

## Current Trends in Organizational Culture: Driving Employee Engagement

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### Abstract

*The research study was quantitative, non-experimental, of a causal explanatory type, the study population consisted of 45 small companies, the method was hypothetical deductive, and a Likert scale was used to collect data, the pilot test was applied that gave reliable results with a Cronbach's alpha coefficient of 0.877 for organizational culture and 0.835 for work commitment. The main objective of the study was to examine current trends in organizational culture and how they influence employee engagement in small businesses. Using Spearman's Rho, it was established that there is a significant correlation between the two variables, given that the level of significance had a value of 0.006, minus  $P=0.05$ , which allows us to validate the alternative hypothesis and reject the null hypothesis, suggest a strong correlation between organizational culture and work commitment. It highlights the importance of fostering a positive culture in these companies to improve employee engagement. The article provides insights into how companies can boost their employee engagement by paying attention to their organizational culture, which can have a significant impact on productivity and talent retention.*

**Keywords:** Organizational culture, work commitment, current trends, productivity.

### Introduction

Organizational culture has emerged as a critical factor in today's business environment. As organizations seek to stay competitive in an ever-changing world, understanding and managing culture has become a strategic priority. This evolution has been driven by the growing awareness that a strong culture not only defines an organization's identity, but also significantly influences the work engagement of its employees.

Employee engagement, understood as employees' emotional and motivational connection to their work and organization, has become a key indicator of talent performance and retention. Organizations that foster a culture that supports employee engagement not only experience increased employee satisfaction, but also achieve superior business performance.

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In this context, this article examines current trends in organizational culture and their direct impact on employee engagement. Throughout the article, we'll explore how organizations are adapting their cultural approaches to attract and retain talent in an increasingly competitive business environment. In addition, we will look at the practices and strategies that are emerging as a result of these trends, with the goal of providing a comprehensive view of how organizations can drive employee engagement through their culture.

The general objective of this article is to determine the influence of organizational culture on workers' work commitment, analyzing current trends in organizational culture and their impact on staff satisfaction, motivation, and retention in companies.

**Theoretical Justification:**

Research on the influence of organizational culture on employee engagement is critical from a theoretical perspective, as it provides a deeper understanding of how an organization's values, norms, and practices can affect the behavior and attitude of its employees. This is based on organizational culture theory, which holds that the cultural characteristics of an organization have a significant impact on the way its members interact and perform (Schein, 1985).

**Social Justification:**

From a social perspective, this research is relevant due to its impact on workers' quality of life and their emotional well-being in the work environment. Understanding how organizational culture can contribute to employee engagement not only benefits businesses by increasing productivity and employee retention, but also improves workers' quality of life and job satisfaction. This is essential in a context of seeking to improve working conditions and work-life balance.

**Practical Justification:**

From a practical perspective, this research provides valuable insights for organizations that want to optimize their corporate culture to increase employee engagement. By understanding how specific aspects of organizational culture impact employee engagement, companies can implement effective changes to create a more supportive and productive work environment.

In summary, this study has a solid theoretical foundation in Schein's theory of organizational culture and addresses important social issues related to workers' quality of life, while offering practical applications for companies looking to improve their organizational culture and employee engagement.

**Methodology:**

To guarantee the research, the instrument to be used was validated by 3 experts, who gave their opinion on whether the questionnaire developed is applicable or not. According to , it is a person's opinion based on their ability and experience. (Berríos, 2023)Validation of Expert Judgment

N°	Experts	Results
1	A	Is applicable
2	B	Is applicable
3	C	Is applicable

4	D	Is applicable
5	E	Is applicable
6	F	Is applicable
7	G	Is applicable

A reliability analysis of the instrument was also carried out, for which we used the Cronbach Alpha, since the questionnaire has multiple options for the respondent to mark. According to , reliability is a diagnosis of the instrument that allows us to establish that the information to be obtained is a function of the objectives of the research. Tafur, et. al (2022)

Reliability Statistics: Organizational Culture

Cronbach's Alpha	N of Elements
.877	14

Reliability Statistics: Work Engagement

Cronbach's Alpha	N of Elements
.835	09

The present research work has involved identifying the problem of study, once defined, the population in which the data would be collected to process them later was established, the data collection technique and the instrument to be used had to be defined, then the collected data were entered into a statistical software, in this case the SPSS, V.26.

