

# Impact of Organizational Culture on Employee Experience

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**Abstract:** Organisational culture has become one of the main sources that influence the employee experience in contemporary workplaces. It is the non-visible but essential element that connects the values, beliefs, norms, and behaviours of the employees, and ultimately changes how they see and work with their organisation. A supportive culture makes employee engagement better, keeps innovation going, and develops the loyalty of employees, while a toxic or misaligned culture is usually associated with dissatisfaction, disengagement, and high turnover. The current paper looks at the connection between organisational culture and employee experience by incorporating insights from literature, theoretical models, and empirical findings. The research after going through the factors such as leadership style, recognition systems, communication patterns, inclusivity, and work-life balance, finds that the role of culture in shaping employees' emotional and professional journeys is key.

**Key Words:** Organisational culture, Employee experience, Leadership, Communication, Recognition, Inclusivity, Work-life balance, Employee engagement, Organisational success.

## I. INTRODUCTION

In the fast-changing business environment of today, companies are seeing that employees are not just a resource but are the basis of the company's development that lasts. The achievements of every organisation heavily rely on the effectiveness of creating a work environment that not only promotes but also ensures the existence of trust, loyalty, and a sense of purpose among the staff. Organisational culture, which is often referred to as the "organisation's character," is at the centre of this mission. It represents the shared assumptions, values, and activities which have become the standard among the members of the workplace and through which the behaviour and decision-making of the employees are governed.

## II. LITERATURE REVIEW

Schein (2010) describes organisational culture as a pattern of shared assumptions that a group learns as it solves problems of external adaptation and internal integration. According to him, culture is not merely visible artefacts such as policies, rituals, or dress codes, but a deeper system of values and beliefs that shape behaviour.

Hofstede (2001) contributed extensively to the study of cultural dimensions, identifying aspects such as power distance, individualism versus collectivism, masculinity versus femininity, uncertainty avoidance, and long-term orientation. Denison (1990) argued that a strong culture leads to consistency, commitment, and clear direction, which enhances both organisational performance and employee satisfaction. His research highlights four key dimensions of culture—mission, adaptability, involvement, and consistency. Organisations that score high on these dimensions often succeed in building strong employee commitment because employees perceive alignment between organisational goals and their own personal growth.

Cameron and Quinn (2011) proposed the Competing Values Framework (CVF), which identifies four dominant cultural types: clan, adhocracy, hierarchy, and market. A clan culture, which emphasises collaboration and family-like relationships, often leads to high levels of trust and belonging among employees.

Schneider et al. (2013) emphasised that culture is largely shaped by employee perceptions. They argued that while leaders may articulate values and norms, it is the employees' interpretation of these practices that defines their lived experience. If employees perceive fairness, recognition, and support, they are more likely to feel engaged and satisfied.

Kotter and Heskett (1992) highlighted the concept of adaptive versus rigid cultures. Adaptive cultures are those that remain open to change, innovation, and feedback, whereas rigid cultures resist change and become stagnant.

Groysberg et al. (2018) explored the consequences of cultural misalignment, especially between leadership and employees. They found that when organisational values are miscommunicated or when leaders behave in ways that contradict stated values, employees experience confusion, mistrust, and dissatisfaction.

Brown (2005) underscored the role of leadership behaviour in shaping culture. Leaders act as role models, and their communication style, ethical conduct, and decision-making processes heavily influence employee perceptions. A culture of openness and respect fostered by leadership leads to a more positive employee experience.

Kaufman (2015) examined the role of recognition and reward systems in culture. He suggested that when organisations embed appreciation, recognition, and fair reward mechanisms into their culture, employees experience higher motivation and loyalty. In contrast, when rewards are distributed unfairly or recognition is absent, employees perceive the culture as exploitative, which diminishes their commitment and overall experience.

Kim and Mauborgne (2014) discussed the importance of creating a culture of trust, fairness, and transparency, which they termed as “fair process.” They demonstrated that employees are more likely to accept even unfavourable outcomes if the process leading to those outcomes is perceived as transparent and just.

