

**ORGANISATIONAL CULTURE: A CATALYST FOR EMPLOYEE ENGAGEMENT
IN THE GHANAIAN PUBLIC SECTOR?****Josephine Pepra-Mensah and Emmanuel Addai Kyeremeh**

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ABSTRACT: *Given that public sector organisations have a mandate to advance the greater public good, makes hiring and retaining highly engaged employees critical to their success. Understanding, therefore, the conditions under which individuals would actively engage through the influence of organisational culture, is highly relevant for both employees and employers. The focus of this study was to determine whether culture affects three dimensions (Cognitive, affective and physical) of engagement in the public sector in order to encourage high levels of engagement within the sector. Though more research has been done in this area, most have looked at other engagement dimensions other than the cognitive, physical and emotional, and especially, in the Ghanaian public sector. The study adopted a descriptive approach. Questionnaires were used to gather data from 192 respondents who were selected based on convenience. With the help of a linear regression, the findings of the study showed a statistically positive effect of organisational culture on all three dimensions of engagement: cognitive engagement ($\beta=.489$, F statistic= 59.746, sig. value=.000); affective engagement ($\beta=.397$, F statistic= 35.474, sig. value =.000); behavioural engagement ($\beta=.512$, F statistic=67.418, sig. value =.000). It was therefore recommended that management must make Employee engagement strategic; instil a sense of belongingness and ownership in public sector employees, by clearly defining and ensuring a favourable corporate culture and emphasising assumptions and beliefs that are shared by members to assist in improving their collaboration with the mission, values and goals of the organisation.*

KEYWORDS: Organisational Culture, Affective Engagement, Behavioural Engagement, Cognitive Engagement

INTRODUCTION

Public sector organisations need engaged employees in order to be adaptive in today's turbulent environment. As indicated by Barrett and Greene (2016) getting public workers engaged in their jobs has long been a challenge. This, as indicated by Lavigna(2017) is due to the fact that government organisations are under pressure to improve performance and service delivery, while also doing more with less. But unfortunately, have more disengaged employees compared to the private sector. According to research from the International Public Management Association for Human Resources (IPMA-HR), cited by Barret and Green (2016), less than half of state and local government employees are fully engaged in their jobs. One reason they gave for such a alarming statistic is dissatisfaction. But even more disturbing is the fact that, whereas unsatisfied private sector employees are likely to quit, unsatisfied public-sector employees remain due to benefits enjoyed (Barrett & Greene, 2016). For example, research by Pricewaterhouse Coopers(cited in Barrett & Greene, 2016), indicate that 43% of public employees compared to 32% of private employees are not engaged yet have no intention of leaving. This is a serious concern because the likely result will be that public sector organisations will record lower rates of turnover but higher levels of disengagement. This

