



"Exploring the Influence of Employee Demographics on Engagement and Organizational Culture: A Gender Perspective"

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Citation: Dr. Navleen Kaur, et al (2024), "Exploring the Influence of Employee Demographics on Engagement and Organizational Culture: A Gender Perspective", *Educational Administration: Theory and Practice*, 30(11) 1282-1289

Doi: 10.53555/kuey.v30i11.9321

ARTICLE INFO

ABSTRACT

HR practitioners and business leaders are focused on establishing positive workplace atmospheres using cultural practices. Turner, J. W., & Jones, S. A. (2012). This article aims to further such efforts in our understanding of how Gender, as a demographic attribute, impacts perceptions, behavior, and habits of employees within an organization, such as in engagement levels and organizational culture and its perception. Additionally, other studies include the impact of Gender on an employee's perception of the organization. Positive change in organizational culture is enhanced by changing gender balance, therefore fostering development. Burke, R. J. (2014). By looking at the quantitative data collected from employees of various industries, such biases in the workplace can be avoided. Employees, gender-related ones, in particular, were able to restrict their engagement with other colleagues during and even after policies were created regarding workplace participation and inclusivity. Berghe, L. V. (2012). Cross-examination of decision-making involvement, work satisfaction, and inclusiveness led to a better understanding of employee engagement through Gender and other influences. The research primarily takes into consideration one demographic characteristic – Gender, focusing subsequently on its role in team collaboration, leadership type, and workplace in general.

Keywords: Employee engagement, organizational culture, gender perspective, employee demographics, workplace inclusivity, job satisfaction, organizational dynamics, HR strategies.

1. Introduction:

In today's diverse workforce, it is crucial to understand how employee demographics—such as Gender, age, cultural background, and professional designation—impact engagement and organizational culture. Employee engagement, which involves emotional commitment and active participation in the workplace, plays a vital role in driving productivity, innovation, and employee satisfaction. "Similarly, organizational culture encompasses the shared values and behaviors that shape workplace dynamics and overall performance."

This study specifically examines the relationship between demographic factors, with a focus on Gender, and their influence on engagement and organizational culture. Gender diversity not only brings different perspectives to teams but also poses specific challenges in creating an inclusive environment and providing equal opportunities. By exploring the connections between these factors, this research aims to offer practical insights for developing organizational strategies that cater to the diverse needs of employees, foster collaboration, and promote fairness in the workplace. "Such an approach is essential for organizations to remain flexible, innovative, and competitive in today's global economy."

2. Objective and Scope of the study:

This study explores how employee demographics—such as Gender, age, job title, length of service, and cultural background—affect employee engagement and organizational culture. It aims to understand how

these factors influence workplace dynamics, such as communication styles, leadership approaches, and inclusivity.

The research is relevant to various types of organizations, including those with hierarchical structures and collaborative environments. It seeks to identify patterns that shape individual and group behavior.

By examining differences based on Gender and other demographic factors, the study offers practical insights for organizations to develop targeted strategies that promote an inclusive and engaging culture.

The results are primarily focused on workplaces, but they should also help HR experts, managers, and lawmakers develop inclusive policies that cater to workers' unique requirements.

The research provides a framework for improving organizational performance, teamwork, and employee happiness by focusing on elements that have an immediate effect on engagement and culture.

The major objective of this study is to examine the relationship between Gender and other employee demographics as they pertain to engagement and company culture. It also intends to look at how age, job title, and length of service affect organizational culture and employee engagement in a more general sense.

3. The hypothesis of the study:

H1: The impact of Gender on employee engagement levels is considerable.

H2: Gender diversity significantly shapes the organizational culture.

H3: Demographic factors, such as age, designation, and tenure, will mediate the relationship between Gender and employee engagement.

H4: Organisational policies, sensitive to Gender, positively impact employee engagement and organizational culture perceptions.

4. Review of Literature and Research Gap:

Employee demographics, particularly Gender, have been an area of much attention in organizational research because of their critical role in shaping workplace dynamics, employee engagement, and organizational culture. "In fact, the importance of gender diversity is being increasingly recognized as a driver of innovation, collaboration, and inclusivity (Czarniawska & Joerges, 2019)." Research studies show that the behaviors, preferences, and expectations of men and women are quite different at work, and harmonizing them leads to a more vibrant organizational culture (Van Knippenberg & Schippers, 2007). Besides, other demographic factors like age, tenure, and designation impact the engagement of the employees. For instance, attitudes toward flexibility, technology use, and professional development are influenced considerably by generational differences (Avolio & Walumbwa, 2014). Senior employees tend to demonstrate greater organizational commitment, while younger employees prioritize opportunities for growth, innovation, and skill development (Hochschild & Machung, 2012).