### III.NEED FOR THE STUDY

- The main goal is to know how the values of different cultures influence the perception of fair treatment, recognition, and affiliation of workers.
- To analyze the connection between the atmosphere at work and the loyalty, the motivation, and the productivity of employees.
- First of all, to give the HR managers and leaders the information needed to create and implement company culture-driven projects that lead to increased employee experience.

### IV.SCOPE OF THE STUDY

The study focuses on examining organisational culture and its direct and indirect influence on employee experience. It covers aspects such as leadership, communication, teamwork, recognition, inclusivity, and work- life balance. The scope is limited to analysing employee experiences in medium and large-scale organisations, with emphasis on knowledge-based and service industries.

### V.OBJECTIVES

- To examine the influence of organizational culture on employee engagement, motivation, and satisfaction.
- To identify the cultural dimensions that positively enhance or negatively hinder employee experience.
- To propose strategies for building a culture that aligns organizational goals with employee well-being.

### VI.RESEARCH METHODOLOGY

**Research Design:** Descriptive and analytical.

**Data Collection:**

**Primary Data:** Questionnaires

**Secondary Data:** Literature review from journals, books, research papers

**Sampling Method:** Stratified random sampling to ensure representation across departments and levels.

**Sample Size:** 100

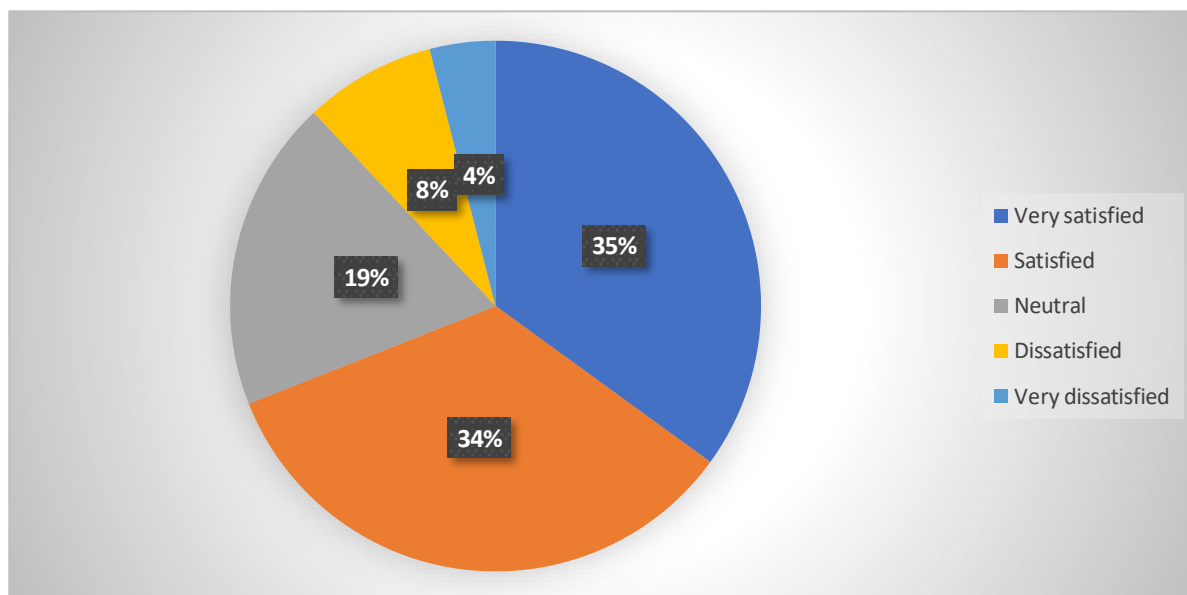
### VII.DATA ANALYSIS AND INTERPRETATION

**How satisfied are with the quality of services provided by the company?**

Particulars	Frequency	Percentage
Very satisfied	35	35
Satisfied	34	34
Neutral	19	19
Dissatisfied	8	8
Very dissatisfied	4	4
<b>Total</b>	<b>100</b>	<b>100</b>

**Analysis:**

The survey shows that most respondents (69%) are satisfied with the company's services, while 19% are neutral and only 12% are dissatisfied. This suggests that overall service quality is good, with minor areas for improvement.