makes enhancing employee engagement an important issue if the public sector is to surmount its challenges and achieve its goals. This is because many studies have established that highly engaged companies are productive, can hire more easily, deliver stronger customer service, have the lowest voluntary turnover rates and are more profitable over the long run (Levison, 2007, Cleland et al., 2008, Gallup, 2006, Right Management, 2006). An engaged employee is one who knows what his/her organisation does, can articulate its competitive advantage accurately and with passion, cares about its customers, and communicates with colleagues even in informal settings (Nienaber & Martins, 2015). They believe their organisations value them and in response, they go beyond the minimum and deliver discretionary effort to deliver performance. Engaged employees have high energy levels, enthusiastic about their work and progress of an industry depends on them (Namrita & Yoginder, 2017). Employees' engagement is thus, a good indicator of outcomes that a business's value, and is thus a good gauge of organisational health in terms of commitment, satisfaction, productivity, innovation and retention. But getting workers to commit to and encouraging high levels of engagement does not come out of the blue either. It requires that organisations and their leaders put in place appropriate systems that promote such attitude. In a literature review (Scottish government publication, 2007), to assess whether determinants of engagement differed across private and public sectors, it was found that the difference was not in the 'determinants' but in organizational characteristics within either sector that determined engagement; that is, the way of life of the organisation. Thus, culture is one such approach that many scholars (Namrita & Yoginder, 2017; Brenyah and Obuobisa-Darko, 2017; Rehema, 2016; Joseph, 2016; Moela, 2016; Mary, Geoffrey, Daria and Ruth, 2015) have encouraged. Culture is considered merely, as a way of life of a particular group of people. Organisations with a positive and strong culture can lead to a highly motivated and committed employee whereas a negative and weak culture may demotivate an outstanding employee to perform and end up with no achievement. According to Deloitte (2015), today's organisations live in an era where there is no more 'privacy'. Every corporate decision - which was once private - is immediately publicly exposed and debated; consequently, given such harsh spotlight an organisation's culture, either becomes a key competitive advantage – or its Achilles' heel. Culture becomes more critical because maximising the value of employees as intellectual assets requires a culture that promotes their intellectual participation and facilitates both individual and organisational learning, new knowledge creation and application, and willingness to share knowledge with others. In explaining one of the functions of culture, Saiyadin (2003) indicates that since culture facilitates induction and socialisation; it results in a newcomer imbibing the culture of the organisation, which changes his or her attitudes and beliefs to achieving an internalised commitment to the organisation. As such, as established by Deloitte(2015), culture and engagement now no more becomes just an HR issue but a business issue for all. Whereas culture emphasises on 'the way things are done around here' engagement is about 'how people feel about the way things work around here'(Global Human Capital Trends, 2016). The study affirms that both culture and engagement are critical to business performance, hiring, retention and innovation. It is also emphasised that relevant aspects of safety and higher levels of employee engagement are derived from the culture adopted by an organisation (Zeinab & Ji-Young, 2017; Anuj, 2017; Bakker, Albrecht & Leiter, 2011; Wolfgang, 2013).

In essence, leaders are admonished to focus on driving engagement through the right corporate culture in order to improve execution, retention and financial performance. Studies have further confirmed that organisations that actively manage their cultures typically have thirty-percent higher levels of innovation and 40% higher levels of retention. Also, companies with highly engaged workers outperform their peers by 147% in earnings per share and employees are 87%

less likely to leave (Global Human Capital Trends, 2016). It is of no wonder then that Hobfoll (2011) argues that the prevailing culture within an organisation affects the degree to which employees are engaged in their job for organisational survival. These give evidence that high levels of engagement could be an outcome of an effective corporate culture which could translate into high productivity. That is, when employees develop a positive attitude about the organisational culture in their firm, they tend to dedicate their energy and abilities, invest their time and efforts and also become mentally connected and much engaged in their work (Bakker, Albrecht & Leiter, 2011). In his study of accounting firms, Sheridan et al., (2002) found that these firms got their workers dedicated and engaged in their jobs, not because of the nature of attractive incentives given them but because their organisational culture was compatible with the employees' values. Culture, as indicated by researchers (Namrita & Yoginder, 2017; Brenyah & Obuobisa-Darko, 2017; Rehema, 2016; Joseph, 2016; Moela, 2016; Mary, Geoffrey, Daria & Ruth, 2015), is a driving force of engagement, as well as a significant source of competitive advantage; as such it becomes of importance to focus also on culture and how it influences employee engagement within organisations, especially in the public sector owing to the fact that, they work the arms of government and contribute immensely to the socioeconomic development of a country.

Though indications are clear on culture and engagement, most organisations do a poor job at assessing how their cultures are doing. Some either do not know or do not place value on the importance of assessing their cultures to determine its strength or weakness. And with a cursory observation, the case does not seem to be different in the Ghanaian context.

Over the decades, it appears employees working in the Ghanaian public sector exhibit lower levels of commitment which could even be said to account for many of the labour strikes and agitations among many of the public sector workers in Ghana and other parts of the world (Yavirach, 2012; Nanavi, 2016). It seems obvious that most employees are not engaged. For example, Manual, Gariba and Budu (2009) exhibited that the public sector of the economy faces a great challenge in maintaining a highly engaged workforce. Pupilampu (2010) also, indicates that majority of the public-sector workers in Ghana only see their jobs as a means to an end which is a reflection of low level of Engagement. Further, a study conducted by Turkson (2012) cited in Brenyah and Obuobisa-Darko (2017) revealed that the Ghanaian economy would have attained a developed economic status if public sector employees were highly committed and engaged just like the private sector. Indeed, a number of studies confirm that private sector employees are more engaged than public sector employees. Visits to a number of organisations in the public sector, show a workforce that is either 'idle', lackadaisical or 'unenthused' about what needs to be done. It is of no wonder then that government expenditure keeps rising but without commensurate productivity. The assumptions have been that private sector employees are more engaged than public sector employees. What could the private sector be doing differently from the public sector? As indicated earlier on, could the difference lie in 'the way of life of the organisation' (culture)? Given that public sector organisations, per their mandate are required to advance the greater public good, it suffices then, to look at culture and whether it could be used to leverage employee engagement within the Ghanaian public sector.

