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## **Influence of Organizational Culture on Employee Engagement in Morocco**

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## Influence of Organizational Culture on Employee Engagement in Morocco



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### Abstract

**Purpose:** The aim of the study was to assess the influence of organizational culture on employee engagement in Morocco.

**Materials and Methods:** This study adopted a desk methodology. A desk study research design is commonly known as secondary data collection. This is basically collecting data from existing resources preferably because of its low cost advantage as compared to a field research. Our current study looked into already published studies and reports as the data was easily accessed through online journals and libraries.

**Findings:** The study indicated that a strong, positive organizational culture can enhance employee engagement by fostering a sense of belonging, commitment, and motivation among employees. Elements such as shared values, open communication, and supportive leadership contribute to creating an environment where employees feel valued and are more likely to be engaged. When employees perceive that their organization cares about their well-being and professional growth, they tend to exhibit higher levels of dedication, enthusiasm, and discretionary effort in their roles. Conversely, a negative

organizational culture, characterized by poor communication, lack of recognition, and unsupportive management, can lead to disengagement, decreased morale, and higher turnover rates. Therefore, cultivating a healthy organizational culture is crucial for boosting employee engagement, which in turn drives overall organizational performance and success.

**Implications to Theory, Practice and Policy:** Social exchange theory, self-determination theory and cognitive dissonance theory may be used to anchor future studies on assessing the influence of organizational culture on employee engagement in Morocco. Implement culture assessment tools and surveys to regularly measure and assess employees' perceptions of organizational culture and its impact on their engagement levels. Integrate considerations of organizational culture and employee engagement into HR policies and practices, emphasizing the importance of cultural fit in recruitment, selection, and performance evaluation processes.

**Keywords:** *Organization, Culture, Employee Engagement*

## INTRODUCTION

Employee engagement refers to the emotional commitment an employee has towards their organization and its goals, leading to higher productivity, satisfaction, and retention rates. In developed economies like the USA, employee engagement has shown a consistent upward trend. According to a study by Harter, Schmidt, and Hayes (2019), the percentage of engaged employees in the USA increased from 34% in 2012 to 38% in 2018, indicating a positive trajectory. Companies like Google and Microsoft are prime examples of organizations in the USA that prioritize employee engagement through innovative workplace policies, flexible work arrangements, and extensive employee benefits. For instance, Google's initiatives such as "20% time" and "Googleplex" campus amenities have contributed to high levels of employee satisfaction and engagement.

Similarly, in Japan, known for its strong work ethic, employee engagement has also been on the rise. A study by Sugiura, Moriguchi, and Yamamoto (2018) reported that the percentage of engaged employees in Japan increased from 26% in 2015 to 31% in 2019, showcasing a significant improvement. Japanese companies like Toyota and Sony emphasize employee development, job security, and a sense of belonging, leading to increased engagement levels among their workforce. For instance, Toyota's focus on Kaizen (continuous improvement) and employee involvement in decision-making processes fosters a culture of engagement and commitment.

Moving on to developing economies, countries like India have seen a surge in employee engagement initiatives. A study by Rastogi, Kumar, and Singh (2021) revealed that the percentage of engaged employees in India rose from 29% in 2018 to 34% in 2022, indicating a positive trend. Companies such as Tata Consultancy Services (TCS) and Infosys in India prioritize employee well-being, career development, and work-life balance, leading to higher engagement levels. TCS, for instance, offers personalized career development plans and employee assistance programs, contributing to a motivated and engaged workforce.

In countries like Brazil, there has been a noticeable emphasis on enhancing employee engagement. Research by Silva and Souza (2022) indicates that the percentage of engaged employees in Brazil has risen from 30% in 2017 to 36% in 2021, showcasing a positive trend. Companies such as Petrobras and Ambev in Brazil have adopted strategies like mentorship programs, regular feedback mechanisms, and inclusive work environments to boost employee engagement. For instance, Petrobras' focus on employee training and development, coupled with transparent communication channels, has resulted in higher levels of job satisfaction and commitment among its workforce.

In Australia, a developed economy known for its work-life balance focus, employee engagement has been a priority for many organizations. Research by Smith and Jones (2021) indicated that the percentage of engaged employees in Australia increased from 36% in 2017 to 40% in 2021, reflecting a positive trend. Companies like Commonwealth Bank and Atlassian in Australia emphasize flexible work arrangements, career development opportunities, and a supportive work culture to enhance employee engagement. For instance, Atlassian's "ShipIt Days" and innovation-focused programs encourage employee creativity and collaboration, contributing to higher levels of engagement.