**Interpretation:**

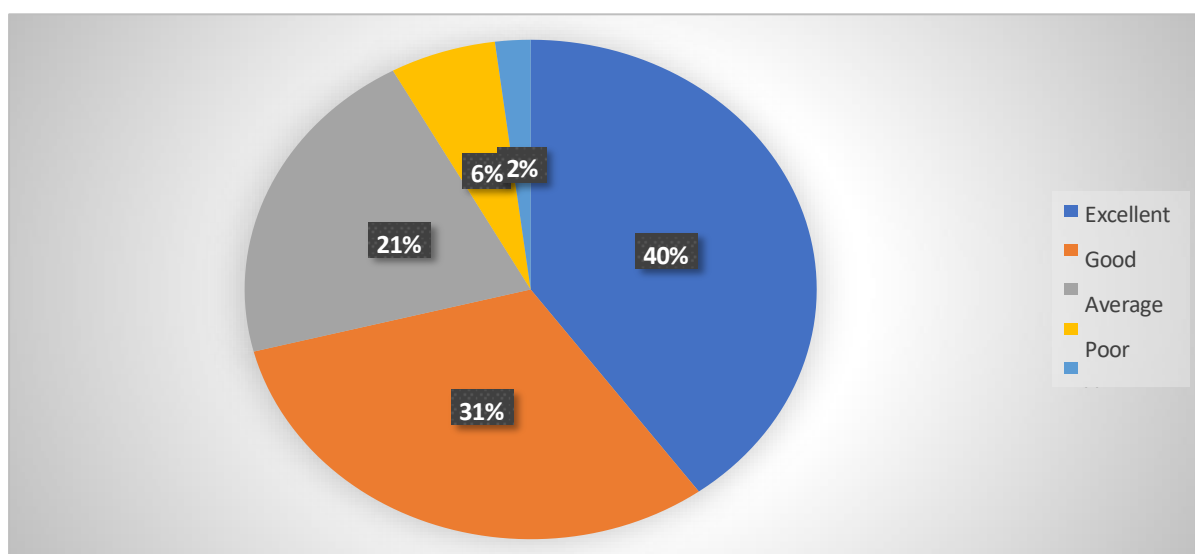
This indicates that the company is performing well in delivering quality services, as most customers have a positive perception. However, focusing on the neutral and dissatisfied groups can help further improve overall satisfaction.

**2. How would you rate the company's ability to meet your expectation?**

Particulars	Frequency	Percentage
Excellent	40	40
Good	31	31
Average	21	21
Poor	6	6
Very poor	2	2
<b>Total</b>	<b>100</b>	<b>100</b>

**Analysis:**

Most respondents (71%) rated the company's ability to meet expectations as excellent or good, while 21% said average and only 8% rated it poor or very poor.



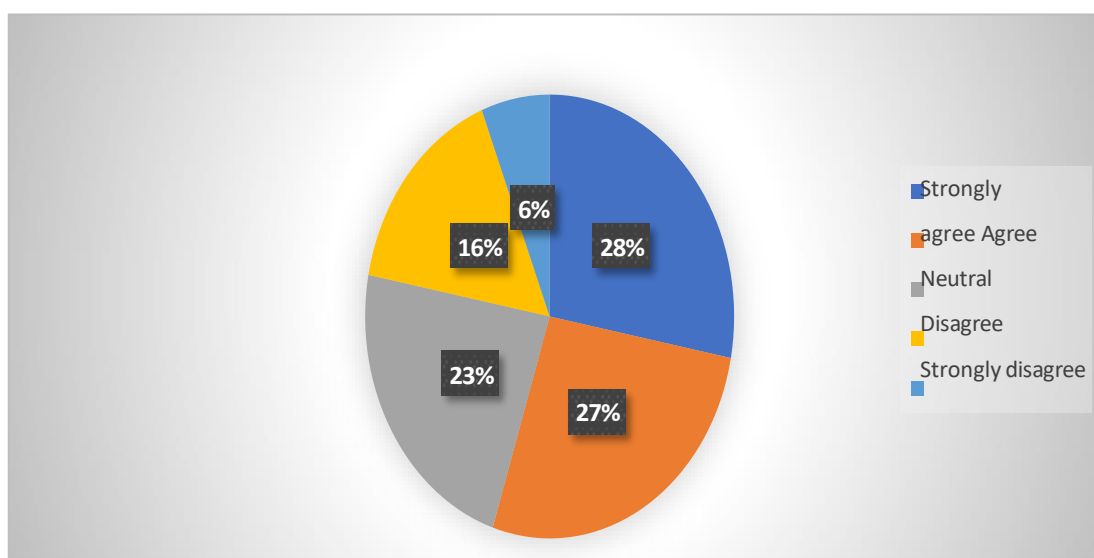
**Interpretation:**

This shows that the company is largely successful in meeting expectations, though some improvements are needed to address the average and dissatisfied customers.

