**A COMPREHENSIVE ANALYSIS OF ORGAIZATIONAL**

**CULTURE AND ITS IMPACT ON EMPLOYEE**

**ENAGAGEMENT AT MCRPL**

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**ABSTRACT: *Fostering a culture conducive to employee engagement is crucial for organizational success. This comprehensive analysis delves into the intricate interplay between an organization’s culture and its impact on employee engagement levels. By examining key cultural dimensions such as leadership styles, communication patterns, decision-making processes, and reward systems, this study aims to uncover the underlying factors that shape employee attitudes, motivation, and commitment. Utilizing a mixed-methods approach, encompassing surveys, interviews, and observational data from multiple organizations across diverse industries, this research endeavors to identify the cultural elements that contribute to heightened job satisfaction and emotional investment among employees. The analysis explores how shared values, beliefs, and behavioral norms influence workplace dynamics, ultimately affecting employee productivity, retention, and overall organizational performance. Through a rigorous investigation of organizational cultures, this study seeks to provide actionable insights for cultivating a positive and engaging environment. By understanding the cultural drivers that resonate with employees, organizations can implement targeted strategies to enhance employee engagement, foster a sense of belonging, and nurture a workforce that is motivated, committed, and aligned with the company’s vision.***

***Keywords: organizational culture, employee engagement, corporate values, workplace norms, job satisfaction, productivity, retention.***

**1.INTRODUCTION**

In today's dynamic and competitive business landscape, organizations are increasingly recognizing the pivotal role that corporate culture plays in shaping employee attitudes, behaviours, and ultimately, their level of engagement. A strong and positive organizational culture has been widely acknowledged as a powerful catalyst for fostering a committed and engaged workforce, which can significantly contribute to overall organizational success and sustainability. Organizational culture, often referred to as the shared values, beliefs, and norms that guide the actions and decisions within an organization, is a multifaceted construct that permeates every aspect of an organization's operations. It shapes the way employees interact with one another, approach their work, and perceive the organization's mission and values. Consequently, cultivating a culture that aligns with the organization's strategic objectives and resonates with its workforce is crucial for driving employee engagement, which refers to the emotional commitment, dedication, and discretionary effort that employees willingly invest in their work. Numerous studies have highlighted the positive correlation between a robust organizational culture and heightened employee engagement levels. A culture that promotes open communication, trust, collaboration, and personal growth can significantly enhance employees' sense of belonging, motivation, and overall job satisfaction. Conversely, a toxic or misaligned organizational culture can lead to disengaged employees, high turnover rates, and decreased productivity, ultimately undermining the organization's performance and competitive advantage. This comprehensive analysis aims to delve into the intricacies of organizational culture and its profound impact on employee engagement. By examining various dimensions of organizational culture, such as leadership, communication, values, and reward systems, this study seeks to uncover the key cultural drivers that influence employee engagement levels. Furthermore, it will explore the reciprocal relationship between organizational culture and employee engagement, as engaged employees can, in turn, shape and reinforce the desired cultural norms. Through a rigorous investigation of existing literature, case studies, and empirical data, this research endeavors to provide valuable insights and practical recommendations for organizations seeking to cultivate a positive and engaging culture. By understanding the intricate interplay between organizational culture and employee engagement, organizations can develop targeted strategies to create a culture that fosters a highly engaged and productive workforce, ultimately contributing to their long-term success and competitive edge.