LITERATURE REVIEW

Organisational Culture

A well-established organisational culture can create a significant competitive advantage for an organisation (Mohelska & Sokolova, 2015). Ke and Wei (2007) stated that organisational culture affects an organisation's competitive position from having the highly motivated employees dedicated to shared goals; and establishing organisational competencies toward obtaining a competitive advantage (Jones, 2007). Organisational culture is the organisation's personality, expressed by its members through their behaviour (Martin, 2002; Schein, 2009). An organisational culture encompasses the shared, articulated, or not articulated values, beliefs, and behaviours that contribute to the unique social and psychological environment of an organisation (Haberberg & Rieple, 2008). Organizational culture is reinforced by artefacts, such as icons, stories, heroes, rites, and rituals reminding people of what an organisation stands for. This is backed up by efforts to measure behaviour and corrective actions when behaviours of some employees become unacceptable to the organisation (Kotter & Heskett, 2011). Cameron and Quinn (2011), as well as Schein (2010), depicted organisational culture as a basic measure of organisations' means of doing things, deciding, and administrative policies. Also, Luu (2013) defined organisational culture as the interaction among assumptions, values, and meanings in an organisation which builds momentum for its organisational members' achievements. Thus, the adoption of a type of culture by an organisation is helpful for the employees to efficiently do their work (Shahzad, Luqman, Khan, & Shabbir, 2012).

Dimensions of Culture

Researchers like Dauber, Fink and Yolles (2012) enumerated three approaches in studying organisational culture which includes the typological approach, the interrelated structure approach and the trait approach which is also known as dimensions of culture. The typological approach focuses on basic characteristics that group culture into specific categories and necessary for explaining the relationship between the categories (Dauber *et al.*, 2012). For example, Hellriegel, Slocum, and Woodman (2001) portray four sorts of cultures: bureaucratic culture; clan culture; an entrepreneurial culture; and market culture. Cameron and Quinn (2006) identify four types of culture as hierarchy culture, clan culture, market culture and adhocracy culture. These give a strategy for inspecting and comprehending organisational culture and represent different types of management philosophies or styles. These cultures help to depict how businesses are run or the beliefs of the founders of organisations.

The interrelated approach of organisational culture focuses on relating the concept of organisational culture to other constructs or characteristics of organisations, with less focus on single variables. According to Dauber *et al.* (2012), this approach often provides the theoretical underpinning for scientific research design. Further, the dimensional approach centres on the measurement of culture with scales that can be related to each other, enormously among dependent variances of interest (Dauber *et al.*, 2012); and various examples of models that consist of such dimensions are present in the literature. Marcoulides and Heck (1993) identified five dimensions of culture namely, organisational structure, organisational values, task organisation, organisational climate, and employee attitudes. Denison and Mishra (1995) identified four dimensions: involvement, consistency, adaptability, and mission. The study adopted the dimensional approach to organisational culture.