Although diversity initiatives have seen tremendous growth, gender inequalities still exist and can sometimes hinder engagement and culture within organizations. Women are often excluded from leadership roles, underrepresented in the workplace, and discriminated against in certain workplace practices, while men are often expected to be competitive and achievement-oriented (Singh & McBride, 2001). These inequalities require gender-sensitive approaches to employee engagement and culture-building strategies. Organizational culture, defined by shared values, norms, and practices, is deeply impacted by its demographic composition. While communication may sometimes be difficult in diverse workplaces, these often show greater creativity, flexibility, and problem-solving when inclusiveness is placed as a priority (Cameron & Quinn, 2011). Not much research has yet been conducted to understand the impact of Gender combined with other demographics that particularly influence engagement and organizational culture.

While previous studies have explored the impact of demographics on organizational dynamics, several research gaps remain. A significant gap is the limited focus on Gender as a central variable. Existing research usually considers Gender as one of many demographic factors, but few studies investigate its role as a primary determinant of engagement and organizational culture. Czarniawska, B., & Joerges, B. (2019). There is a gap concerning the interaction effects of Gender with other demographic variables, like age, tenure, or professional rank, in the formation of workplace outcomes. Further, much of the previous research takes a general approach and neglects the distinctive demographic dynamics prevailing in certain industries or organizational contexts. Bhuian, S. N., & Al-Shammari, M. (2021). Further, while gender-sensitive policies are often recommended, more empirical evidence on their effectiveness in enhancing engagement and culture remains scarce. Last but not least, most studies fail to account for cross-cultural variations in how Gender influences engagement and organizational culture across different regions and contexts.

It would, therefore, bridge such gaps by providing research on how nuanced gender factors can shape engagement and organizational culture, the influence of other demographic factors, and actionable insight in diverse organizational settings.

5. Research Methodology:

Research Design

This research will employ a descriptive research design. This type of design is beneficial because it allows the natural observation of employee demographics' characteristics and organizational dynamics without deliberately manipulating variables or controlling settings. Feldman, D. C., & Ng, T. W. H. (2007). The descriptive approach will provide a good explanation of how employee demographics, including Gender, influence engagement and organizational culture.

5.1 Data Collection Sources:

The study will depend on both primary and secondary data sources. Primary data will be gathered through structured questionnaires and interviews, ensuring firsthand accounts of employee demographics and organizational behavior. Secondary data will be gathered from academic journals, books, case studies, university websites, educational publications, newspapers, and online research. These secondary sources will provide additional insights into the constructs of employee engagement and organizational culture, as well as recent trends in the field.

5.2 Sampling Unit:

The study will focus on the education sector in Punjab, specifically government, private, and deemed universities. The data will be sourced from four universities—two government universities and two private universities—selected based on their similarity in functions, programs, and faculty size. The universities will be chosen using a random sampling method to ensure diverse representation.

5.3 Sample Size:

Using a statistical formula, the sample size was initially calculated to be 355, and a proportionate stratified sampling method determined the final sample size of 458 respondents. This sample size aligns with the typical range (400-500 respondents) used in similar studies. A 10% proportionate sampling method will be applied to ensure a balanced representation across different universities.

5.4 Sample Selection:

Respondents will be selected from the main campuses of the chosen universities, with the following criteria:

- **Gender:** Male/Female
- **Designation:** Professors, Associate Professors, Assistant Professors
- **Experience:** More than 5 years
- **Disciplines:** All academic disciplines

This ensures a comprehensive and diverse sample of faculty members, reflecting various demographic factors that could influence engagement and organizational culture.

5.5 Tools and Techniques to be used:

To analyze the data, the study will employ several statistical techniques:

- **ANOVA:** To examine the impact of demographic factors, including Gender, on employee engagement and organizational culture.
- **Regression Analysis:** To evaluate the effect of organizational culture on employee engagement.