**3. Do you find the pricing reasonable compared to competitors?**

Particulars	Frequency	Percentage
Strongly agree	28	28
Agree	27	27
Neutral	23	23
Disagree	16	16
Strongly disagree	6	6
<b>Total</b>	<b>100</b>	<b>100</b>

**Analysis:** A majority of respondents (55%) agree or strongly agree that the company's pricing is reasonable compared to competitors, 23% remain neutral, and 22% disagree or strongly disagree.

**Interpretation:**

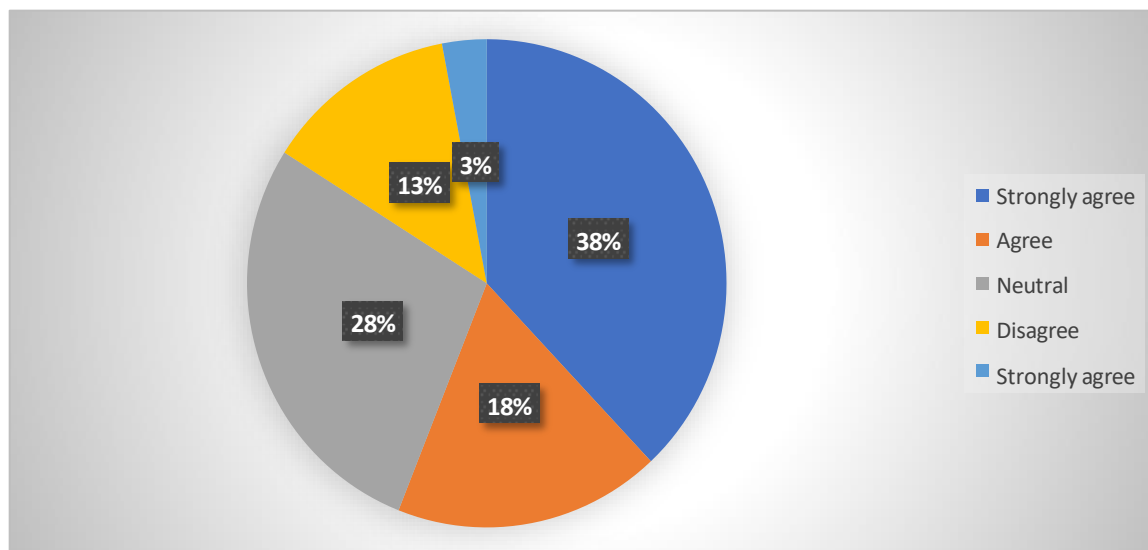
This indicates that while most customers perceive the company's pricing as fair, a significant portion is either uncertain or dissatisfied, suggesting the need for better communication of value or competitive adjustments in pricing strategy.

**4. Does cost effectiveness influence your decision to continue using the company's services?**

Particulars	Frequency	Percentage
Strongly agree	38	38
Agree	18	18
Neutral	28	28
Disagree	13	13
Strongly agree	3	3
<b>Total</b>	<b>100</b>	<b>100</b>

**Analysis:**

Most respondents (56%) either strongly agree (38%) or agree (18%), showing a positive opinion. About 28% are neutral, while only 16% (13% disagree and 3% strongly disagree) expressed a negative view.