Employee Engagement

Several scholars and human resource practitioners of different backgrounds have defined and classified employee engagement in diverse ways. Though all these different conceptualisations have their place in literature, the current study focusses on Khan's (1990) emotional, cognitive and behavioural engagement dimensions. Kahn (1990) sees employee engagement as the harnessing of organisation members' selves to their work roles; expressing themselves physically, cognitively, and emotionally during role performances. He continues to infer that disengaged employees often have withdrawal tendencies from the performance of their roles and try to shield themselves emotionally, mentally and physically. Engaged employees are psychologically present at work. Based on his definition of engagement as Khan (1990) developed a model of engagement that hinged on three aspects namely; cognitive, emotional and physical. According to Knight (2011), the cognitive engagement of Khan (1990) constitute employees beliefs about organisational factors including how it is directed, by whom and the conditions existing within the organisation. For example, it is the priority of every worker to have the requisite equipment or skills to function well on a given job or task. Also, the working environment should be safe and protected from hazard. Tower (2003) argued that cognitive engagement portrays employees coming to admire the mission, values and objectives of a firm and conform to them, leading to a feeling of value by the firm and performing for the firm's progress. The Chartered Institute for Professional Development (CIPD, 2006) found that those who are absorbed in their work (cognitive engaged) are almost three times as likely to have six critical positive emotions at work which include; enthusiasm, cheerfulness, optimism, contentment, feeling calm and relaxed. Negative ones constitute miserable, worried, depressed, gloomy, tense or uneasy. Thomas (2007) emphasised that highly-engaged employees are characterised by readiness and willingness to direct personal energies into physical, cognitive, and emotional expressions associated with fulfilling required and discretionary work roles. Krug (2008) on the other hand, defined engagement as a motivational build that describes the capacity of the employee to feel part of the work process, not only regarding the physical process it entails but also emotionally and cognitively. These positive effects lead to the efficient application of work and business outcomes in the end. Macey and Schneider (2008) posited that employee engagement connotes involvement, commitment, passion, enthusiasm, focused effort, and energy, so it has both attitudinal and behavioural components which benefit organisations.

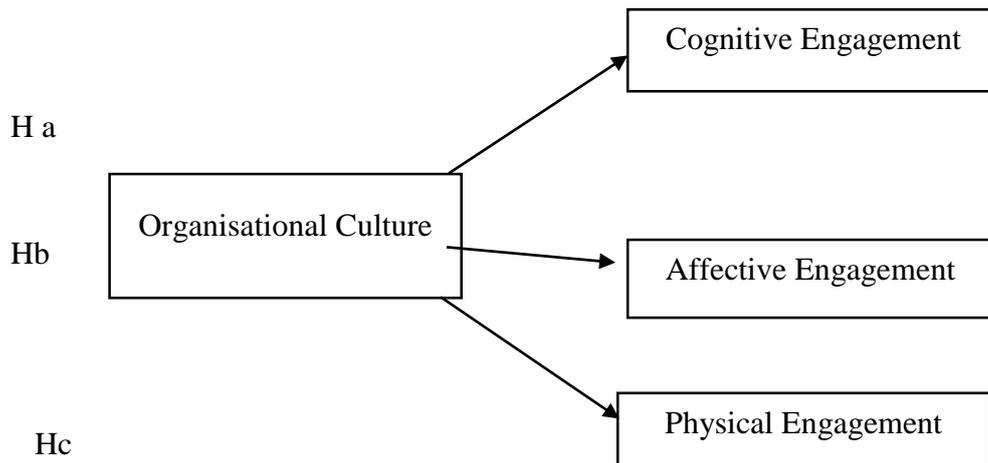
Mahatmya et al., (2012) posited that cognitive engagement involves the idea of investment, a "thoughtfulness and willingness to exert the effort necessary to comprehend complex ideas and difficult master skills" and is associated with self-regulation. Khan (1990) suggested that the sense of employees about organisational factors whether they have a positive or negative attitude about the organisation and management is known as the emotional (affective) engagement. These organisational factors include how the organisation is directed, by whom and the conditions existing within it. Towers (2003) also found that emotional factors connect to an individual's satisfaction and the sense of inspiration and affirmation they get from their work and from being a part of their organisation. For example, an essential element here is having a sense of personal accomplishment from one's job. Besides, whereby employees are not glad about the organisation's way of doing things, decisions and management practices, this can lead to a sense of disappointment which can influence employees' emotion and gradually decrease the level of engagement. He further emphasised on two aspects of affective engagement which are the individual's aspiration to remaining with the organisation and the amount of discretionary effort entailing going above and beyond their normal duties (Towers