**2.REVIEW OF LITERATURE**

1. **Denison, D. R. (1990)** corporate culture and organizational effectiveness. John Wiley & Sons. This book provides a comprehensive review of organizational culture and its impact on various organizational outcomes, including employee engagement. Denison's research highlights the significance of cultural traits such as involvement, consistency, adaptability, and mission in influencing employee attitudes and behaviors.
2. **Schein, E. H. (2004)** Organizational culture and leadership (3rd Ed.) Jossey-Bass.Schein's seminal work explores the relationship between organizational culture and leadership, and how leaders can shape and reinforce cultural values that foster employee engagement. The book reviews various models and theories related to organizational culture and its impact on organizational effectiveness.
3. **Bakker, A. B., & Demerouti, E. (2008)** towards a model of work engagement. Career Development International, 13(3), 209-223.This article reviews the literature on work engagement and proposes a model that highlights the role of job resources, including organizational culture, in promoting employee engagement. The authors suggest that a positive organizational culture can foster engagement by providing employees with meaningful work and opportunities for growth.
4. **Baird, K., Jia Hu, K., &** **Reeve, R. (2011)** The relationships between organizational culture, total quality management practices and operational performance International Journal of Operations & Production Management, 31(7), 789-814.This study reviews the literature on organizational culture, total quality management (TQM) practices, and operational performance. The authors found that a strong organizational culture that emphasizes customer focus, continuous improvement, and employee involvement is positively associated with TQM practices and operational performance, including employee engagement.
5. **Naranjo-Valencia,** **J. C., Jiménez-Jiménez,** **D., & Sanz-Valle, R**. **(2016)** Studying the links between organizational culture, innovation, and performance in Spanish companies. Revista Latinoamericana de Psicología, 48(1), 30-41.This review examines the relationship between organizational culture, innovation, and performance in Spanish companies. The authors found that a culture that values flexibility, risk-taking, and employee involvement is positively associated with innovation and performance outcomes, including employee engagement.
6. **Jha, B., & Kumar, A. (2016)** Employee engagement: A strategic tool to enhance performance. Journal of Contemporary Research in Management, 11(3), 21-29.This article reviews the literature on employee engagement and its impact on organizational performance. The authors highlight the role of organizational culture in shaping employee engagement levels and suggests that a culture that values communication, collaboration, and recognition can enhance employee engagement.
7. **Sarangi, S., & Srivastava**, **R. K. (2012)** Impact of organizational culture and communication on employee engagement: An investigation of Indian private banks. South Asian Journal of Management, 19(3), 18-33.This study reviews the literature on organizational culture, communication, and employee engagement in the context of Indian private banks. The authors found that a culture that values open communication, trust, and employee involvement is positively associated with employee engagement levels.
8. **Sharma, D., & Sharma, P. (2018**) Examining the role of organizational culture in relation to employee engagement. Prabandhan: Indian Journal of Management, 11(11), 7-18.This article reviews the literature on organizational culture and employee engagement, and proposes a conceptual framework for understanding the relationship between various dimensions of organizational culture and employee engagement levels.
9. **Raza, S. A., & Asif, A. (2019).** The impact of organizational culture on employee engagement: A systematic review. Journal of Management Practices, Humanities and Social Sciences, 3(1), 53-60. This systematic review examines the literature on the impact of organizational culture on employee engagement. The authors found that a culture that values collaboration, communication, and employee development is positively associated with higher levels of employee engagement.
10. **Soni, N., & Rastogi, R. (2019).** Impact of organizational culture on employee engagement: A study of selected Indian organizations. International Journal of Management Studies, 6(3), 46-56. This study investigates the impact of organizational culture on employee engagement in selected Indian organizations. The authors review the literature and find that a culture that emphasizes innovation, risk-taking, and employee empowerment is positively associated with higher levels of employee engagement.

**3.RESEARCH DESIGN**

## 3.1 STATEMENT OF PROBLEM

The central issue addressed in this study is the examination of organizational culture within Micro Coils and Refrigeration Private Limited and its subsequent impact on employee engagement. Specifically, the research aims to identify key cultural factors influencing employee engagement levels and explore potential areas for improvement to enhance overall organizational effectiveness and employee satisfaction within the company.

**3.2 NEED FOR THE STUDY:**

The study is essential to gain insights into the relationship between organizational culture and employee engagement at Micro Coils and Refrigeration Private Limited. Understanding this connection is crucial for several reasons:

1. To Enhance Employee Productivity by Identifying how organizational culture affects employee engagement can provide valuable insights into optimizing work environments to boost productivity and efficiency.
2. To ensure employee satisfaction and retention by comprehending the impact of culture on engagement, the company can implement changes to enhance job satisfaction, reducing turnover and retaining valuable talent.
3. Organizational Performance: A positive organizational culture has the potential to positively influence overall company performance .This study can reveal areas where cultural improvements may lead to better organizational outcomes.
4. Strategic Decision –Making: Insights from the study can guide strategic decisions in shaping or aligning the organizational culture with the company’s goals, fostering a more conductive and motivating workplace.
5. Competitive advantage: Establishing a strong link between culture and engagement can contribute to creating a unique and positive organizational identity, providing a competitive advantage in attracting and retaining top talent.

