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Effect of organizational culture and its impact on employee engagement with respect to private and public sector banks

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Abstract: Organizational culture represents a fundamental determinant of employee attitudes, workplace behaviour and organizational effectiveness. In the banking sector, where service quality, operational efficiency and customer relationships depend substantially on employee performance, developing an organizational environment that promotes employee engagement has become increasingly important. This study examines the relationship between organizational culture and employee engagement, with particular emphasis on the differences between public and private sector banks in Andhra Pradesh, India. The study investigates five dimensions of organizational culture: leadership support, internal communication, employee participation, recognition and reward systems, and the overall work environment. A quantitative, descriptive and comparative research design was adopted. Primary information was collected through structured questionnaires administered to 200 employees, comprising 100 respondents from public sector banks and 100 respondents from private sector banks. Convenience sampling was employed, and responses were assessed using a five-point Likert scale. Percentage analysis, comparative mean scores and correlation analysis were used to examine the collected information. The reported findings indicate that private sector banks demonstrate higher mean scores across all five organizational culture dimensions. Leadership support, communication, employee participation, recognition and rewards, and work environment received mean scores of 4.1, 4.0, 4.2, 4.3 and 4.0, respectively, compared with 3.2, 3.0, 2.9, 2.8 and 3.1 in public sector banks. The reported engagement distribution also indicates a higher proportion of highly engaged employees in private sector banks (48%) than in public sector banks (25%). Furthermore, the overall reported correlation coefficient of 0.68

indicates a positive association between organizational culture and employee engagement. The study highlights the importance of supportive leadership, transparent communication, and participative decision-making and effective employee recognition in strengthening workplace engagement. It contributes to the understanding of organizational culture in the Indian banking context and offers practical implications for human resource management in public and private sector banking institutions.

Keywords: Organizational Culture, Employee Engagement, Public Sector Banks, Private Sector Banks, Leadership Support, Employee Participation, Organizational Commitment, Banking Sector, Human Resource Management.

1. Introduction

Organizational culture has emerged as an important area of investigation in contemporary management research because of its influence on employee attitudes, organizational behaviour and institutional performance. Organizations increasingly recognize that achieving sustainable performance requires more than technological advancement, financial resources and operational efficiency. The commitment, motivation and active involvement of employees are equally important in determining organizational success.

Employee engagement refers to the extent to which employees invest their physical, cognitive and emotional resources in performing their organizational roles. Engaged employees demonstrate enthusiasm, dedication, responsibility and a willingness to contribute beyond their formally assigned responsibilities. They are more likely to develop a sense of belonging, demonstrate initiative and actively participate in organizational improvement activities.

Kahn (21) established an important theoretical foundation for employee engagement by explaining the psychological conditions of meaningfulness, safety and availability. According to this perspective, employees are more likely to become personally engaged when they perceive their work as meaningful, experience psychological safety and possess the physical, emotional and psychological resources required to perform their responsibilities effectively.

Organizational culture influences these psychological conditions by determining how employees interact with management, communicate with colleagues, participate in decisions and experience organizational recognition. A supportive organizational culture can encourage trust, collaboration, innovation and commitment. Conversely, excessively bureaucratic

structures, inadequate communication and limited employee autonomy may weaken employees' psychological connection with their work.

The banking industry provides a particularly relevant setting for examining these relationships. Banking institutions operate in an environment characterized by technological transformation, regulatory requirements, customer expectations, financial competition and continuous service improvement. Employees are responsible for handling financial transactions, providing customer assistance, processing loans, maintaining operational accuracy and complying with institutional policies.

Consequently, employee engagement is closely associated with the effectiveness of banking operations and the quality of customer interactions. Employees who experience organizational support and recognition may demonstrate greater willingness to resolve customer issues, cooperate with colleagues and contribute to institutional objectives.

1.1 Organizational Culture in the Banking Sector

Organizational culture represents the shared values, assumptions, beliefs, behavioural expectations and management practices that influence how organizational members perform their responsibilities. In banking institutions, organizational culture is reflected in leadership approaches, communication practices, employee empowerment, performance evaluation, and professional development and workplace relationships.

Public and private sector banks operate under different institutional ownership structures, governance arrangements and organizational priorities. Public sector banks generally operate within established administrative and regulatory frameworks, emphasizing procedural consistency, accountability and institutional stability. Private sector banks frequently operate in competitive business environments that place substantial emphasis on performance management, operational flexibility, innovation and customer service.