Perrin, 2003; Robinson *et al.*, 2004). The behavioural dimension also consists of the physical strength used by individuals in accomplishing a task (s) within organisations (Khan, 1990). A good example is a job that demands a lot of energy or strength to accomplish. Shuck and Wollard (2010) revealed that an employee's cognitive, emotional, and behavioural engagement is directed toward organisational outcomes. Thus, it can be pointed out that employee engagement is related to rational processes of judgment, reasoning, perception and memory, as well as relating to feeling, emotion, mood and sensibilities that could aid and enhance organisational effectiveness. However, Shuck and Wollard (2010) further concluded that even though the concept of employee engagement still has some inconsistencies, such as types and levels of engagement, scholars agree that employee engagement has no physical properties but is manifested and often measured behaviorally. Kompas and Sridevi (2010) further posited that employees dedicating their cognitive, physical and emotional energy to the organisation in which they worked can contribute to the attainment of the organisational success. Finally, Parent and Lovelace (2015) state that when employees are engaged, everyone benefits because the employees feel that they can use their talents, develop fruitful relations and increase their efficiency through the relationships created.

Organisational Culture and Engagement

Researchers have shown fundamental relationships between different cultural types and a variety of specific organizational behaviors including the efficiency, effectiveness, and engagement of the employees, employee job satisfaction, employee involvement, turnover intentions, customer service, organizational profit, and market performance (e.g., Anuj, 2017; Rahma, 2016; Hartnell *et al.*, 2011; Lukas, Mohr, & Meterko, 2009). May, Gilson and Harter (2004) revealed that three psychological conditions - cognitive, physical, and emotional engagement - are affected by organisational culture; which, therefore, implies that an employee's cognitive, behaviour and emotional engagement is an outcome of the norms, beliefs and values of a firm. Ramlall (2008) suggested that it is possible to 'induce a sense of engagement' in employees since an organisation's culture is a potent driver of employee behaviour. Pawar (2009) surveyed the antecedents of employee engagement by which he regarded organisational culture and communication as most relevant. According to him, these antecedents have been recognised as precursors of employee engagement and considered to be the principal variable which constitutes vigour, absorption and dedication (Xanthopoulou, Bakker & Schaufelli, 2009). Further, Alarcon (2010) argued that work engagement has a relationship with several positive work outcomes, and that is why it is logical for organisations to nurture positive culture that accentuates continuous engagement by employees in their assigned tasks, with an idea to retaining them much longer than organisations that do not have much interest in engaging employees. Denison (2010) reported that employee engagement is an outcome of a well- established organisational culture.

From the literature review, a conceptual model and hypotheses were formulated.



Ha: There is a statistically significant relationship between organisational culture and cognitive engagement.

Hb: There is a statistically significant relationship between organisational culture and affective engagement.

Hc: There is a statistically significant relationship between organisational culture and behavioural engagement.

For the phenomenon of organisational culture and its effect on the three dimensions of engagement to be studied empirically, this conceptual model pulls together the relationship between the organisational culture and the three dimensions of employee engagement. Researchers have shown that creating a culture that values the sharing of ideas is essential for increasing employee engagement (Namrita & Yoginder, 2017; Brenyah and Obuobisa-Darko, 2017; & Denison, 2010). This study assumed that an improvement or reduction in an employee's cognitive, affective and behavioural engagement could be as a result of the culture of an organisation.

METHODOLOGY

The study was a descriptive approach. The accessible population of the study comprised of the three hundred and eighty-five (385) public service personnel precisely, the Techiman Municipal Assembly. They included junior and senior staff. The study determined the sample size which was hundred and ninety-two (192) using Bambale (2014) formula at a confidence interval of 95% as given below:

$$n = \frac{(N)(P)(1 - P)}{(N - 1) \left(\frac{B}{C}\right)^2 + (P)(1 - P)}$$

Where,

n= Sample size

N= Population size (385)

P= Proportion of population expected (50%)

B =Acceptable marginal of error (5%)

C = Z statistic with 95% confidence level (1.96)

For the population of 385,

$$n = \frac{(385)(0.5)(1 - 0.5)}{(385 - 1) \left(\frac{0.05}{1.96}\right)^2 + (0.5)(1 - 0.5)}$$

$$n = \frac{(385)(0.5)(0.5)}{(384) \times 0.000651 + (0.5)(0.5)}$$

$$n = \frac{(385)(0.5)(0.5)}{(384) \times 0.000651 + (0.5)(0.5)}$$

$$n = \frac{96}{0.24998 + 0.25} = \frac{96}{0.49998} = 192.0077 = 192$$

Convenience sampling technique was used to select respondents for the study. The choice of the convenience sampling technique was to assist the selection of respondents who were available and willing to participate in the study at the time of data collection. The Organizational Culture Assessment Instrument (OCAI) developed by Cameron and Quinn (1998) which consisted of 24 items was adopted for the study. Employee engagement was measured in terms of the cognitive, behavioural/physical and affective dimensions. Thus, Rich, LePine, and Crawford's (2010) employee engagement assessment tool was employed for the study. The scale consisted of 18 items measuring the cognitive, behavioural and affective engagement. All the questionnaires were based on four-point Likert scale.