## 3.3 SCOPE OF THE STUDY:

1. Organizational Culture Analysis-Investigating the current organizational culture, values, and beliefs to understand the prevailing work environment.
2. Employee Engagement Assessment-Evaluating the level of engagement among employees through surveys, interviews, or other relevant methods to measure satisfaction, motivation, and commitment.
3. Identification of key factors: Pinpointing specific cultural elements influencing employee engagement, such as leadership style, communication practices, teamwork, and recognition.
4. Comparative Analysis: Comparing the observed organizational culture and employee engagement levels with industry benchmarks or best practices to identify areas of improvement.
5. Recommendations: Providing actionable recommendations and strategies to enhance organizational culture for improved employee engagement and overall workplace satisfaction.
6. Implementation Plan: Outlining a practical plan for integrating recommended changes into the company’s structure, policies, or practices to foster a positive work culture.

Monitoring and Evaluation: Establishing mechanisms for ongoing monitoring and evaluation of the implemented changes to measure their effectiveness and adjust strategies accordingly.

**3.4 OBJECTIVES OF THE STUDY**:

This study aims to comprehensively analyze the organizational culture at Micro Coils and Refrigeration Pvt.Ltd. and assesses its impact on employee engagement.

1. To examine the existing organizational culture at Micro Coils and Refrigeration Private Limited, including its values, beliefs, norms ,and practices, and assess how it influences employee engagement levels across different departments and hierarchical levels
2. To identify the specific aspects of the organizational culture (e.g., leadership style, communication patterns, decision –making processes, reward and recognition systems) that have a significant impact on employee engagement, motivation, and job satisfaction.
3. To investigate the potential gaps or misalignments between the desired organizational culture and the current culture, and how these gaps may contribute to low employee engagement or high turnover rates.
4. To develop a set of recommendations and strategies for fostering a more positive and engaging organizational culture that aligns with the company’s goals and values ,while also addressing the needs and expectations of employees at various levels.

**3.5 DATA COLLECTION:**

This section outlines the data collection methods for the study on organizational culture and employee engagement at Micro Coils and Refrigeration Private Limited. Data collection is based on both Primary Data and Secondary Data.

**A. Primary Data:**

Primary data is collected through questionnaire method:

Method: A structured questionnaire is developed to gather data directly from employees. The questionnaire is designed to measure:

-Organizational culture: Questions will assess different aspects of the company culture, such as values, communication styles, decision-making processes, and leadership styles.

-Employee engagement: Questions will explore employee’s levels of motivation, satisfaction, commitment and dedication to their work.

-Distribution: The questionnaire is distributed to employee through Google form.

**B. Secondary Data:**

Secondary data is collected from existing company documents and publicly available resources to provide context and background information.

* Company Documents:

-Mission statement, core values, and company policies (employee handbook).

-Annual reports

-Internal communication materials (employee surveys).

* Publicly available resources:

-Industry reports on organizational culture trends.

-Academic journals on employee engagement.

* The primary data from the questionnaire will provide direct insights into employee perceptions of the company culture and their engagement levels.
* The secondary data will add context by providing information about the company’s stated values and practices, along with industry benchmarks for comparison.

**3.6 SAMPLING DESIGN:**

**SAMPLING PLAN AND** **SAMPLING METHOD:**

A simple random sampling method will be employed to select a sample of 56 employees from the population of all current employees at Micro Coils and Refrigeration Private Limited.

**SAMPLING FRAME:**

The sampling frame will be a list of all current employees of Micro Coils and Refrigeration Private Limited Company. This list is obtained from the company’s human resource department.