However, these distinctions should not be interpreted as universal characteristics of every institution. Organizational practices may differ across individual banks, branches, leadership teams and employee categories. Understanding these differences is important because the organizational environment experienced by employees can influence their motivation, satisfaction and engagement.

1.2 Employee Engagement as an Organizational Outcome

Employee engagement extends beyond basic job satisfaction. While job satisfaction primarily concerns employees' evaluation of their employment conditions, engagement involves the active investment of personal resources in work responsibilities.

Schaufeli and Bakker (22) explain work engagement through the dimensions of vigor, dedication and absorption. These dimensions highlight employees' energy, enthusiasm and concentration while performing their work.

In banking institutions, employee engagement may be reflected through:

1. Willingness to accept additional responsibilities.
2. Commitment to organizational objectives.
3. Active participation in departmental activities.
4. Cooperation with colleagues and supervisors.
5. Interest in improving customer service.
6. Readiness to adapt to technological and operational changes.

A workplace that promotes employee involvement and provides appropriate resources can strengthen these engagement-related behaviours.

1.3 Rationale for the Study

Despite the increasing importance of employee engagement, differences in organizational culture between public and private sector banking institutions require further contextual examination.

Employees working in different banking institutions may experience different leadership approaches, communication mechanisms, reward structures and opportunities for participation.

Understanding these differences can help banking management identify organizational practices that strengthen engagement and address workplace conditions that may contribute to employee dis-engagement? The present study therefore examines organizational culture and employee engagement in selected public and private sector banks in Andhra Pradesh.

2. Research Gap

Although previous research has examined organizational culture, employee engagement and workplace effectiveness, several areas provide opportunities for further investigation.

First, organizational culture is a multidimensional construct. Studies that examine only overall organizational culture may overlook the individual contributions of leadership support, communication, employee participation and recognition systems.

Second, public and private sector banking institutions operate under different organizational arrangements. Comparative investigation is necessary to understand how employees perceive these arrangements and their relationship with engagement. Third, research findings from one geographical setting cannot automatically be generalized to another. Regional organizational practices, employee characteristics and institutional environments may influence employee perceptions.

Fourth, there is a need to examine organizational culture and employee engagement together within the context of selected banking institutions in Andhra Pradesh. The present study addresses these issues by comparing five organizational culture dimensions and reported employee engagement levels across selected public and private sector banks. The study therefore contributes a region-specific comparative perspective to research on organizational behaviour and human resource management in the banking industry.

3. Conceptual Framework

The conceptual framework proposes that organizational culture influences employee engagement through five organizational dimensions.

Independent variable: Organizational culture

1. Leadership support.
2. Internal communication.
3. Employee participation.
4. Recognition and reward systems.
5. Work environment.

Dependent variable: Employee engagement

1. Employee commitment.
2. Work motivation.
3. Job involvement.
4. Dedication to organizational objectives.

5. Willingness to contribute beyond assigned responsibilities.

The framework proposes that supportive organizational practices create workplace conditions that encourage employees to invest their physical, cognitive and emotional resources in their work. The comparative dimension of the study examines whether these organizational culture characteristics and reported engagement levels differ between public and private sector banks.

4. Objectives of the Study

The study is guided by the following objectives:

1. To examine the relationship between organizational culture and employee engagement in selected banking institutions.
2. To assess employees' perceptions of organizational culture in public sector banks.
3. To examine employees' perceptions of organizational culture in private sector banks.
4. To compare employee engagement levels between public and private sector banking institutions.
5. To identify the organizational culture dimensions associated with employee engagement.
6. To provide practical suggestions for strengthening employee engagement through improved organizational culture.

5. Research Hypotheses

The following hypotheses are formulated based on the theoretical framework and reviewed literature.

H1: Organizational culture is positively associated with employee engagement.

H2: Leadership support is positively associated with employee engagement.

H3: Effective internal communication is positively associated with employee engagement.

H4: Employee participation in decision-making is positively associated with employee engagement.

H5: Recognition and reward systems are positively associated with employee engagement.

H6: Employee engagement differs between public and private sector banks.

H7: Employees in private sector banks report more supportive organizational culture characteristics than employees in public sector banks.

The hypotheses represent propositions requiring empirical testing. Descriptive differences alone are insufficient to establish statistical significance or confirm causal relationships.

6. Research Methodology

6.1 Research Design

The study adopts a quantitative, descriptive and comparative research design to examine organizational culture and employee engagement in selected public and private sector banks.

The descriptive component focuses on employees' perceptions of organizational culture and engagement. The comparative component examines differences in the reported mean scores and engagement distributions between public and private sector banking institutions.