These tools will allow for a deeper understanding of the relationships between employee demographics, engagement, and organizational culture. Gagné, M., & Deci, E. L. (2005). This comprehensive research methodology ensures the systematic collection and analysis of data, allowing for meaningful insights into the impact of employee demographics, particularly Gender, on engagement and organizational culture.

Result and Analysis: Impact of employee's Gender on employee engagement and organization culture.

a. Dependent Variable: Gender

b. All requested variables were entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.475 ^a	.226	-.006	.502

b. Dependent Variable: Gender

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.175	74	.246	.973	.544 ^b
	Residual	62.325	247	.252		
	Total	80.500	321			

a. Dependent Variable: Gender

1. Model Summary

- **R (0.475):**
 - The correlation coefficient indicates a moderate relationship between the dependent variable (Gender) and the predictors.
- **R Square (0.226):**
 - This indicates that the model's predictors account for 22.6% of the variance in Gender. Since this variation is quite low, this suggests that the model fails to account for a significant portion of it.
- **Adjusted R Square (-0.006):**
 - A negative adjusted R Square value suggests that adding more predictors can cause overfitting or noise rather than improving the model's explanatory ability.
- **Standard Error of the Estimate (0.502):**
 - This calculates the typical dispersion of the data points around the regression line. For dispersion, a score of 0.502 is considered moderate.

2. ANOVA Table

- **Regression Sum of Squares (18.175):**
 - This stands for the gender variability that the model explains.
- **Residual Sum of Squares (62.325):**
 - That is a lot more variation than what the model can account for; in fact, it is a lot more than the regression sum of squares.
- **F-Statistic (0.973):**
 - The F-statistic determines whether the whole regression model is statistically significant. A low value indicates a poor model.
- **Significance (p-value = 0.544):**
 - Regression models are not considered statistically significant when their p-values are more than 0.05. This suggests that there is no statistically significant relationship between the predictors and Gender.

5.6 Analysis of Coefficients Table:

The coefficients table provides insights into the relationship between various predictors (independent variables) and the dependent variable, along with their significance. Here is a structured analysis of the data:

1. Key Observations from the Table

1.1. Statistical Significance (p-value)

- Variables with **p-values < 0.05** indicate significant predictors:
 - **"I cannot achieve best results by working alone"** ($p=0.020$, $B=0.059$):
 - This suggests a positive and significant effect on the dependent variable.
 - **"I do not face problems during my tenure at my workplace"** ($p=0.003$, $B=-0.076$):
 - A significant negative relationship indicates that facing fewer problems correlates negatively with the dependent variable.
 - **"I get sufficient rewards for my work"** ($p=0.021$, $B=0.059$):
 - Positive and significant impact.
 - **"My organization pays a sufficient amount for health care"** ($p=0.035$, $B=0.056$):
 - Indicates a positive relationship.
 - **"Sick leave policy of the organization is satisfactory"** ($p=0.033$, $B=0.060$):
 - A positive and significant association.
- **Most other predictors have p-values > 0.05**, meaning they do not significantly impact the dependent variable.

1.2. Effect Sizes (Unstandardized Coefficients B)

- The magnitude of **B** reflects the strength and direction of the predictor's influence:
 - **Positive B values** (e.g., rewards, healthcare, sick leave) suggest these factors enhance the dependent variable.
 - **Negative B values** (e.g., not facing problems during tenure) indicate an inverse relationship.
- Variables with small **B values** and high **p-values** likely contribute little to the model.

1.3. Confidence Intervals

- For significant predictors, the **95% confidence intervals for B** do not cross zero, reinforcing their influence:

- For example, "I get sufficient rewards for my work" has a confidence interval of [0.009,0.109][0.009, 0.109][0.009,0.109], confirming its positive impact.

2. Implications and Interpretations

1. Significant Predictors:

○ Workplace Satisfaction:

- Sufficient rewards, a satisfactory sick leave policy, and healthcare contributions positively influence the dependent variable.

○ Collaboration and Autonomy:

- The ability to achieve better results through collaboration also shows significance.

2. Non-Significant Predictors:

- Many variables, despite being intuitively relevant (e.g., participation in decision-making, respect for organizational values), are statistically insignificant. This may suggest redundancy or weak relationships in the context of this dataset.