-Fundamental definitions: According to , the present work focused on establishing the relationship between culture and productivity in a company, considering that for many microenterprises, increasing productivity is an important aspect and one way to achieve it can be through organizational culture. The company under study should be boosted by improving its culture to create a sense of belonging among associates who share a common vision, who express their commitment to the company, who all feel part of the company, and who work together as a whole team to achieve the goals that have a positive effect, could be easily achieved. López O. (2018) Schein (2004), which suggests that organizational culture is formed through shared core assumptions and core values that members of an organization learn over time and affect the way people interact, make decisions, and behave within the company, with the goal being to establish organizational identity and cohesion. According to organizational culture, it is a sum of beliefs, values and customs that have an impact on the activities carried out by companies in order to achieve their objectives and goals that workers assume and apply, they are aspects developed in organizations that allow better cohesion among the people who are part of it. because it allows a better interaction between them and consequently a greater familiarity between them forming a family, which facilitates the development of activities within the company. Forsyth, B (2022)

Martinez's Psychological Contract Theory, E. (2018) who explores the implicit and explicit expectations between employees and the organization and how organizational culture can influence the way the psychological contract is established and maintained,

which aims to establish a healthy and equitable working relationship between the organization and employees.

According to , Coll, F. (2020) Work commitment is the degree of affinity that a worker has with the company and its objectives, achieving better results and performances, in this case, what is meant is that the worker feels important within the company, the treatment he receives allows him to conclude that he is considerate and this over time generates a closer bond of the collaborator which is generally reflected in the improvement of results and therefore performance.

### **Results:**

After having applied the surveys, the scale was constructed for each variable with its respective dimensions, the results were:

**Table 1 Variable: Organizational culture**

<u>Levels</u>	<u>N°</u>	<u>%</u>
Inadequate	0	0%
Regular	9	20%
<u>Adequate</u>	<u>36</u>	<u>80%</u>
<u>Total</u>	<u>45</u>	<u>100%</u>

#### Interpretation

Of the people surveyed, 80% consider that the organizational culture in their companies is adequate, 20% say that it is regular, none considered that it was inadequate. What can be deduced is that in this area and in the district, companies are working on the organizational culture to achieve their objectives and goals.

**Table 6: Dimension: Business Values**

<u>Levels</u>	<u>N°</u>	<u>%</u>
Inadequate	0	0%
Regular	2	14%
<u>Adequate</u>	<u>12</u>	<u>86%</u>
<u>Total</u>	<u>14</u>	<u>100%</u>

#### Interpretation

Of the people surveyed, 86% consider that the business values applied in their companies are adequate, 14% say that they are regular, none considered that responsibility and honesty were inadequate.

**Table 2: Labor Recognition**

<u>Levels</u>	<u>N°</u>	<u>%</u>
Inadequate	0	0%
Regular	18	40%
<u>Adequate</u>	<u>27</u>	<u>60%</u>
<u>Total</u>	<u>45</u>	<u>100%</u>

### Interpretation

According to the people surveyed, 60% consider that the labor recognition applied in the company is adequate, although 40% consider that it is only regular in terms of promotion and better remuneration

**Table 3: Work Customs**

Levels	N°	%
Inadequate	0	0%
Regular	18	40%
Adequate	27	60%
Total	45	100%

### Interpretation

According to the people surveyed, 60% consider that the work customs applied in the company are adequate, although 40% consider that it is only to regulate the fraternity activities carried out by the company.

**Table 4: Work Commitment**

Levels	N°	%
Inadequate	0	0%
Regular	0	0%
Adequate	45	100%
Total	45	100%

### Interpretation

Of the people surveyed, 100% consider that the commitment of employees is adequate, that they identify with the company and no one indicated otherwise.

**Table 5: Identification with the company**

Levels	N°	%
Inadequate	0	0%
Regular	9	20%
Adequate	36	80%
Total	45	100%

### Interpretation

According to the answers of the people surveyed, 80% consider that the identification with the company on the part of the employees is adequate, although 20% indicate that this identification is regular with respect to security.

**Table 6 Loyalty**

Levels	N°	%
Inadequate	0	0%
Regular	18	40%
Adequate	27	60%
Total	45	100%

### Interpretation

According to the results obtained from the people surveyed, 60% consider that loyalty to the company is adequate, although 40% consider that it is only regular commitment and loyalty.