The quantitative approach provides a structured basis for collecting and interpreting employee responses.

6.2 Study Population

The population comprises employees working in selected public and private sector banks in Andhra Pradesh. The respondents include employees belonging to different organizational levels and functional responsibilities, including customer service, operations, administration and banking-related activities.

6.3 Selected Banking Institutions

The study identifies the following institutions.

Public sector banks

- State Bank of India.
- Bank of Baroda.
- Andhra Bank.

Private sector banks

- ICICI Bank.
- HDFC Bank.
- Axis Bank.

The original study identifies Andhra Bank as a selected institution. Its historical identity and present institutional status should be described accurately in the final manuscript, particularly if the study period extends beyond its merger into Union Bank of India.

6.4 Sampling Technique

Convenience sampling, a non-probability sampling technique, was employed to select respondents. Employees who were accessible and willing to participate were approached through selected bank branches.

This technique was considered appropriate for collecting responses from employees working in different banking functions within the available research period. However, convenience sampling limits the representativeness of the sample. Therefore, the findings should be interpreted within the context of the selected respondents rather than generalized to the entire banking workforce of Andhra Pradesh.

6.5 Sample Size

The study consists of 200 respondents.

Banking category	Respondents	Percentage
Public sector banks	100	50%
Private sector banks	100	50%
Total	200	100%

The equal allocation of respondents provides a balanced basis for descriptive comparison between the two banking categories.

6.6 Sources of Data

Primary data

Primary data were collected through a structured questionnaire administered to employees of selected public and private sector banks.

The questionnaire covered two major areas:

1. Demographic characteristics, including gender, age, educational qualification, designation and professional experience.

2. Organizational culture and employee engagement perceptions.

Secondary data

Secondary information was obtained from academic publications, research articles, books and relevant literature concerning organizational culture, employee engagement, leadership and human resource management.

6.7 Measurement Scale

The questionnaire employed a five-point Likert scale.

Score	Response
1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

Higher mean scores indicate more favourable employee perceptions of the respective organizational culture dimensions.

6.8 Variables of the Study

The independent variable is organizational culture, represented by five dimensions:

- Leadership support.
- Communication effectiveness.
- Employee participation.
- Recognition and rewards.
- Work environment.

Employee engagement is the dependent variable, represented through employee commitment, motivation, involvement and willingness to contribute to organizational objectives.

6.9 Statistical Techniques

The original study reports the use of the following statistical techniques:

Percentage analysis

Used to describe the demographic profile and distribution of employee engagement categories.

Percentage = (Frequency / Total respondents) × 100

Mean score analysis

Used to compare employee perceptions of organizational culture across public and private sector banks.

Mean = Sum of observed scores / Number of observations

Correlation analysis

Used to examine the direction and strength of the reported association between organizational culture and employee engagement. Pearson's correlation coefficient ranges from -1 to +1, with positive values indicating positive association.

Comparative analysis

Used to examine the differences in reported mean scores and engagement distributions between the two banking categories. For stronger inferential conclusions, independent-samples t-tests, confidence intervals, reliability analysis and regression analysis would be appropriate, subject to access to the respondent-level dataset.

7. Data Analysis and Interpretation

7.1 Demographic Profile of Respondents

Table 1. Demographic Profile of Respondents

Variable	Category	Frequency	Percentage
Gender	Male	120	60%
	Female	80	40%
Age	20–30 years	70	35%
	31–40 years	80	40%
	41–50 years	40	20%
	Above 50 years	10	5%
Total	Gender and age totals	200	100%

The demographic distribution indicates that male respondents constitute 60% of the sample, while female respondents account for 40%. Regarding age, the largest group consists of employees aged between 31 and 40 years, representing 40% of the respondents. Employees aged between 20 and 30 years constitute 35%, followed by the 41–50 age group at 20%. Employees above 50 years represent the remaining 5%. The distribution indicates that the sample includes employees from different age groups, with a relatively higher representation of employees in the 31–40 age category.

7.2 Comparative Analysis of Organizational Culture

Table 2. Mean Scores of Organizational Culture Dimensions

Organizational culture dimension	Public banks	Private banks
Leadership support	3.2	4.1
Communication	3.0	4.0
Employee participation	2.9	4.2
Recognition and rewards	2.8	4.3
Work environment	3.1	4.0
Overall average	3.00	4.12

The comparative mean scores indicate differences in employees' perceptions of organizational culture across the selected public and private sector banks. Private sector banks recorded higher mean scores across all five dimensions. Leadership support received a mean score of 4.1 in private sector banks, compared with 3.2 in public sector banks. This suggests that respondents from private banks expressed more favourable perceptions of leadership support.

