Impact Of Organizational Culture On Employee Engagement And Perception In Selected Private Hospitals In Tirupur City

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***ABSTRACT**: Employee engagement and perception are vital for delivering high-quality healthcare services and achieving organizational effectiveness in private hospitals. This paper explores the impact of organizational culture on employee engagement and perception within the healthcare sector, with a focus on private hospitals. By examining various cultural frameworks and their relevance to hospital settings, the study identifies key factors that shape employee attitudes, motivation, and involvement in their roles. Elements such as leadership approach, communication style, shared values, and work environment are analyzed to understand their influence on employee satisfaction and commitment. The findings emphasize the importance of fostering a positive organizational culture that promotes trust, inclusiveness, and professional growth, ultimately enhancing employee engagement and the overall patient care experience.*

KEYWORDS - Organizational Culture, Employee Engagement, Employee Perception, Private Hospitals, Work Environment

I. INTRODUCTION

Employee engagement and perception are critical components in ensuring quality healthcare delivery and operational efficiency in private hospitals such as Revathi Medical Center, Kumaran Medical Center, and other leading institutions in Tirupur City. Organisational culture plays a significant role in shaping how employees perceive their work environment, interact with peers and patients, and remain committed to their roles. This study investigates how different aspects of organisational culture—such as leadership style, communication practices, shared values, and work climate—affect employee engagement and perception in selected private hospitals. By analyzing the cultural drivers that influence job satisfaction, motivation, and employee loyalty, the research aims to provide valuable insights for hospital management to create a more positive and productive workplace.

II. OBJECTIVES

1. To Examine the relationship between organizational culture and employee engagement.
2. To Know the impact of organizational culture on employee perception.
3. To Identify the specific cultural factors that influence employee engagement and perception.

III. RESEARCH DESIGN

The research design serves as the blueprint for conducting the study, outlining how data will be collected and analysed. This study will focus on understanding employee engagement levels and perception of organizational culture. This will adopt a Descriptive research design to analyse employee perceptions of organizational culture and its impact on engagement levels. Selected private hospitals in Tirupur. The approach was descriptive research with 130 employees.

IV. REVIEW OF LITERATURE

1. Saradha and Patrick (2011)[1] explored the relationship between employee engagement and organizational citizenship behaviour in information technology organizations. The study found that engaged employees are more likely to exhibit OCB, which includes voluntary behaviours that contribute to organizational effectiveness. The authors highlighted that engagement fosters a positive work environment, enhancing employee performance and collaboration. They concluded that organizations should focus on strategies to increase engagement to boost OCB, ultimately improving overall organizational performance.

2. Ying Ying Yap's (2016)[2] study explores the relationship between employee engagement, career development, organizational culture, psychological ownership, and talent management in the service industry. It finds that career development opportunities and a positive organizational culture enhance employee engagement. Psychological ownership is also a key factor, with engaged employees taking greater responsibility for their work. The research highlights the importance of aligning talent management practices with employee needs to boost engagement. The study suggests that engaged employees contribute more to organizational success and performance. It emphasizes the need for organizations to focus on these factors for better talent management. The findings offer valuable insights for improving employee engagement in the service industry.

3. Nicholas Ashley and S Brij Ball Paru Masur (2024) explores the link between organizational culture and employee engagement in private hospitals. It highlights how the work environment, values, and practices impact employees' commitment and motivation. The research emphasizes the importance of a positive organizational culture in fostering higher engagement levels. It also examines how culture influences employee satisfaction and productivity. The findings provide insights for healthcare management to improve employee retention and performance.

V. ANALYSIS AND INTERPRETATION

Data was analyzed by using descriptive statistics using the Likert Scale, Garret Ranking Techniques and Chi-Square.

3.1 LIKERT TABLE
TABLE SHOWING THE DISTRIBUTION OF RESPONDENTS BASED ON SATISFACTION LEVEL

FACTORS	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STROGLY DISAGREE	TOTAL
I feel respected and valued as employee in the hospital	61 (46.9%)	47 (36.1%)	8 (6.2%)	13 (10.0%)	1 (0.8%)	**130 (100%)**
The hospital leadership demonstrates a commitment to ethical practices and integrity	35 (26.9%)	64 (49.2%)	13 (10.0%)	16 (12.3%)	2 (1.6%)	**130 (100%)**
The hospital recognizes and rewards employee contributions effectively	26 (20.0%)	37 (28.5%)	38 (29.2%)	24 (18.5%)	5 (3.8%)	**130 (100%)**
The hospital offers adequate training and development programs for career growth	29 (22.3%)	60 (46.2%)	23 (17.7%)	11 (8.4%)	7 (5.4%)	**130 (100%)**
My immediate supervisor/manager	35 (26.9%)	59 (45.4%)	13 (10.0%)	16 (12.3%)	7 (5.40%)	**130 (100%)**

provides clear guidance and support						
The hospital takes employee feedback seriously and acts on it	61 (46.9%)	43 (33.1%)	11 (8.5%)	10 (7.7%)	5 (3.8%)	**130 (100%)**