Table 12 Permanence

Levels	N°	%
Inadequate	0	0%
Regular	9	20%
Adequate	36	80%
Total	45	100%

### Interpretation

According to the results obtained from the people surveyed, 80% consider that the permanence in the company is adequate, although 20% consider that it is only regular, referring to the fact that the turnover of workers is minimal.

### Inferential analysis

#### Normality Test

To contrast our hypotheses, the normality analysis was first performed to see if the data are parametric or non-parametric, the results obtained for the two study variables were:

Table 7: Normality Test

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistical	G1	Gis.	Statistical	G1	Gis.
Culture	,235	45	,000	,841	45	,000
Commitment	,240	45	,000	,850	45	,000

to. Lilliefors Significance Correction

### Interpretation

Considering that our study sample is less than 50 people, Shapiro-Wilk was taken as a reference to evaluate our data, taking into account the level of significance for the two variables that in both cases have coincided with a value of 0.000, which is less than  $P = 0.05$ , which means that our data are not parametric. they do not follow a normal distribution, so the hypotheses will be contracted through Spearman's Rho.

#### Testing the General Hypothesis

Ho: There is no significant influence of organizational culture on the work commitment of textile companies, San Isidro, 2023

H1: There is a significant influence of organizational culture on the work commitment of textile companies, San Isidro, 2023

Ho = Null hypothesis

H1 = Alternate hypothesis

Table 8: Correlation between the variables organizational culture and work commitment

Correlations			Culture	Commitment
Spearman's Rho	Culture	Correlation coefficient	1,000	,400**
		Follow-up (bilateral)	.	,006
		N	45	45
	Commitment	Correlation coefficient	,400**	1,000
		Follow-up (bilateral)	,006	.
		N	45	45

\*\* . The correlation is significant at the 0.01 level (two-sided).

### Interpretation

According to the results obtained using Spearman's Rho, we establish that there is a significant correlation between the two study variables, since the level of significance has a value of 0.006, minus  $P = 0.05$ , which allows us to validate the alternative hypothesis and reject the null hypothesis. The level of correlation is moderate.

### Conclusions:

Specific objective 1 was to determine how the values of the organization influence the work commitment of textile companies, San Isidro, 2023, according to the Textile Industry. Taking into account these considerations related to the values within the company, the results of the research work carried out allowed us to determine that there is a relationship between business values and labor commitment in textile companies, in the district of San Isidro, that is, to the extent that companies can precisely define these values and communicate them to the workers, a greater commitment to part of them. These results are in agreement with what Córdova (2023) obtained as results in his research work, where the confirmation of a culture within the company generated more attachment of the employee to the company, because a lower turnover of personnel was achieved, who in many cases left the company because they were not satisfied with what happened there or how it was managed, But with the consolidation of the organizational culture, it changed, because a pillar of this culture are the values on which the various activities aimed at achieving the institutional objectives will be developed. The results of the work also coincide with Huancari (2022), who, in his work carried out, found that the fact that a worker is not satisfied or dissatisfied in his or her job generates a negative attitude in them that is often reflected in work performance or their withdrawal from the institution in search of other opportunities. It means that if the institution does not work on the emotional part with clear policies that meet the expectations of the worker, only in this way will it be possible to achieve a commitment on the part of the worker with the institution, otherwise we will have weak institutions that are constantly rotating personnel, which is not good, because there is no efficiency. With what has been said on the subject, it can be established that there is indeed an impact on workers to establish their values with which workers must align their behavior for the benefit of the institution, as indicated by Gonzales (2021).(Gonzales, 2021)