Communication received mean scores of 4.0 and 3.0 in private and public sector banks, respectively. This difference indicates comparatively favourable perceptions of internal communication among the private bank respondents. Employee participation recorded mean scores of 4.2 in private banks and 2.9 in public banks. This represents one of the more substantial differences across the examined dimensions.

Recognition and rewards received the highest mean score among private sector banks, at 4.3, compared with 2.8 in public sector banks. This suggests that respondents in private banks perceived their recognition and reward arrangements more favourably. The work environment

dimension also showed a higher mean score in private sector banks, at 4.0, compared with 3.1 in public sector banks.

The overall descriptive average was 4.12 for private sector banks and 3.00 for public sector banks. These findings indicate more favourable organizational culture perceptions among the private bank respondents. However, the available descriptive data do not establish whether these differences are statistically significant.

7.3 Employee Engagement Levels

Table 3. Comparative Distribution of Employee Engagement

Engagement category	Public banks	Private banks
Highly engaged	25 (25%)	48 (48%)
Moderately engaged	50 (50%)	40 (40%)
Low engagement	25 (25%)	12 (12%)
Total	100 (100%)	100 (100%)

The engagement distribution demonstrates differences between public and private sector bank respondents. In public sector banks, 25% of respondents are classified as highly engaged, while 50% fall into the moderately engaged category. The remaining 25% are classified as having low engagement.

In private sector banks, 48% of respondents are classified as highly engaged. Moderately engaged employees account for 40%, while 12% fall into the low-engagement category. The proportion of highly engaged employees is therefore 23 percentage points higher in the private sector bank sample. Similarly, the proportion of employees reporting low engagement is 13 percentage points lower in private sector banks.

These descriptive results suggest that the private sector bank respondents reported comparatively higher engagement levels. The findings should nevertheless be interpreted cautiously because the precise questionnaire items and thresholds used to classify employees into high, moderate and low engagement categories have not been supplied.

7.4 Relationship between Organizational Culture and Employee Engagement

Table 4. Reported Correlation between Organizational Culture and Employee Engagement

Variables	Correlation coefficient
Organizational culture and employee engagement	0.68

The reported correlation coefficient of 0.68 indicates a positive association between organizational culture and employee engagement. This suggests that more favourable perceptions of organizational culture are associated with higher levels of employee engagement within the reported analysis. The relationship is consistent with the theoretical arguments presented by Kahn [1], Saks [3], and Schaufeli and Bakker [2], which emphasize the importance of psychological conditions and organizational resources in shaping employee engagement. However, the coefficient alone does not establish causality. Its statistical significance, confidence interval, sample basis and calculation procedure must be confirmed from the original dataset before making stronger empirical claims.

8. Results and Discussion

The findings provide a comparative understanding of organizational culture and employee engagement among respondents from selected public and private sector banks.

8.1 Organizational Culture and Employee Engagement

The overall descriptive mean scores indicate more favourable organizational culture perceptions among private sector bank respondents.

This pattern is consistent with the positive relationship reported between organizational culture and employee engagement.

The findings support the conceptual argument that employees' experiences of organizational support, workplace communication and recognition may be associated with their level of involvement and commitment.

Kahn's (1990) psychological conditions framework provides a useful explanation. Supportive workplace relationships may strengthen psychological safety, while opportunities for meaningful participation may increase psychological meaningfulness.

8.2 Leadership Support

The reported mean score for leadership support is higher among private sector bank respondents. This suggests that employees in the selected private banks perceived supervisory and management support more favourably. Supportive leadership can contribute to

engagement by clarifying organizational expectations, providing guidance and recognizing employee contributions.

However, leadership effectiveness should not be evaluated exclusively through organizational ownership. Individual leadership practices and branch-level management approaches may produce differences within both public and private sector institutions.

8.3 Internal Communication

The communication scores indicate more favourable perceptions among private sector bank respondents. Effective internal communication can help employees understand organizational goals, operational responsibilities and management decisions.

In banking environments, timely communication is particularly important because operational activities involve coordination among multiple departments and adherence to regulatory procedures. Improving communication transparency and encouraging upward feedback may therefore strengthen employees' sense of organizational inclusion.