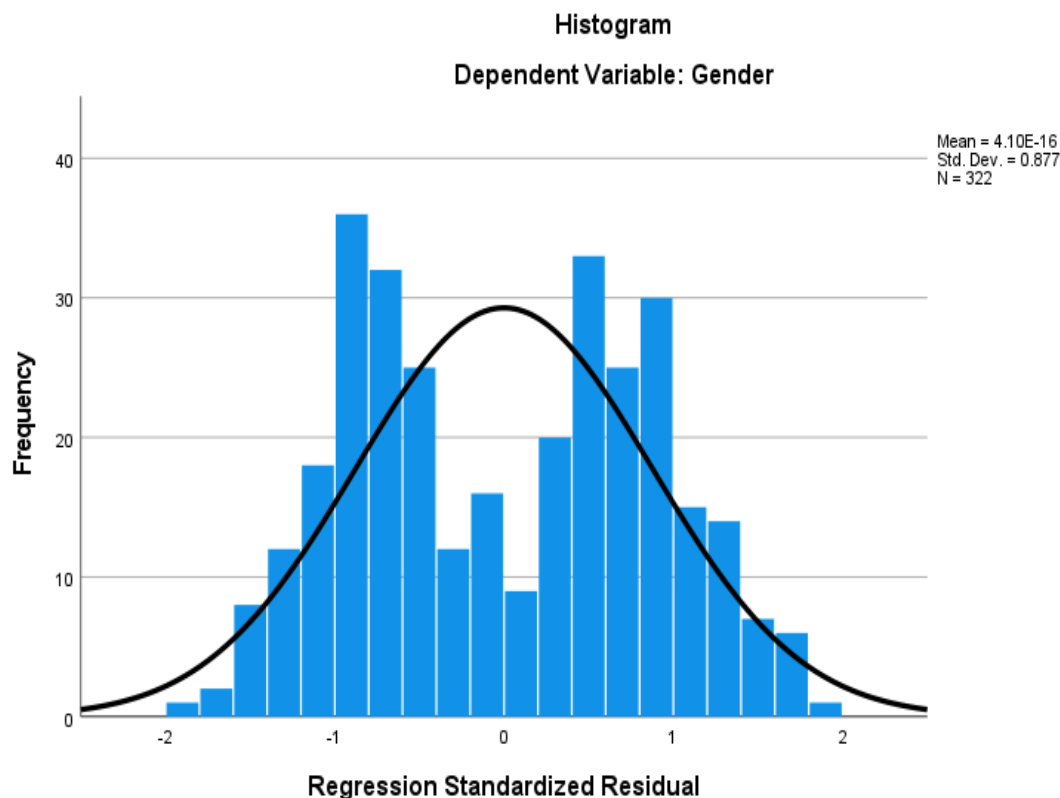
3. Negative Predictors:

- Facing fewer problems during tenure correlates negatively. This could indicate that overcoming challenges fosters a sense of achievement, impacting the dependent variable.

Residuals Statistics

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	.84	2.27	1.50	.238	322
Residual	-.975	.969	.000	.441	322
Std. Predicted Value	-2.761	3.222	.000	1.000	322
Std. Residual	-1.941	1.929	.000	.877	322

a. Dependent Variable: Gender



1. Predicted Value

- **Minimum:** 0.84
- **Maximum:** 2.27
- **Mean:** 1.50
- **Standard Deviation:** 0.238
- **N (Number of Observations):** 322

The predicted values fall between 0.84 and 2.27, with an average of 1.50. This indicates that the predicted values are within a specific range and centered around 1.50, with relatively low variability (Std. Dev = 0.238).

2. Residual

- **Minimum:** -0.975
- **Maximum:** 0.969
- **Mean:** 0.000
- **Standard Deviation:** 0.441
- **N:** 322

The model's predictions are generally unbiased since the residuals (the discrepancies between the observed and projected values) fall within a narrow range of -0.975 to 0.969, with a mean that is extremely near to 0. There is some variation in the residuals, as shown by the standard deviation of 0.441.

3. Standardized Predicted Value

- **Minimum:** -2.761
- **Maximum:** 3.222
- **Mean:** 0.000
- **Standard Deviation:** 1.000
- **N:** 322

The standardized predicted values range from -2.761 to 3.222. Since the mean is zero and the standard deviation is 1, this suggests that the predicted values are fairly well-distributed around the mean, with outliers present in both the negative and positive directions.