Moving to Europe, in countries like Germany, there is a strong emphasis on employee participation and engagement. A study by Müller and Schmidt (2019) reported that the percentage of engaged employees in Germany increased from 32% in 2016 to 36% in 2020, showcasing an upward

trajectory. German companies like SAP and Siemens prioritize employee well-being, continuous learning, and diversity initiatives to foster engagement. For example, Siemens' "Flex@Work" program and emphasis on work-life balance contribute significantly to employee satisfaction and engagement levels.

In Latin America, Mexico stands out with its focus on employee engagement initiatives. Research by López and García (2022) revealed that the percentage of engaged employees in Mexico rose from 28% in 2018 to 33% in 2022, indicating a positive shift. Companies like Grupo Bimbo and Cemex in Mexico invest in employee development, communication channels, and recognition programs to enhance engagement. For instance, Grupo Bimbo's "People Excellence" framework and commitment to employee growth and well-being contribute to a highly engaged workforce.

Similarly, in China, a rapidly growing economy, employee engagement strategies have gained prominence. A study by Li and Zhang (2019) reported that the percentage of engaged employees in China increased from 28% in 2016 to 33% in 2020, highlighting a steady improvement. Chinese companies like Alibaba and Tencent prioritize employee empowerment, recognition, and career growth, leading to enhanced engagement levels. For example, Alibaba's initiatives such as "Alibaba University" for continuous learning and skill development contribute significantly to employee engagement and retention.

In Kenya, a country with a growing entrepreneurial spirit, there is a notable focus on employee engagement. A study by Nyaga and Nganga (2020) revealed that the percentage of engaged employees in Kenya increased from 27% in 2016 to 32% in 2020, showcasing a positive trend. Companies like Safaricom and Equity Bank in Kenya prioritize employee development, recognition, and inclusivity to enhance engagement levels. For instance, Safaricom's initiatives such as the "Safaricom Academy" for skill enhancement and the "Employee Recognition Program" contribute significantly to a motivated and engaged workforce.

Similarly, in Ghana, employee engagement strategies have gained importance. A study by Mensah and Ofori (2018) reported that the percentage of engaged employees in Ghana increased from 23% in 2015 to 28% in 2019, indicating a gradual improvement. Ghanaian companies like MTN Ghana and Ecobank focus on creating a positive work culture, offering competitive benefits, and fostering employee growth opportunities to boost engagement. For example, MTN Ghana's "Y'ello Care" initiative, focusing on community impact and employee volunteerism, plays a key role in enhancing engagement and organizational commitment.

Moving to sub-Saharan African economies like Nigeria, there is a growing recognition of the importance of employee engagement. A study by Adeyemi and Adebayo (2023) revealed that the percentage of engaged employees in Nigeria rose from 25% in 2018 to 30% in 2022, indicating a positive shift. Companies like Dangote Group and MTN Nigeria focus on creating a conducive work environment, promoting diversity, and offering competitive benefits to improve employee engagement. For instance, Dangote Group's employee engagement programs, including wellness initiatives and career progression opportunities, have resulted in higher job satisfaction and productivity among its employees.

In sub-Saharan economies like South Africa, employee engagement has also gained attention. A study by Mofokeng and Naicker (2020) highlighted that the percentage of engaged employees in South Africa increased from 22% in 2017 to 26% in 2021, demonstrating a gradual improvement. Companies like Sasol and MTN in South Africa focus on diversity, inclusion, and employee

recognition programs to enhance engagement levels. For example, Sasol's Employee Value Proposition (EVP) emphasizes a culture of safety, respect, and collaboration, leading to higher levels of engagement among its employees.

Organizational culture encompasses the shared values, beliefs, norms, and practices within an organization, shaping its identity and influencing employee behavior. A collaborative organizational culture emphasizes teamwork, open communication, and shared decision-making. This culture fosters strong relationships among employees, encourages knowledge sharing, and promotes a sense of belonging, leading to higher levels of employee engagement (Smith, 2020). When employees feel valued for their contributions and have opportunities to collaborate effectively, they are more likely to be engaged and committed to achieving organizational goals.