RESULTS

To examine the relationship between organisational culture and the three engagement dimensions (cognitive engagement, behavioural and affective) the organisational culture variable was computed by averaging all responses on organisational culture constructs. The same was done for cognitive engagement, behavioural engagement and affective engagement constructs and then a simple regression was adopted.

Descriptive Statistic on the Independent Variable and the Dependent Variables.

To test the hypotheses H_a, H_b, and H_c descriptive statistics and stepwise regression were calculated as illustrated in Table 1.

Table 1: Descriptive Statistics on the variables understudy

	Mean	Std. Deviation	N	Pearson correlation (one tail)	n
				Organisational Culture	
CE	2.91	.411	192	.489	192
AE	2.750	.381	192	.397	192
BE	2.82	.286	192	.512	192
ORC	2.78	.265	192	1.000	192
Sig. (one tail)				.000	192

Source: Field Survey, 2018.

Table 1 summarises descriptive statistics for the cognitive engagement, affective engagement, behavioural engagement and organisational culture. Results, as shown in Table 1, demonstrates that cognitive engagement had the highest mean value (2.91) with behavioural engagement as the next having a higher mean value of 2.81. Organisational culture and affective engagement were followed by mean values of 2.78 and 2.75 respectively.

Organisational Culture and Cognitive Engagement

This section examined the relationship between association between organisational culture and cognitive engagement. A summary of organisational culture as the independent variable and cognitive engagement as the dependent variable is presented in Tables 2, 3 and 4.

Table 2: Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.489 ^a	.239	.235	.360

a. Predictors: (Constant), Organisational Culture

In Table 2, the model summary is presented. R is the correlation coefficient for the simple regression of independent variable and the dependent variable, with a value of .489. This value (48.9%) demonstrates a good correlation. The R-square value also known as the coefficient of determination displayed in Table 2 indicates that 23.9% of the variation in the dependent variable (cognitive engagement) is explained by the independent variable (organisational culture). Also, comparing the standard error of the estimate (.360) in the model summary Table 2 to the standard deviation (.265) as illustrated in the descriptive statistics Table 1 indicates a further measure of the strength for the model fitness. Both values are close which show the strength of the linear association between organisational culture and cognitive engagement.

Table 3: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	7.736	1	7.736	59.746	.000 ^b
Residual	24.600	190	.129		
Total	32.336	191			

a. Dependent Variable: Cognitive Engagement

b. Independent Variable: Organisational Culture

From the ANOVA Table 3, it could be seen that the high value of F statistic (59.746) denote that there is a significant positive relationship with the dependent variable. This was supported by a probability value of .000 which inferred that the overall model was significant and the variation explained by the model was not by chance.

Table 4: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	.800	.274		2.924	.004
	Organisational culture	.759	.098	.489	7.730	.000

a. Dependent Variable: cognitive

The standardised regression coefficient or beta value (Table 4) also connotes a significant positive relationship between organisational culture and cognitive engagement ($\beta=.489$, Sig. =.000). This implies that if an organisation emphasises on its culture, employees will perceive cognitive engagement enthusiastically. The hypothesis which states that there is a statistically significant relationship between organisational culture and cognitive engagement could, therefore, be accepted.

Organisational Culture and Affective Engagement

The section discusses results on the relationship between organisational culture and affective engagement. Results are presented in Tables 5, 6 and 7.

Table 5: Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.397 ^a	.157	.153	.350

a. Predictors: (Constant), Organisational Culture

In the model summary Table 5, the immense value of R (.397) indicates a healthy relationship between the independent and dependent variables. The R-squared of .157 shows that 15.7% of the variation in the dependent variable (affective engagement) could be explained by the

predictor variable (organisational culture). The smaller standard error of .350 implies a more reliable projection between the variance. Besides, both standard error of the estimate (.350) in the model summary Table and the standard deviation (.265) in the descriptive statistics Table (Table 1) are close portraying the strength of the linear association between organisational culture and affective engagement.