Specific objective 2 was: To determine how labor recognition influences the labor commitment of a textile company, San Isidro, 2023, according to , indicates that worker recognition is a strategy applied by companies in order to motivate the worker and achieve better performance, it is to value the worker and allow him or her to develop in the institution. The results obtained in the research could demonstrate the silver objective, in such a way that there is a correlation between labor recognition and commitment, it

means that, to the extent that the company rewards and values the performance of the worker, it will be possible for him to commit to the institution, these results coincide and confirm what Ligan (2022) in his work was able to establish that the organizational culture entrenched in a company has a positive impact on the behavior of the workers, the attitude is another, there is a greater responsibility in the development of the activities of their functions, the culture is an elementary factor so that commitment can be achieved and thus achieve that the interests of the company are the same interests of the workers and therefore show a better performance and performance within the company. On this same path we have Tamayo (2020), who through his research work established that the best way for the company to achieve its objectives is through the culture of the company, but focusing it as part of a strategy that should be defined within the strategic plan, it was imperative that culture is seen as a strategy and within it involve workers all without Likewise, regardless of the position they hold within the company, it is necessary that culture is seen as a global issue for the institution, that is, that everyone understands it, assimilates it and only in this way can a better performance of the collaborators be achieved. What can be deduced as a result of the results generated in different researches, is that to the extent that companies can stimulate or incentivize the worker, what they will achieve is that they are committed, improve their performance, in that sense, a labor promotion policy based on certain performance indicators can contribute to a greater work commitment. Because what workers are looking for is to develop in every aspect within the company where they work.(Silva, 2022)

Specific objective 3 was: To establish how customs within the organization influence the work commitment of textile companies, San Isidro, 2023, according to , refers to the extent that activities are repeated repetitively, generate certain customs that help improve relationships between them, generating a climate of harmony that in the end favors better performance within the institution. The results obtained in the research carried out could establish that there is a positive correlation between work habits and work commitment in textile companies in the district of San Isidro, these results agree with confirming the results of Jiménez (2022), who managed to establish through his study that organizational culture generate a positive reaction in the majority of members within a company, Most accept the culture and are committed to the interests of the company, causing a change of attitude for the benefit of the company, which makes it easier to manage and achieve results, especially in a financial company. Additionally, we have Gómez (2019) in his work where he related the organizational culture with the commitment of the collaborator, as in all cases, the fact that a person who provides his service within the company identifies with it obeys many factors, such as the treatment to which he is subjected, it is necessary for the company to apply a policy where in addition to the business values the treatment that the worker receives is vital, Only in this way will the emotional part allow the commitment of the collaborator to the institution. As we can see in the results obtained by the aforementioned researchers, there is a coincidence where the company achieves the commitment of the employee and thereby improves their performance, but to achieve this, a series of activities that are part of the culture established in the institution have to take place.(García Á. , 2022)

Specific objective 4 was: to establish how inclusion policies within the organization influence is related to the labor commitment of textile companies, San Isidro, 2023?, as indicated, inclusion refers to involving everyone in a process or activity, that is, it is providing development opportunities to everyone equally without any distinction, An inclusive labor policy is to promote the development of all workers within the company, without marginalizing anyone. According to the results obtained in the research work, it was possible to verify that an inclusive policy where all employees can develop in the company generates employee commitment to the same institution, these results agree with the results of Baltazar and Gómez (2022), who concluded that worker satisfaction improves their performance and their commitment to the institution that shelters them, But that satisfaction can be given in different ways and within them through the



organizational culture in which everyone participates, without discrimination, all workers are included. The same happens with López O. (2018) who in his research work concludes that the improvement of productivity where everyone participates, without the exclusion of anyone as part of the organizational culture established by the company. In the end, the results obtained in the different cases agree that the organizational culture entails many aspects, which in the end allow the commitment of the worker. García, (2018) concludes in a similar way when relating the same variables. (Molina, 2021)

The general objective of the research was: to establish how organizational culture is related to the work commitment of a textile company, San Isidro, 2023. According to Chiavenatto (1999), he already referred to organizational culture as a way of life within an organization, a system where several aspects are combined that allow the success of the culture, such as beliefs, values, expectations, among others, all acting as a system, which should be constantly reviewed. Because given the changing environment that we live in today due to the same scientific advances, the truth is that what is good today will not always be good, so it is necessary to review it, that is to say that the culture according to the circumstances can be subject to a review and an update, in such a way that it is in tune with the current reality and the collaborators feel at ease within the institution giving what they want. better of itself. In this research work we focus on the need for companies today to be efficient in every aspect, to be competitive, to strengthen themselves as such, because the scenario they face is very changing and the key is in the ease of adapting to these changes and there the attitude of the collaborators plays an important role. The results showed that there is indeed a moderate positive correlation between organizational culture and work commitment in textile companies, San Isidro, means that to the extent that the company consolidates a culture, it will get workers to commit to the institution, improving their performance, corroborating what was indicated by Loayza (2023) who in his work also managed to demonstrate that a company that manages to consolidate its culture as a The organization drags its employees along with the interests of the company and they commit themselves to them and significantly raise their performance for the benefit of the company itself, which is strengthened, in improving in every aspect and basically to a strong and participative organizational culture. García (2018) also corroborates that in his work he also relates the same variables and establishes the same conclusion, considering that the results were similar.