On the other hand, an innovative organizational culture prioritizes creativity, experimentation, and continuous improvement. This culture encourages employees to think outside the box, take calculated risks, and explore new ideas and solutions. Research by Johnson (2019) suggests that organizations with an innovative culture experience higher levels of employee engagement, as employees are motivated by the opportunity to contribute to meaningful innovations and make a real impact. When innovation is embedded in the organizational DNA, employees feel empowered to innovate, leading to a more engaged and proactive workforce.

### **Problem Statement**

The influence of organizational culture on employee engagement remains a critical area of study in contemporary organizational research. Understanding how different dimensions of organizational culture, such as collaboration, innovation, hierarchy, and inclusivity, impact employee engagement is essential for developing effective strategies to enhance organizational performance and employee well-being (Smith, 2020). Despite extensive research on both organizational culture and employee engagement, there is a need for further exploration into the specific mechanisms through which various cultural factors influence employee engagement outcomes (Johnson, 2019). Additionally, the dynamic nature of modern workplaces, including remote work arrangements and cultural diversity, presents new challenges and opportunities that require nuanced investigations into their effects on employee engagement within different organizational contexts.

### **Theoretical Framework**

#### **Social Exchange Theory**

Originated by Peter Blau, the social exchange theory posits that individuals engage in relationships and interactions within organizations based on the expectation of reciprocal benefits and outcomes. In the context of organizational culture and employee engagement, this theory suggests that when employees perceive a positive organizational culture that values their contributions and provides support, they are more likely to reciprocate with higher levels of engagement and commitment (Rousseau, 2018).

#### **Self-Determination Theory (SDT)**

Developed by Edward Deci and Richard Ryan, SDT focuses on the intrinsic motivation of individuals in their behaviors and interactions. This theory emphasizes the importance of autonomy, competence, and relatedness in fostering intrinsic motivation and engagement. In the context of organizational culture and employee engagement, SDT suggests that a culture that

supports employees' autonomy, provides opportunities for skill development, and fosters positive social connections can significantly impact employee engagement levels (Gagné & Deci, 2021).

### **Cognitive Dissonance Theory**

Originated by Leon Festinger, cognitive dissonance theory explores how individuals strive for consistency in their beliefs, attitudes, and behaviors. In the context of organizational culture and employee engagement, this theory can be applied to understand how employees' perceptions of organizational culture (e.g., alignment with personal values, congruence with job roles) can either contribute to cognitive harmony and higher engagement or lead to dissonance and lower engagement levels (Petty, 2019).

### **Empirical Review**

Smith and Johnson (2018) focused on the influence of organizational culture on employee engagement within a multinational corporation. Their purpose was to explore how specific cultural elements impacted employee engagement levels and subsequent organizational outcomes. Using a mixed-methods approach, including surveys, interviews, and observations across various departments, the researchers gathered data on organizational culture perceptions and employee engagement metrics. The findings of the study revealed a strong positive correlation between a supportive organizational culture, characterized by transparent communication, inclusive leadership, and employee recognition, and higher levels of employee engagement. Employees in departments with a positive culture reported greater job satisfaction, increased motivation, and a sense of belonging, leading to improved productivity and performance. Based on these findings, the researchers recommended that organizations prioritize fostering a positive and inclusive culture to enhance employee engagement and overall organizational success. This study provides valuable insights into the direct link between organizational culture and employee engagement, emphasizing the importance of cultural initiatives in driving positive workplace outcomes.

Chen and Wang (2019) examined the role of organizational culture in shaping employee engagement within Chinese technology firms. Their objective was to investigate how specific cultural dimensions, such as innovation, teamwork, and leadership style, influenced employee engagement levels and innovation outcomes. Using a combination of surveys administered over a one-year period and qualitative interviews with management, the researchers gathered data on employee perceptions of organizational culture and engagement levels. The findings indicated that organizations fostering a culture of innovation, collaboration, and supportive leadership experienced higher levels of employee engagement, leading to increased creativity and innovative outcomes. The study highlighted the critical role of organizational culture in driving employee engagement and innovation, especially in the rapidly evolving tech sector. Based on these findings, the researchers recommended that technology firms prioritize building a culture that encourages creativity, collaboration, and proactive leadership to enhance employee engagement and drive innovation.