Table 6: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.351	1	4.351	35.474	.000 ^b
	Residual	23.305	190	.123		
	Total	27.656	191			

a. Dependent Variable: Affective

b. Predictors: (Constant), Organisational Culture

The high value of F statistic (35.474) in the ANOVA Table (Table 6) also shows the model fitness of the regression model. Since the significant value of .000 is less than .005, it means that the variation explained by the entire regression model is fit but not by chance, and therefore the independent variable has the capability of predicting the dependent variable.

Table 7: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.171	.266		4.397	.000
	Organisational Culture	.569	.096	.397	5.956	.000

a. Dependent Variable: Affective

The beta value in Table 7 also shows a significant positive relationship between organisational culture and affective engagement ($\beta=.397$, Sig. =.000). This reveals that if an organisation enhances its culture, employees will also perceive organisational activities favourably. The hypothesis which states that there is a statistically significant relationship between organisational culture and affective engagement could, therefore, not be rejected.

Organisational Culture and Behavioural Engagement

To find the relationship between organisational culture and behavioural engagement, all organisational culture sub-constructs were averaged to form one variable (organisational culture) and regressed with the average of behavioural engagement sub-constructs (behavioural engagement). Table 8, 9 and 10 present the description.

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.512 ^a	.262	.258	.246

a. Predictors: (Constant), Organisational culture

The significant value of R (.512) demonstrates a healthy relationship between the independent and dependent variables as presented in Table 8. The R-squared of .262 indicates that 26.2% of the variation in the dependent variable (behavioural engagement) could be explained by the independent or predictor variable (organisational culture). The smaller standard error of .246 suggests more reliable prediction between the variance. Also, both standard error of the estimate (.246) in the model summary Table (Table 8) and the standard deviation (.265) in the descriptive statistics Table (Table 1) are close, revealing the strength of the linear association between organisational culture and behavioural engagement.

Table 9: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.091	1	4.091	67.418	.000 ^b
	Residual	11.529	190	.061		
	Total	15.620	191			

a. Dependent Variable: organisational culture

b. Predictors: (Constant), Behavioural engagement

The high value of F statistic (67.418) in the ANOVA Table (Table 9) also demonstrates that the overall model was significant. Since the significant value of .000 is less than .005, it means that the variation explained by the entire regression model is fit and not by chance, and therefore the independent variable (organisational culture) has the capability of predicting the dependent variable (behavioural engagement).

Table 10: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	1.285	.187		6.860	.000
	ORC	.552	.067	.512	8.211	.000

a. Dependent Variable: Behavioural

The beta value in Table 10 shows a significant positive relationship between organisational culture and behavioural engagement ($\beta=.512$, Sig. =.000). This implies that as organisational culture increases, behavioural engagement also increases and vice versa. Therefore, the hypothesis which states that there is a statistically significant relationship between organisational culture and behavioural engagement could be accepted. This implies that the more the Municipal assembly enhances organisational culture activities, the more employees will be physically engaged.

DISCUSSIONS AND FINDINGS

Organisational Culture and Cognitive Engagement

In assessing the relationship between organizational culture and cognitive engagement, it was discovered that there exists a consistent correlation between organisational culture and

cognitive engagement ($\beta=.489$, $p\text{-value}=.000$) as the $p\text{-value}$ was below $.005$. The R-square value of $.239$ also demonstrates that 23.9% of the variation in the dependent variable (cognitive engagement) is explained by the independent variable (organisational culture). The enormous value of F statistic (59.746) with a significant value of $.000$ identify a relevant association between organisational culture and cognitive engagement. This gives the indication that where organisational culture which is characterised by the attitudes, values, beliefs, and behaviours that are shared by a particular group of people are enhanced and emphasized (Deresky, 2006; Kessapidou & Varsakelis, 2002; Lee & Yu, 2004), employees will come to comprehend their role and duty well, fueling the act of engagement and resulting in organisational success. Hence, when the assembly tremendously embraces organisational culture mechanisms like beliefs, norms, and values, employees will come to admire and conform to them, This finds support in Tower's (2003) submission that, once employees come to accept the mission, values and objectives of a company and conform to them, it results in employees feeling valued by the organisation and thereby performing for its success.