4. Standardized Residual

- **Minimum:** -1.941
- **Maximum:** 1.929
- **Mean:** 0.000
- **Standard Deviation:** 0.877
- **N:** 322

The standardized residuals range from -1.941 to 1.929, with a mean of 0. This indicates that most of the residuals are within a reasonable range (typically within -2 to 2), with the standard deviation of 0.877 suggesting some spread around the mean.

5.7 Overall Interpretation:

- **Model Fit:** The residuals have a mean close to 0, which suggests that the model is generally unbiased. The relatively small standard deviations for both predicted values and residuals indicate a good fit of the model with relatively low variability.
- **Outliers:** The presence of values like -2.761 and 3.222 for standardized predicted values and residuals beyond the typical range of -2 to 2 indicates potential outliers in the data. These outliers should be further examined to ensure they do not disproportionately affect the model.

Given that the dependent variable is **Gender**, it is likely a binary classification problem (e.g., Male = 1, Female = 0), and the analysis above provides insights into the model's prediction performance.

6. Finding Conclusion and Recommendation:

6.1 Findings:

The analysis aimed to explore the impact of employee gender on engagement and organizational culture. "The regression model used in the analysis demonstrates a moderate relationship between gender and the predictors, with an R-square value of (0.226), indicating that only (22.6%) of the variation in gender is explained by the model". Despite the moderate relationship, the model's statistical significance was low, with a p-value of 0.544, suggesting that the predictors do not have a meaningful combined effect on Gender as the dependent variable.

From the coefficient analysis, several significant predictors were identified. Workplace satisfaction factors, such as "I get sufficient rewards for my work," "My organization pays a sufficient amount for healthcare," and "Sick leave policy of the organization is satisfactory," showed positive relationships with Gender, indicating that these factors have a significant impact on gender differences in organizational engagement and culture. "Additionally, the variable I cannot achieve best results by working alone also showed a positive and significant relationship with gender, indicating the importance of collaboration."

However, many other predictors were not statistically significant to Gender. Surprisingly, fewer problems during tenure at work revealed a negative relationship that indicated overcoming problems might encourage more achievement and engagement, thereby affecting gender-based differences in organizational culture. Hennig-Thurau, T., & Klee, A. (1997).

6.2 Conclusion:

The research sheds light on the small but significant effect of Gender on company culture and employee engagement. Despite the lack of statistical significance in the overall regression model, variables such as workplace incentives, healthcare coverage, and sick leave policies do have a substantial impact on the gender gap in participation. This negative correlation between facing fewer problems and employee engagement also

emphasizes that challenges are vital for the feelings of accomplishment that they contribute toward organizational culture.

This study suggests that Gender is an important factor in understanding employee engagement and organizational culture. However, its influence is nuanced and likely to interact with other demographic and organizational variables. Wei, H., & Li, Y. (2014). The findings also point out the need for further research into how specific organizational policies and workplace dynamics impact gender differences in employee engagement and culture.

6.3 Recommendations:

Organizations that want to boost employee engagement and cultivate a good culture might use the following suggestions based on the results:

1. **Advocacy of gender-sensitive policies:** Organizations must focus on policy formulation that addresses the specific needs of males and females in general, especially regarding rewards, health care, and leave policies. Ensuring equal opportunities and support for both genders enhances engagement and results in a more inclusive workplace culture.
2. **Facilitate teamwork:** Given that teamwork positively relates to employee engagement, an organization should, in fact, create an organizational culture of teamwork. Organizational culture could be enhanced if collaboration is fostered among gender groups by allowing diversity in both thought and experience.
3. **Overcome Workplace Problems:** The negative correlation between the number of problems faced and the level of employee engagement suggests that employees need to overcome problems at work. Bakker, A. B., & Demerouti, E. (2008). This can be done through professional development opportunities or challenging tasks that are feasible and lead to a feeling of accomplishment.
4. **Further Research into Intersectionality:** The model, being less explanatory, should be researched using the interplay of Gender with other demographic variables such as age, tenure, and designation. This would further give a comprehensive understanding of how employee demographics influence engagement and culture.

By implementing these recommendations, organizations can better support their employees, improve engagement, and cultivate a more inclusive and dynamic organizational culture.

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