another important factor; encouraging teamwork on tasks and projects can generate better ideas and improve productivity (Osborne & Hammoud, 2017). Participant 2 suggested that team-building activities can foster collaboration and engagement.

It is crucial for leaders to communicate clear goals and encourage personal accountability, as well as to create an environment of open communication with employees. Ultimately, engaged employees and a healthy organizational culture can lead to increased performance and overall effectiveness (Denison Consulting, 2018).

## **6.0 Implication of the Study**

### **6.1 Practical Implications**

This study found that effective communication had the biggest impact on organizational culture and employee engagement while learning and development had the least. To increase performance, organizations should prioritize open communication with their workforce, followed by leadership

and recognition support. Employee engagement is associated with higher levels of organizational loyalty, job involvement, and fulfillment, as well as lower levels of mental distress and the desire to leave. To promote engagement and better performance, managers should create an atmosphere where their staff members feel comfortable speaking openly and prioritize employee opinions.

## **6.2 Theoretical Implications**

This study addressed a gap in the field of employee participation in organizational activity research in Malaysia's education sector. The study found that communication had the most positive association with organizational culture and employee engagement while learning and development had the least. This study provides a contemporary perspective on past research and ideas and may serve as a starting point for future research on Malaysian workers in the educational sector.

## **7.0 Conclusion**

This study looks at how organizational culture and employee engagement relate to the Malaysian education sector. The study examines variables affecting organizational culture and employee engagement and suggests viable plans of action to enhance organizational culture and worker engagement. The study uses qualitative research methodology, including semi-structured interviews with five human resources experts from the education sector. The study finds that communication and support for leadership are important factors in employee engagement and organizational culture. The study suggests areas for improvement in leadership, teamwork, and communication to enhance employee engagement and organizational culture in the education sector. The study acknowledges limitations due to its focus on the education industry.

## **7.1 Recommendation**

### **7.1.1 Building Strong Employee Relationships**

Building strong employee relationships is one of the ways the education industry can improve organisational culture and employee engagement. This strategy can definitely work because in the education industry, such as universities, colleges or schools, there is a lot of human capital working there, therefore, interpersonal relationships should be formed to be successful. Leadership is the foundation for a great working experience. The majority of corporate culture is shaped by executives. According to the study, employees would feel cut off from other parts of the culture if there is a poor or weak link between leaders and followers. When leaders act as mentors, actively encourage employee growth, and proactively connect their teams with valuable opportunities, both employees and leaders feel more successful, build stronger connections with one another, and promote a more pleasant workplace culture. Focusing on the development of individuals under their direction is essential for leaders. The ability of leaders to assist and direct their employees is unique. Organisations should teach managers how to support employees' internal careers rather than just serving as the gatekeeper to such careers. Healthy workplace culture is built on communication "with employees" as opposed to "to employees," which enhances the employee experience. When this happens, employees feel more appreciated, supported, and a part of the team.

### **7.1.2 Open Up Transparency and Communication**

Another suggestion for the education sector is to adopt an open communication environment and be transparent in their operations as a strategy to enhance organisational culture and employee engagement. One of the most important indicators of an organization's organisational culture is

how its workers interact with one another. It's not just the content of the talks that matters; leaders and teams also communicate in ways that transmit information. Businesses were reorienting themselves towards a more collaborative leadership style that includes greater candour and criticism. Transparency is a corporate philosophy that encourages open communication with all levels of the firm, not only senior executives and decision-makers. Transparency is how all managers and employees may communicate more openly with one another to increase confidence inside a company. It also deals with how leaders connect with employees. Greater cooperation, mentoring, and inspiration result from this openness. Less favourable emotions were felt by organisations that resisted and failed to communicate. Even worse, poorly transparent firms risked ruining their cultures and losing skilled employees. When transparency is not one of the goals, the culture of the company suffers.

### **7.1.3 Encourage Frequent Employee Recognition**

Lastly, encouraging employee recognition frequently will help implement a positive organizational culture and improve employee engagement in the company. Appreciation is the experience of having one's unique point of view, attitude, abilities, and contributions appreciated. But appreciation is a behaviour that is demonstrated via acknowledgement. When businesses regularly show their appreciation for their employees, many good things happen. One of the advantages is a greater level of worker participation. Recognition also comes with a lot of powerful benefits. This entails improving work output, retaining talent, attracting talent, and enhancing innovation. It's essential to developing or improving workplace culture. There are various ways to show appreciation. A recognition programme is meant to support you, but how well it does so relies on the leaders and peers who give it their full attention. Giving additional days off around the holidays, bringing in live music, or offering sweets for the team are all wonderful ways to express gratitude and may boost happiness and personal development.

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