

## EXAMINING THE MEDIATING ROLE OF ORGANIZATIONAL CULTURE IN THE RELATIONSHIP BETWEEN LEADERSHIP PRACTICES AND EMPLOYEE ENGAGEMENT

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### Abstract

**Aim/Purpose:** - The aim of the descriptive research study was to investigate the mediating role of organizational culture in relationship between the leadership practices and the employee engagement. The various leadership practices for organizational effectiveness include: communication, employee empowerment, work-life balance of employees, performance feedback system, training and development practices which are implemented in the organization for employee wellbeing followed by the mediating factor include organizational culture which shapes the employee attitudes and behaviours within the workspace. The positive attitude which is very much essential for productive work environment. The culture explores a complex system of values, beliefs, norms, practices which are followed in the workplace which influence the overall work environment of the organization. The employee engagement explains the commitment and dedication of the employees towards their work in the organization. Therefore, the present research explores the mediating role of organizational culture in relationship between the leadership practices and employee engagement. **Findings:** - The outcome of the research witnessed that the organizational culture have shown significant ( $p < .000$ ) with the engagement and the model witnessed that there is a full mediation as the antecedents of leadership practices have shown significant relationship the culture followed by engagement. **Research methodology/Approach/Design:** - It is a descriptive research design and collected 400 responses by developing a questionnaire on Likert Scale. **Sampling Technique:** - Applied simple random sampling technique to collect the opinion from various respondents. **Statistical Technique:** - Applied both descriptive and inferential statistics. It includes Mean, SD, Correlation, regression and Structural Equation Algorithm. All the values in the assessment like: GFI, AGFI, NFI, TLI, CFI are  $> .80$  and RMSEA  $< .08$  and the Chi-Square ( $p < .000$ ). **Generalization:** - The outcome of the research can be generalized under any phenomenon where need arises to assess the employee engagement with the help of organizational culture and antecedents of leadership practices in the organization.

**Keywords:** Organizational Culture, Leadership Practices, Employee Engagement, Mediation Analysis, Structural Equation Modeling, Human Resource Management, Organizational Behavior.

### INTRODUCTION

In the contemporary days employee engagement is very much essential for survival of an organization. The engagement of an employee depends on employee motivation and job satisfaction. Apart from this, the leadership practices followed in the organization and organizational culture also very much essential.

The type of the leadership style like: transformational leadership, transactional leadership and participative leadership style and other leadership styles are very much

essential for employee wellbeing in the organization. There are various leadership practices like: communication process, employee empowerment, work-life balance, performance feedback system, training and development programs and other practices of leadership are very much essential for healthy work atmosphere followed by the positive organizational culture for supportive work environment and to achieve the organizational goals and objectives in the stipulated time duration is very much essential for long-run survival of an organization.

The employee engagement explores the morale, commitment and dedication of an employee towards attainment of organizational objectives. Therefore, the role of leadership and organizational culture plays a crucial role for the employee engagement and long-run survival of an organization. The present research explores and examines the mediating role of organizational culture in the relationship between the leadership practices and employee engagement in the organization.

## REVIEW OF LITERATURE

The success of an organization is closely associated with the contributions and efforts made by the employees, in which they are more responsible. If the employees are more committed, they will create a productive work atmosphere in the organization and adhere to ethical practices, facilitating the achievement of organizational goals for long-term sustainability (Robbins & Judge, 2017).

Unique research suggests that organizational culture might not directly impact employee organizational performance, but employee commitment in the workplace has a greater impact on employee performance, enhancing productivity (Huda & Farhan, 2019). Another study in HRM practices explains that organizational commitment and culture influence employee performance in the workplace. Organizational culture is crucial for employee performance, leading to organizational performance in the short and long run (Halilintara & Sobirin, 2022).

Organizational culture, as defined by Schein (2010), is a pattern of assumptions learned within an organization, facilitating problem-solving and understanding the organizational climate, including the internal and external environment. Kava et al. (2018) conducted research on organizational culture's influence on anti-smoking initiatives at small workplaces, highlighting its role in organizational practices.

Scammon et al. (2014) studied the association between organizational culture and provider satisfaction, emphasizing the impact of culture on satisfaction levels. Körner et al. (2015) explored the relationship between organizational culture, teamwork, and job satisfaction in interprofessional teams, indicating the importance of culture in team dynamics and satisfaction.

Scott-Findlay and Estabrooks (2006) conducted a literature review mapping organizational culture research in nursing, providing insights into cultural influences in healthcare settings. Lund (2003) studied the relationship between organizational culture and job satisfaction, shedding light on how culture affects employee satisfaction levels in business environments.

Lund (2003) also conducted research on organizational culture and job satisfaction, providing valuable insights into the relationship between culture and employee satisfaction in organizational settings. The organization culture and climate are an

experience-based phenomenon that includes observation, experience, and making sense of the organization's work environment. Therefore, culture can be learned and experienced (Berson & Linton, 2005).

The organization culture includes values, beliefs, norms, behaviors, and practices of employees within the organization. Literature indicates that employee job satisfaction, overall health, happiness, and performance often depend on a positive organizational culture (Jen-Te Yang, 2007).