8.4 Employee Participation

Employee participation demonstrates a substantial descriptive difference between the two banking categories. The reported scores suggest that private sector bank respondents experienced comparatively favourable opportunities for participation.

Employee involvement can strengthen ownership, professional confidence and responsibility. Nevertheless, public sector banks can also improve participation through branch-level consultation, employee committees, operational improvement programmes and structured feedback mechanisms.

8.5 Recognition and Reward Systems

Recognition and rewards recorded the largest descriptive difference among the five cultural dimensions.

This finding highlights the importance of how employees perceive the fairness, transparency and effectiveness of performance recognition.

A balanced recognition system should consider not only numerical performance targets but also customer satisfaction, service quality, teamwork, compliance and ethical conduct. Such an

approach can support sustainable employee motivation without encouraging excessive performance pressure.

8.6 Work Environment

The reported work environment scores suggest more favourable perceptions among private sector bank respondents. A supportive work environment includes appropriate resources, cooperative relationships, reasonable workload management, professional development opportunities and psychological safety.

Banking institutions should consider these factors together because employee engagement is unlikely to remain sustainable when high performance expectations are accompanied by inadequate organizational support.

8.7 Comparative Interpretation

The combined findings indicate that private sector bank respondents reported more favourable organizational culture perceptions and higher engagement distributions than public sector bank respondents. However, the findings should not be interpreted as evidence that private sector ownership itself causes higher engagement.

Differences may also be associated with branch management, employee demographics, work responsibilities, compensation arrangements, job demands, career opportunities and institutional policies. Further inferential investigation is required to identify the relative contribution of these factors.

9. Limitations of the Study

The study has several limitations that should be considered while interpreting its findings.

First, the sample consists of 200 respondents selected through convenience sampling. Therefore, the findings may not represent the experiences of all employees working in public and private sector banks across Andhra Pradesh.

Second, the study examines selected banks and does not include every public and private banking institution operating in the state.

Third, the research relies on self-reported questionnaire responses. Such responses may be influenced by individual perceptions, workplace circumstances and personal expectations.

Fourth, the available results provide descriptive mean scores and a single reported correlation coefficient. Detailed respondent-level data are necessary for more comprehensive statistical analysis.

Fifth, the reported analysis does not provide reliability coefficients, validity assessments, confidence intervals or significance levels.

Finally, organizational culture and employee engagement may be influenced by additional variables, including compensation, job satisfaction, workload, career development, organizational justice and work-life balance. These factors are not separately examined in the available results.

10. Scope for Future Research

Future research can extend the present investigation in several directions.

First, studies may increase the sample size and employ stratified random sampling to improve representativeness across banking institutions and employee categories. Second, researchers may investigate the mediating role of organizational commitment and job satisfaction in the relationship between organizational culture and employee engagement. Third, future studies may examine the influence of digital transformation, automation, artificial intelligence and changing banking technologies on employee engagement. Fourth, researchers may investigate differences across gender, age, professional experience, managerial designation and geographical location. Fifth, longitudinal research can examine how changes in organizational culture influence employee engagement over time.

Finally, advanced statistical techniques, including multiple regression, structural equation modelling and multi-group analysis, may provide a more detailed understanding of the relationships among organizational culture dimensions and employee engagement.

11. Conclusion

Organizational culture represents an important aspect of human resource management and organizational effectiveness. In the banking industry, where employee performance and customer service are closely interconnected, developing a supportive organizational environment is essential for maintaining employee engagement. The present study examined the relationship between organizational culture and employee engagement by comparing selected public and private sector banks in Andhra Pradesh.

The reported findings indicate that private sector bank respondents expressed more favourable perceptions across all five organizational culture dimensions: leadership support, communication, employee participation, recognition and rewards, and work environment. The engagement distribution also indicates a higher proportion of highly engaged respondents in private sector banks. Furthermore, the reported correlation coefficient of 0.68 indicates a positive association between organizational culture and employee engagement. The findings emphasize that organizational culture should be treated as a strategic management consideration rather than merely an administrative characteristic. Leadership support, transparent communication, employee participation, fair recognition and a supportive work environment can contribute to the development of an engaged workforce.

At the same time, the comparative differences should not be interpreted as universal characteristics of public and private banking institutions. Both categories can strengthen employee engagement through appropriate organizational policies and management practices. The study contributes to the discussion of organizational behaviour and human resource management by presenting a comparative regional perspective on organizational culture and employee engagement. Overall, sustainable employee engagement requires organizations to develop workplace environments in which employees feel valued, supported, recognized and meaningfully involved in achieving organizational objectives.

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