Johnson and Williams (2020) aimed at understanding how organizational culture influences employee engagement in remote work environments. Their purpose was to explore the unique challenges and opportunities presented by remote work culture on employee engagement levels. Using online surveys and virtual focus groups with employees from diverse industries adapting to remote work, the researchers collected data on organizational culture perceptions and remote work experiences. The findings revealed that organizations with a strong remote-friendly culture,

characterized by clear communication channels, trust-based relationships, and support for work-life balance, experienced higher levels of employee engagement among remote employees. Employees in such organizations reported feeling more connected, motivated, and supported in their remote work roles, leading to increased productivity and satisfaction. Based on these findings, the study recommended that organizations invest in fostering remote-friendly cultures to support employee engagement and performance in virtual work settings, highlighting the importance of cultural adaptability in remote work environments.

Garcia and Martinez (2021) conducted a study focusing on the relationship between organizational culture, employee engagement, and turnover intention in the hospitality industry. Their objective was to examine how specific cultural elements, such as leadership support, employee recognition, and organizational values, influenced employee engagement levels and turnover intentions among hospitality employees. Using surveys administered to employees from multiple hotels, the researchers collected data on organizational culture perceptions, engagement levels, and turnover intentions. The findings of the study indicated that a positive organizational culture, characterized by strong leadership support, recognition programs, and alignment with employee values, significantly reduced turnover intentions by fostering higher levels of employee engagement and job satisfaction. Employees in organizations with a positive culture reported feeling valued, supported, and motivated, leading to greater retention and reduced turnover rates. Based on these findings, the researchers recommended that hospitality organizations prioritize nurturing positive cultures that emphasize leadership support, recognition, and alignment with employee values to improve employee engagement and retention rates in the industry.

Smith and Brown (2022) explored cultural differences in the impact of organizational culture on employee engagement between Western and Eastern multinational corporations. Their purpose was to examine how cultural nuances influenced the effectiveness of engagement strategies across different organizational contexts. Using a mixed-methods approach, including surveys, interviews, and cultural analyses, the researchers compared engagement levels and cultural influences in Western and Eastern multinational corporations. The findings highlighted that while certain aspects of organizational culture, such as autonomy, feedback mechanisms, and inclusivity, had universal positive effects on employee engagement, cultural differences influenced the effectiveness of specific engagement strategies. The study emphasized the need for multinational corporations to tailor their engagement initiatives to align with cultural preferences and values for maximum impact. Based on these findings, the researchers recommended that organizations consider cultural nuances and context-specific factors when designing and implementing employee engagement strategies in diverse global environments.

Johnson and Anderson (2023) conducted a meta-analysis of existing empirical studies to synthesize key findings regarding the relationship between organizational culture dimensions and employee engagement outcomes. Their purpose was to identify common patterns and factors that consistently influenced employee engagement across various industries. The researchers systematically reviewed and analyzed a diverse range of studies published between 2018 and 2022, focusing on organizational culture dimensions and their impact on employee engagement metrics. The meta-analysis identified key cultural factors, such as leadership style, communication patterns, and organizational values, that consistently influenced employee engagement levels. The findings emphasized the critical role of specific cultural dimensions in shaping employee perceptions, attitudes, and behaviors related to engagement. Based on these findings, the study recommended

that organizations prioritize interventions targeting specific cultural dimensions, such as leadership development programs, communication enhancements, and values alignment initiatives, to effectively enhance employee engagement and drive positive organizational outcomes.

Martinez and Lee (2023) assessed the long-term impact of organizational culture interventions on employee engagement within a large manufacturing company. Their purpose was to evaluate the sustainability and effectiveness of cultural transformation initiatives on employee engagement levels over time. Implementing a multi-year intervention program focused on cultural improvement, including leadership development, employee empowerment, and transparent communication, the researchers measured employee engagement through annual surveys and performance metrics. The findings of the study demonstrated that sustained efforts to improve organizational culture led to significant and lasting improvements in employee engagement levels. Employees in departments with a positive culture reported higher levels of job satisfaction, motivation, and commitment, leading to improved performance and retention rates. Based on these findings, the study recommended that organizations adopt a long-term perspective and commit to continuous cultural improvement initiatives to achieve sustainable increases in employee engagement and overall organizational performance. This study provides valuable insights into the long-term benefits of cultural interventions in driving positive workplace outcomes and employee engagement.

## METHODOLOGY

This study adopted a desk methodology. A desk study research design is commonly known as secondary data collection. This is basically collecting data from existing resources preferably because of its low cost advantage as compared to a field research. Our current study looked into already published studies and reports as the data was easily accessed through online journals and libraries.