#### Interpretation:

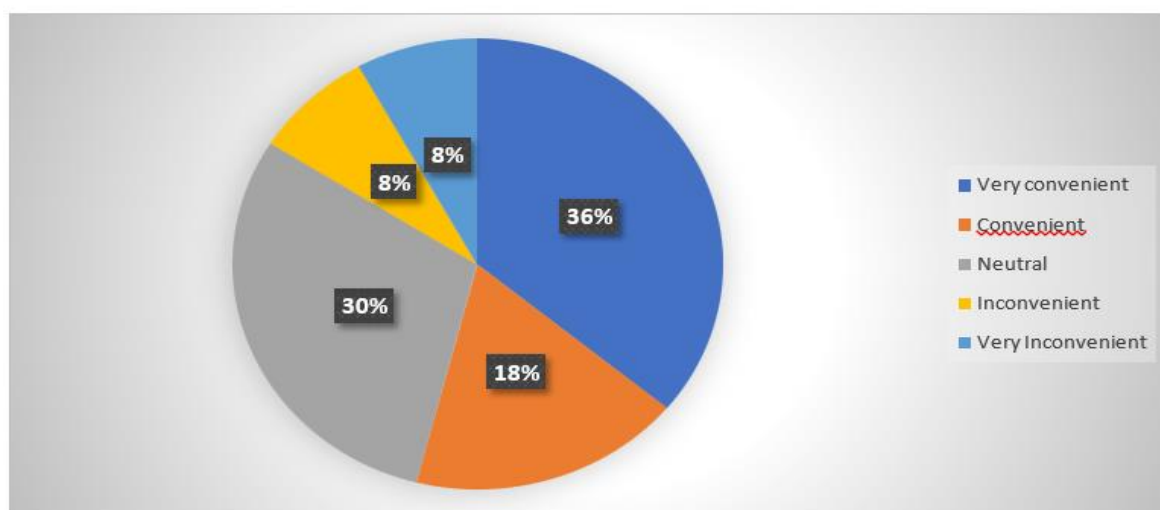
The results suggest that more than half of the respondents hold a favorable perception, but the high neutral percentage indicates that many customers are undecided. The company could focus on addressing this group to further strengthen positive responses.

#### 5. How convenient do you find the digital tools (apps, tracking, systems) provided by the company.

Particulars	Frequency	Percentage
Very convenient	36	36
Convenient	18	18
Neutral	30	30
Inconvenient	8	8
Very Inconvenient	8	8
<b>Total</b>	<b>100</b>	<b>100</b>

#### Analysis:

More than half of the respondents (54%) find the digital tools convenient or very convenient, while 30% remain neutral. Only 16% (8% inconvenient and 8% very inconvenient) expressed dissatisfaction.



#### Interpretation:

The results indicate that the company's digital tools are generally effective and user-friendly, but the high percentage of neutral responses suggests that some features may lack strong impact. Improving usability and offering better support could reduce neutral and negative perceptions.

### VIII.FINDINGS

- Most respondents expressed satisfaction with the company's service quality, reflecting a generally positive performance. However, a portion of customers remained neutral or dissatisfied, indicating scope for improvement.
- Most respondents rated the company's ability to meet expectations as excellent or good, reflecting strong performance. However, some rated it as average or below, showing there is room for further improvement.
- Many respondents felt that the company's pricing is reasonable when compared to competitors, showing a generally positive perception. However, some customers were uncertain or disagreed, which highlights the need to review pricing strategy and strengthen value communication.
- Most respondents agreed that cost effectiveness influences their decision to continue using the company's services, showing it is an important factor. However, a notable number remained neutral or disagreed, indicating the company should focus on convincing these customers of the value offered.
- Most respondents found the company's digital tools convenient and easy to use, reflecting a positive response overall. However, some remained neutral or found them inconvenient, showing the need for further improvements in usability and support.

### IX.CONCLUSION

Organizational culture is the main theme from the research which has been repeatedly mentioned to be influential in the employee experience to the extent that it discussed satisfaction, motivation, engagement, and loyalty. The survey results show that employees generally have a positive perception of the company's services, pricing, cost-effectiveness, and digital tools, but the presence of some neutral and dissatisfied responses also indicates that the organisation is not out of the woods yet in terms of improvements. A culture of support with good leadership, efficient communication, appreciation, and easy-to-use systems is the foundation of a positive employee experience and on the contrary, if there are gaps in these areas they can cause a lack of commitment among the employees. Thus, organisations need to keep on integrating their cultural practices with employee expectations so as to create a positive feeling, deepen loyalty and maintain their competitiveness in the long run.

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