## Conclusions

First

In relation to the objective of the research, which was: To determine what is the influence of organizational culture on the work commitment of textile companies, San Isidro, 2023, it is concluded taking as a reference Spearman's Rho that had a significance level of 0.000, which allows us to conclude that to the extent that the company strengthens its culture, It spreads throughout the organization and the collaborators are participants in all of this, what will be achieved, their commitment to the institution and the benefits of this relationship, as indicated by various authors that will facilitate the company to achieve its objectives, its goals and strengthen itself in this way.

Second

Regarding specific objective 1, which was: To determine the influence of the organization's values on the labor commitment of textile companies, San Isidro, 2023. It is concluded taking as a reference Spearman's Rho that had a level of significance of 0.045, which allows us to conclude that to the extent that the company defines its values as an institution and informs all the members of the institution (workers), what will be achieved is their commitment to the institution and the benefits of this relationship, as

indicated by various authors who will to make it easier for the company to achieve its objectives, its goals and thus strengthen itself in the market.

#### Third

Regarding specific objective 2, which was: To determine the influence of labor recognition on the labor commitment of textile companies, San Isidro, 2023. It is concluded by taking Spearman's Rho as a reference, which had a significance level of 0.000, which allows us to conclude that to the extent that the company values its workers, they recognize their performance in favor of the institution, among other ways that mean recognizing and valuing them, what will be achieved is their commitment to the institution. A greater commitment, in better performance than in the end the benefits of this relationship as indicated by various authors that will facilitate the company to achieve its objectives, its goals and thus strengthen itself in the market.

#### Fourth

Regarding specific objective 3, which was: To determine the influence of work habits on the work commitment of textile companies, San Isidro, 2023. It is concluded taking as a reference Spearman's Rho that had a level of significance of 0.040, which allows us to conclude that to the extent that the company strengthens the relationships between its workers, carry out activities where there is greater interaction, what will be achieved is a friendly, family environment and as a result of this the commitment of the worker to the institution will be achieved. A greater commitment that will be reflected in a better performance that in the end The beneficial thing about this relationship, as indicated by various authors, is that it will make it easier for the company to achieve its objectives, its goals and thus strengthen itself in the market.

#### Fifth

Regarding specific objective 4, which was: To determine the influence of inclusion policies on the labor commitment of textile companies, San Isidro, 2023. It is concluded by taking as a reference Spearman's Rho, which had a level of significance of 0.006, which allows us to conclude that to the extent that the company strengthens the relationships between its workers, involves everyone in the opportunities it can offer, the commitment of the worker to the institution will be achieved.

### **Recommendations**

To management, administrators and entrepreneurs in general:

#### First

Generate and implement an organizational culture in companies where they have influence on management or where they lead, this culture has to be focused although it is true for the benefit of the institution but it must also take into account the collaborator, because it is through them that the company is able to generate the wealth that translates into a profitable company. Be consistent between what they say and what they do.

#### Second

Clearly define what will be the business values that will govern the company's actions over time, these values must include aspects that have to do with transparency and honesty in every sense, so that employees are informed about it and they also feel its importance for the organization.

#### Third

Establish a policy that allows the recognition of the good performance of the collaborator, it is important that in this type of policy where everyone must be included without

exception, in such a way that everyone feels important, in such a way that they develop a feeling of affection towards the institution, because they know that if the institution improves, The same will happen with them.

#### Fourth

Develop a policy of rapport between employees, in such a way that relationships between them are strengthened and thus a climate of great harmony can be developed where everyone is part of a family, it is important that these activities include recreational activities, training, where this interaction can take place permanently and generate bonds of friendship and solidarity.

#### Fifth

Develop a policy of inclusion among employees, disseminate it, so that all workers feel that the opportunities to improve within the institution are for everyone, where no one is marginalized for any reason.

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