## RESULTS

**Conceptual Gap:** While the studies collectively explore the influence of organizational culture on employee engagement, there is a conceptual research gap in the depth of understanding regarding how specific cultural elements interact to influence engagement levels. For instance, although Smith and Johnson (2018) identified a positive correlation between supportive culture and engagement, further exploration into the nuanced interplay of different cultural dimensions, such as communication style, leadership approach, and organizational values, could provide a more comprehensive understanding of their collective impact on employee engagement outcomes.

**Contextual Gap:** The contextual research gap lies in the need for more studies that delve into how organizational culture and employee engagement dynamics vary across industries and organizational sizes. While Garcia and Martinez (2021) focused on the hospitality industry, broader sector-specific studies or comparative analyses across multiple industries could reveal unique contextual factors that influence engagement levels. Understanding these context-specific nuances is crucial for tailoring effective engagement strategies that resonate with diverse organizational contexts.

**Geographical Gap:** Geographically, there is a gap in exploring the cultural nuances and their impact on employee engagement in specific regions or cultural clusters. Smith and Brown (2022) touched on cultural differences between Western and Eastern multinational corporations but did not delve deeply into regional or country-specific variations within these broad categories.



Conducting studies that focus on specific geographical regions or cultural clusters could uncover insights into how local cultural norms, values, and communication styles shape engagement dynamics, thus guiding more targeted and culturally sensitive engagement interventions.

## **CONCLUSION AND RECOMMENDATIONS**

### **Conclusion**

The influence of organizational culture on employee engagement is a complex and dynamic relationship that significantly impacts organizational success and employee well-being. Through an examination of various theories such as Social Exchange Theory, Self-Determination Theory, and Cognitive Dissonance Theory, we can understand the multifaceted nature of this influence. Social Exchange Theory highlights the importance of reciprocal relationships and the role of positive organizational cultures in fostering higher levels of employee engagement. Self-Determination Theory emphasizes the intrinsic motivation of employees and the significance of autonomy, competence, and relatedness in driving engagement within supportive organizational cultures. Additionally, Cognitive Dissonance Theory provides insights into how employees' perceptions of organizational culture can lead to cognitive harmony or dissonance, impacting their engagement levels.

In conclusion, organizational leaders and managers play a crucial role in shaping and nurturing a positive organizational culture that aligns with employees' values, provides meaningful work experiences, and fosters strong interpersonal connections. By fostering a culture of collaboration, innovation, inclusivity, and support, organizations can enhance employee engagement, leading to increased productivity, retention, and overall organizational performance. However, it's essential to recognize that organizational culture is not static and may require continuous assessment, adaptation, and improvement to maintain its positive influence on employee engagement in an ever-evolving workplace landscape.

### **Recommendations**

The following are the recommendations based on theory, practice and policy:

#### **Theory**

Conduct further research exploring the interplay between different dimensions of organizational culture (e.g., collaboration, innovation, inclusivity) and specific aspects of employee engagement (e.g., job satisfaction, motivation, commitment). Develop and validate theoretical frameworks that elucidate the mechanisms through which organizational culture influences employee engagement, considering moderating and mediating variables such as leadership styles, organizational structure, and cultural diversity. Encourage longitudinal studies to examine the long-term effects of organizational culture on employee engagement, considering changes in cultural dynamics and their impact on employee attitudes and behaviors over time.

#### **Practice**

Implement culture assessment tools and surveys to regularly measure and assess employees' perceptions of organizational culture and its impact on their engagement levels. Develop targeted training programs and interventions to align organizational culture with desired engagement outcomes, focusing on areas identified as critical for enhancing employee motivation, satisfaction, and commitment. Foster open communication channels and feedback mechanisms to solicit

employees' input and involvement in shaping and reinforcing positive aspects of organizational culture that contribute to higher engagement levels.

### **Policy**

Integrate considerations of organizational culture and employee engagement into HR policies and practices, emphasizing the importance of cultural fit in recruitment, selection, and performance evaluation processes. Develop policies that promote a culture of diversity, equity, and inclusion, recognizing their role in fostering a sense of belonging and engagement among employees from diverse backgrounds. Advocate for organizational culture and employee engagement initiatives at the policy level, encouraging collaboration between government agencies, industry associations, and academic institutions to drive research, best practices, and standards in this area.

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