**SAMPLING UNIT:**

The sampling unit is the individual employee.

**SAMPLING SIZE:**

A total of 56 employees are included in the study. Simple random sampling ensures every employee has an equal chance of being selected.

**3.7 LIMITATIONS OF THE STUDY**

* Sample Size and Generalizability: The study's findings may be limited by the size and characteristics of the sample at Micro Coils and Refrigeration Private Limited, potentially impacting the generalizability of the results to a broader population.
* Self-Report Bias: Reliance on self-report measures, such as surveys and interviews, may introduce bias as employees may provide socially desirable responses or may not accurately reflect their true sentiments.
* Cross-Sectional Nature: The study's cross-sectional design may limit the ability to establish causation and observe changes over time, as it captures a snapshot of organizational culture and employee engagement at a specific point.
* Subjectivity in Culture Assessment: Assessing organizational culture is inherently subjective, and different individuals may interpret and perceive the culture differently, leading to variations in the findings.
* External Factors: External factors such as economic conditions, industry trends, or global events could influence organizational culture and employee engagement, and these may not be fully accounted for in the study.
* Response Rate Variability: Variability in the response rates to surveys or participation in interviews could impact the representativeness of the data, potentially leading to skewed results.
* Leadership Changes: Changes in leadership during the study period may introduce confounding variables, as new leaders could impact organizational culture and employee engagement differently than their predecessors.
* Inherent Organizational Resistance: Employees might be hesitant to express genuine concerns or criticisms due to fear of repercussions, potentially limiting the depth of insights into areas that need improvement.
* Single-Industry Focus: Limiting the study to a specific industry may restrict the generalizability of findings to other sectors, as organizational culture dynamics can vary across industries.
* Resource Constraints: Limitations in time, budget, or access to certain organizational data may constrain the depth and comprehensiveness of the study.

**4. FINDINGS**:

1. The results of this survey show that Micro Coils and Refrigeration Private Limited employ 52%.   
2. The company employs a greater number of young people, who are its future, with employees.Ranging in age from 20 to 30 (83.92%) and 30 to 40 (16.07%).

3. The data indicates that the employees' income levels fall into three categories: (10000-15000) at 46.4%,(15000-25000) at 33.9%, and (25000-50000) at 19.7%.

4. The organization's key values-innovation (45%), customer attention (33%), and teamwork (22%)-are Embodied in a range of activities and behaviors.

5. The company's procedures, rules, and daily operations are found to exhibit three cultural elements:Regular team meetings (33.3%), customer satisfaction surveys (48.1%), and innovation workshops(18.52%).

6. It is discovered that employees from various departments and hierarchical levels have diverse Impressions of the organizational culture. Of them, 38.2% of employees are highly satisfied, 43.6% are satisfied, 16.4% are neutral, and 1.8% is strongly unhappy.

7. Research indicates that the following characteristics of corporate culture have an impact on employee engagement levels across departments and levels: decision-making procedures (16%), communication patterns (48%) and leadership style (36%).

8. It is discovered that staff involvement levels vary significantly throughout departments or hierarchical Levels, with some responding yes (85.5%) and no (14.5%).

9. It has been shown that the two most common leadership philosophies in the organization are autocratic leadership (25%) and participative leadership (75%).

10. Based on employee assessments, it is discovered that the effectiveness of the organization's

Communication channels and patterns is 1 (low)-7.3%, 2 (9.1%), 3 (29.5%), 4 (40%), and 5 (high) 14.5%.

11. It has been discovered that inclusive engagement (89%), disengagement (11%), and the degree to which decision-making procedures support employee empowerment and involvement.

12. Research indicates that reward and recognition programs that align with employee expectations enhance job satisfaction and engagement. Competitive rewards account for 78% of this, while inadequate recognition accounts for 22%.

13. Research indicates that work-life balance (44%) and career advancement (56%), among other cultural elements significantly influence employee engagement and motivation.

14. It is discovered that the company's vision, mission, and strategic goals—innovation (40%), customer centricity (46%) and employee empowerment (15%)—state the desired organizational culture.