Organisational Culture and Affective Engagement

The study proves a statistically significant relationship between organisational culture and affective engagement ($\beta=.397$, $\text{Sig}=.000$). The R-squared of $.157$ presented that 15.7% of the variation in the dependent variable (affective engagement) could be explained by the predictor variable (organisational culture). The high value of F statistic (35.474) associated with the $p\text{-value}$ of $.000$ reveals that the variation explained by the entire regression model is fit but not by chance, and therefore the independent variable has the capability of predicting the dependent variable. It is thus, deduced that, improvement in organisational culture will result in employees going above and beyond their job descriptions to enhance organizational success. This finds support in Towers'(2003) submission that organisational culture when imbibed by organizational members, result in emotional factors connected to an individual's personal satisfaction, sense of inspiration and affirmation derived from being part of the organization. an increase in affective engagement. Saiyadin (2003) indicates that since culture facilitates induction and socialisation; it results in a newcomer imbibing the culture of the organisation, which changes his or her attitudes and beliefs to achieving an internalised commitment to the organisation.

Organisational Culture and Behavioural Engagement

Various authors have emphasised This indicates that the day-to-day business activities displayed by members within the organisation and the required physical strength to complete a job are influenced by culture. As a result, this study sought to find out the correlation between organisational culture and behavioural engagement. The study presented a statistically positive relationship between organisational culture and behavioural engagement ($\beta=.512$, $\text{Sig}=.000$). The R-squared of $.262$ demonstrates that 26.2% of the variation in the dependent variable (behavioural engagement) could be explained by the independent or predictor variable (organisational culture). The high value of F statistic (67.418) connected with a significant value of $.000$ declares that the variation explained by the entire regression model is fit and not by chance, and therefore the independent variable (organisational culture) has the capability of predicting the dependent variable (behavioural engagement). It is therefore, concluded that appropriate organisational practices when in place, inspire employees willingness to act in specific ways that results in more productive organisational behaviours. This is confirmed by Schermerhorn, Hunt and Osborn (2008) who emphasized that a system of shared actions, values, and beliefs that flourish within an organisation end up guiding the behaviour of its

members. This is the reason why Alarcon (2010) argued it is logical for organisations to nurture positive culture that accentuates continuous acts of engagement by employees in their assigned task, with an idea to retaining them much longer than organisations that do not have much interest in engaging employees.

CONCLUSION AND RECOMMENDATIONS

The study has demonstrated a statistically positive association between organisational culture and the three dimensions of employee engagement (cognitive, affective and behavioural). Consequently, it could, therefore, be concluded that when organisational culture mechanisms are tremendously encouraged by the Municipal Assembly, there will be a commensurate increase in highly-engaged employees who are characterized by readiness and willingness to direct personal energies into physical, cognitive, and emotional expressions associated with fulfilling required and discretionary work roles (Thomas, 2007). That is to say that, the stronger the company's culture, the better employees would understand what is expected of them and what they are working toward. They are, therefore, likely to develop the passion and commitment to a company. It is thus, recommended that emphasis be placed on organisational culture facets like employee development, teamwork, and collaboration to nourish employees cognitive abilities and improve their physical engagement. Management in the public sector must begin to make Employee engagement strategic by incorporating them into its human resource plans; instil a sense of belongingness and ownership in their employees, by clearly defining and ensuring a favourable corporate culture and emphasising assumptions and beliefs that are shared by members to assist in improving their collaboration with the mission, values and goals of the organisation. These, when done, is sure to increase their sense of belonging, pride and eagerness to work beyond their job descriptions.

Future Research

It is established in literature that nothing suggests that engagement models relevant to the private sector do not have a direct applicability to the public sector also. Therefore, further research may look into the success stories of the private sector, in respect of employee engagement practices and determine whether it would be practical to apply same in the Ghanaian public sector. Also, studies comparing Engagement levels in both private and public sectors in Ghana is scanty thus, looking into this could also give a better picture on the issues of employee engagement in Ghana.

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