INFERENCE

A satisfaction level program was conducted by 120 participants,

3.2 GARETT RANKING

PERCENTILE POSITION AND GARRET VALUE

S.NO	100(Rij-0.5)/Nj	CALCULATION OF VALUE	GARRET VALUE
1	100(1-0.5)/5	10	76
2	100(2-0.5)/5	30	60
3	100(3-0.5)/5	50	50
4	100(4-0.5)/5	70	40
5	100(5-0.5)/5	90	25

TABLE SHOWING THE DISTRIBUTION OF RESPONDENTS BASED ON ORGANIZATIONAL CULTURE OF THEIR IMPACT OF ENGAGEMENT

S.NO	FACTORS	1	2	3	4	5	TOTAL	RANK
1	Leadership support	4256	3648	1368	456	152	9880	I
2	Communication Transparency	1740	3900	1380	540	240	7800	II
3	Teamwork and collaboration	2600	1900	1400	400	200	6500	11I
4	Values and ethics	1120	1920	1280	720	160	5200	IV
5	Opportunities for growth	800	1100	800	325	225	3250	V

INFERENCE

The above table shows the garret table score value and ranking. Firstly, the garret rank is calculated using the appropriate garret ranking formula. Then, based on the garret, the ranks of the garret table value are ascertained. The garret values given are multiplied to record the garret score in the table. Finally, by adding each, the total garret score is obtained. Then, the garret scores are according to their values.

The first rank is given to "Leadership Support"

The second rank is given to "Communication Transparency"

The third rank is given to "Teamwork and collaboration"

The fourth rank is given to "Values and ethics"

The fifth rank is given to "Opportunities for growth"

3.3 CHI-SQUARE

TABLE SHOWING THE RELATIONHIP BETWEEN AGE AND SATISFICATION LEVEL WITH JOB

HYPOTHESIS: There is no significant relationship between role of the respondent and types of incentives motivates the respondent.

		SATISFIED WITH JOB					TOTAL
		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	
Age	25-35	0	1	0	0	0	1
	18-24	6	9	9	3	2	29
	25-35	9	21	9	3	2	44
	36-45	10	22	2	2	0	36
	46-55	5	7	1	0	0	13
	Above 55	3	2	0	0	2	7
Total		33	62	21	8	6	130

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	29.348[a]	20	.081
Likelihood Ratio	29.503	20	.078
N of Valid Cases	130		

a. 21 cells (70.0%) have expected count less than 5. The minimum expected count is .05.

INFERENCE

Degree of freedom = (r-1) (c-1)

$\qquad\qquad\qquad$ = (6-1) (5-1)

$\qquad\qquad\qquad$ = 20

Chi-Square 5% significance 6df = 29.348.

Since, the calculated value of chi – square value (31.41) is greater than table value (29.348) at 5% level of significance. It is not significant and null hypothesis is accepted.

Hence this study concluded that age of the respondent has no significant relationship between satisfaction level with job by the respondents.

VI. FINDINGS

LIKERT SCALE

Majority (49.2%) of the respondents are agree that the hospital leadership demonstrates a commitment to ethical practices and integrity

HENRY GARRET RANKING

- ➢ The highest score is awarded to "**LEADERSHIP SUPPORT** ". The least score is awarded to "**OPPORTUNITIES FOR GROWTH**"

CHISQUARE

- ➢ There is no significant relationship between age and satisfaction level with job by the respondents.

VII. SUGGESTION

Private hospitals must provide employees with enough time to effectively fulfil their tasks, reduce stress, and improve their performance. A regular curriculum must be introduced to increase the technologies such as patient treatment, medical technology, hospital management and administrative operation. Effective incentives, including an increase in wages, bonuses and recognition programs, must be implemented to

motivate employees. Performing a regular feedback session makes employees feel valuable, valuable and supported in their roles. Employees' equipment the extended digital tool can simplify the work and reduce the workload to increase the overall efficiency. Each employee must be respected and suggests a mentoring program for professional growth. It is important to ensure the right balance between work and personal life, and the manager must maintain open communication with the team to provide the necessary assistance. In addition, by providing mental health resources, stress management seminars and consulting services will help employees participate in concentration, motivation and role.

VIII. CONCLUSION

Organizational culture plays a central role on employee engagement, job satisfaction, and perception of private hospitals. A positive and encouraging organizational setting motivates employees to be more engaged at work which improves productivity and patient outcomes. It has been established that effective leaders, good communication, recognition, and training a staff professionally has more impact on the workforce being engaged. Solving problems associated with stress, communication, and career development results in improved retention and work performance. If the private hospitals adapt the leadership improvement, recognition of training, and general work environmental enhancement opportunities, they are best positioned to provide a motivation and Productivity oriented work environment. In addition, a well-structured organizational culture will ensure that workers are content which will increase patient satisfaction and reputation of the hospital, resulting in lasting positive outcomes in the health sector.

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