15. It is discovered that there are possible gaps and misalignments between the current organizational culture and the intended culture. These include innovation (29%), customer focus (51%), and empowerment (20%).

16. Research and development (56%), customer service (38%), middle management (5%), and other departments and levels all report that cultural gaps or misalignments have an influence on employee engagement, motivation, and work satisfaction.

17. It is discovered that resistance to change (62%) and a lack of leadership (38%) are the elements causing the cultural gaps to continue.

18. It has been discovered that the degree of cultural mismatches or gaps contributes to high staff turnover rates (38.2%) and low employee engagement (65.5%) inside the company.

19. It is discovered that employee recognition (11%), leadership development (40%) and culture surveys (49%) are the most effective tactics and best practices used by other firms to create a positive and engaging Organizational culture.

20. It is discovered that role modeling (7%), communication (40%) and strategic planning (53%) are the Ways in which MCRPL's leadership and management match the company's objectives and values with the Organizational culture.

21. The research reveals that the particular activities or interventions can be put into practice to solve the Cultural gaps or misalignments revealed. Mentoring programs (16%), cross-functional teams (31%), and Innovation challenges (53%).22. It is discovered that the business uses focus groups (45.50%), task forces (36.4%), and feedback Sessions (18.20%) to include and engage employees at different levels in the process of culturalDevelopment.

23. It is discovered that the following metrics can be utilized to monitor the progress made toward a positive and engaging organizational culture: innovation metrics (9%), customer satisfaction (55%), and engagement scores (36%).

**5. CONCLUSION**

The analysis of organizational culture and employee engagement at Micro Coils and Refrigeration Private Limited provides valuable insights. The company’s hierarchical, process-focused culture has facilitated consistent quality and smooth operations. However; it has also contributed to weaknesses in areas like empowerment, transparency, adaptation, and employee recognition.

While the cultural traits of control, structure, and careful attention to technical detail and accuracy that is required in a particular situation have strengthened compliance and quality, they have restricted information flow, participation, and motivation across the organization. Employees perceive the culture as lacking in creativity, innovation and support for high performance.

The data reveals significant misalignments between Micro Coils and Refrigeration Private Limited Company’s prevailing culture and the drivers of contemporary employee engagement. The top-down leadership style, limited transparency and communication, and lack of platforms for involvement have negatively impacted engagement levels.

Targeted initiatives focused on transforming leadership, increasing empowerment, improving collaboration, enhancing communication, and implementing performance based rewards could help address the cultural gaps surfaced in this study.

Cultivating a more participative, empowering culture can leverage the existing strengths of the company in quality and consistency, while tackling the issues that lead to lower discretionary effort and sub-optimal motivation. Focusing on greater openness, employee voice, information sharing, and performance linkage will likely have a positive impact on both culture and engagement.

Further studies could assess the impact of cultural change interventions through longitudinal research (repeatedly observing the same group of individuals over an extended period of time). Overall, the analysis provides actionable insights for Micro Coils Refrigeration Private Limited to drive higher employee engagement by bridging the gaps between the current the current and optimal organizational culture.

**6.RECOMMENDATIONS**

Here are some recommendations for improving organizational culture and employee engagement at Micro Coils and Refrigeration Private Limited based on the data analysis:

* Leadership and Management:
* Adopt a more open and participative leadership style to promote empowerment and involvement. Leaders should actively seek input, encourage autonomous decision making, and provide coaching/support.
* Increase transparency through regular communications about company performance, goals, and strategic direction.
* Provide management training on motivating employees, building trust, and fostering teamwork.
* Employee Empowerment
* Involve employees in decision making by including them in key planning discussions and committees.
* Create mechanisms for employees to suggest ideas and improvements. Implement a formal feedback/suggestion system.
* Allow employees more independence over work processes by reducing unnecessary procedures and controls.
* Provide up skilling opportunities to increase capabilities and enable greater responsibilities.
* Recognition and Rewards
* Implement performance –based incentive programs like bonuses, profit sharing, and stock options.
* Increase focus on non-monetary rewards like prize, awards, and team celebrations for achievements.
* Recognize individual contributions publicly through company newsletters, website, and office displays.
* Communication and Collaboration
* Hold regular town halls and team meetings to share information and gather feedback.
* Improve internal communications through better internet site, social tools, and messaging.
* Encourage cross-functional project teams and networking forums to remove the divisions between people or groups in an organization.
* Support employee resource groups and communities of interest.
* Organizational Systems:
* Develop clear accountability frameworks and key performance indicators to track performance at individual and team levels.
* Review HR policies and programs to ensure alignment with desired culture and engagement goals.
* Assess current processes to remove excessive bureaucracy and complexity.

By taking a strategic approach focused on transforming leadership, empowering employees, enhancing communication, reforming systems, and boosting recognition, Micro Coils and Refrigeration Private Limited can drive higher employee engagement and performance .The organizational culture must evolve to give rise to the motivation ,creativity and fulfillment today’s employees expect.

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**APPENDIXES**

1. Name

2. Gender

1. Male
2. Female

3. Age

1. 20-30
2. 30-40
3. 40-50

4. Qualification

5. Income level

1. 10000-15000
2. 15000-25000
3. 25000-50000

6. What are the core values, beliefs, and norms that define the organizational culture at Micro coils and Refrigeration private limited?

1. Innovation
2. Customer focus
3. Team work

7. How are these cultural elements manifested in the company's practices,policies, and day to day operations?

1. Regular team meetings
2. Customer satisfaction surveys
3. Innovation workshops

8. What are the perceptions of employees from different departments and hierarchical levels regarding the organizational culture?

1. Highly satisfied
2. Satisfied
3. Neutral
4. Dissatisfied
5. Highly dissatisfied

9. How do the different aspects of the organizational culture impact employee engagement levels across various departments and levels?

1. Leadership style
2. Communication patterns
3. Decision-making processes

10. Are there any notable differences or similarities in employee engagement levels between departments or hierarchical levels?

1. Yes
2. No

11. What are the leadership styles prevalent in the organization?

1. Participative leadership
2. Autocratic leadership

12. How effective are the communication channels and patterns within the organization?

1. 1-Low
2. 2
3. 3
4. 4
5. 5 -High

13. To what extent do the decision making processes foster employee involvement and empowerment?

1. Inclusive engagement
2. Disengagement

14. How do the reward and recognition systems in place align with employee expectations and contribute to their job satisfaction and engagement?

1. Competitive rewards
2. Inadequate recognition

15. What other cultural factors play a significant role in shaping employee engagement and motivation?

1. Work-life balance
2. Career development

16. What is the desired organizational culture as stated in the company's vision, mission, and strategic goals?

1. Innovation
2. Customer centricity
3. Employee empowerment

17. How does the current organizational culture differ from the desired culture, and what are the potential gaps or misalignments?

1. Innovation
2. Customer focus
3. Empowerment

18. How do these cultural gaps or misalignments impact employee engagement, motivation, and job satisfaction across different departments and levels?

1. Research and Development
2. Customer service
3. Middle management

19. What factors contribute to the persistence of these cultural gaps?

1. Resistance to change
2. Lack of leadership alignment

20. To what extent do the cultural gaps or misalignments contribute to low employee engagement or high turnover rates within the organization?

1. Low engagement
2. High turnover

21. What are the best practices and successful strategies employed by other organizations in fostering a positive and engaging organizational culture?

1. Cultural surveys
2. Leadership development
3. Employee recognition

22. How can the leadership and management at Micro Coils and Refrigeration private limited align the organizational culture with the company's goals and values?

1. Strategic planning
2. Communication
3. Role modeling

23. What specific interventions or initiatives can be implemented to address the cultural gaps or misalignments identified in the research?

1. Cross functional teams
2. Innovation challenges
3. Mentoring programs

24. How can the organization involve and engage employees at various levels in the process of cultural transformation?

1. Focus groups
2. Task forces
3. Feedback sessions

25. What indicators can be used to measure the effectiveness of the recommended strategies and track progress towards a more positive and engaging organizational culture?

1. Engagement scores
2. Customer satisfaction
3. Innovation metrices