A positive organizational culture has a significant impact, while a negative culture can decrease employee morale, increase turnover, damage the organization's reputation, and lead to low productivity and performance (Schneider et al., 2011). Organizational culture shapes employee behavior, communication, decision-making, and overall organizational success, emphasizing the importance of a positive organizational atmosphere (Sarala & Vaara, 2020).

Employee interactions and behavior can be influenced by organizational culture, affecting problem-solving ability, decision-making skills, communication, and employee commitment (Bernthal & Banister, 2020). Research by the University of Warwick found that happy employees are more productive, with a productivity increase of approximately 12% compared to unhappy employees (Cameron et al., 2020). A positive culture among employees can reinforce beliefs and attitudes, contributing to organizational well-being and productivity (Sisodia et al., 2018).

Organizational outcomes and productivity depend significantly on organizational culture, which also impacts employee well-being and financial performance (Oswald et al., 2015). Leading culture change in organizations is crucial for success and sustainability (Chatman & Cha, 2020). It's essential to consider the dark side of organizational culture, as negative aspects can also impact organizational behavior and outcomes (McCune & Peterson, 2021). The present research study aimed at answering the following research questions (RQs):

***RQ1. How does leadership practices shape the organizational culture?***

***RQ2. How does leadership practices strengthen the employee engagement?***

***RQ3. How does organizational culture mediate positively in between leadership practices and employee engagement?***

This study makes two contributions to the literature on employee engagement. The leadership practices with organizational commitment which is direct effect. More specifically, the leadership practices include (organizational communication, employee empowerment, work life balance, performance feedback, training and development) with respect to employee engagement followed by the in-direct effect from leadership practices to organizational culture and employee engagement. Therefore, these assessments make the meaningful understanding of the model.

## **1. Factors in the Present Model**

The factors in the model categorized into three ways. They are Independent, Mediating and dependent. culture as a mediating factor and the employee engagement as a dependent factor. The employees must be treated as pillars of every organization, so effective leaders must have skills to learn them successfully in the organization (Lynda, Mary & Mertis, 2000).

The leadership is an obligatory position which holds various functions like: develop, live and make people efficient in the competitive world (Firestone, 1996). One should have multiple skills and flexibility to change and adapting the style of leadership (Goleman, 2000). The leader in the organization should have understandable to each other and should have leading skills to lead the mob (James, Richard & Anthony et al. 2011).

## 2. Theoretical Background and Hypothesis Development

The present research study aims to explore the mediating role of organizational culture in relationship between the antecedents of leadership practices and the employee engagement. The leadership practices include organizational communication practices, employee empowerment, work life balance of employees, performance feedback systems, training and development practices and as per literature there are many other factors which are directly linked with the employee job satisfaction, commitments and employee engagement. The following hypothetical relationship among the constructs for employee engagement in the contemporary context. The relationship can be built in two ways which include: direct and in-direct effect among the constructs.

### 2.1 Hypothesis Development

*H<sub>1</sub>(a): Significant positive relationship between leadership practices and employee engagement in the organization.*

*H<sub>2</sub>(a): Significant positive relationship between leadership practices and positive organizational culture*

*H<sub>3</sub>(a): The Organizational culture mediates the relationship between organizational leadership and employee engagement in the organization.*

H<sub>1</sub>(a): Significant positive relationship between leadership practices and employee engagement in the organization. It is witnessed from the literature that leadership plays crucial role to strengthen the skills, knowledge, ability and individual know-how in the organization. Therefore, the many other factors which influence a lot towards employee engagement followed by the employee job satisfaction also one of the factors for employee engagement. Therefore, bringing employee commitment and employee engagement is a big task for employee long-run survival of an organization.

H<sub>2</sub>(a): Significant positive relationship between leadership practices and positive organizational culture. The culture which is being followed by the employees in the organization is greatly influenced by the leadership practices which are being implemented by the leader in the organization. Therefore, the positive culture and employee motivation, commitment and engagement of employee purely relies on the leadership practices which are being implemented in the organization.

H<sub>3</sub>(a): The Organizational culture mediates the relationship between organizational leadership and employee engagement in the organization. The model explores two different types of effects. They are direct and in-direct effect. The direct effect explains the relationship between the independent and dependent factors and the in-direct effect explains, the mediating effect in the organization. Therefore, the organizational culture which positively mediates the relationship between the antecedents of leadership practices in the organization and the employee engagement.

**Table 1: Correlation Matrix of Antecedents of Leadership Practices, Culture and Employee Engagement**

	EEI	EE	OCP	OCC	PFS	TDP	WLB	N	Mean	SD
EEI	1.000							352	3.9503	.66400
EE	0.778**	1.000						352	3.9929	.57885
OCP	0.834**	0.778**	1.000					352	3.9375	.64660
OCC	0.715*	0.862*	0.753*	1.000				352	3.9467	.59602
PFS	0.617	0.750*	0.654*	0.713*	1.000			352	3.8821	.66073
TDP	0.706	0.709*	0.741*	0.679	0.701*	1.000		352	3.7926	.69923
WLB	0.739	0.723	0.761*	0.650*	0.620	0.685*	1.000	352	3.9567	.59473

Sources: Filed Survey

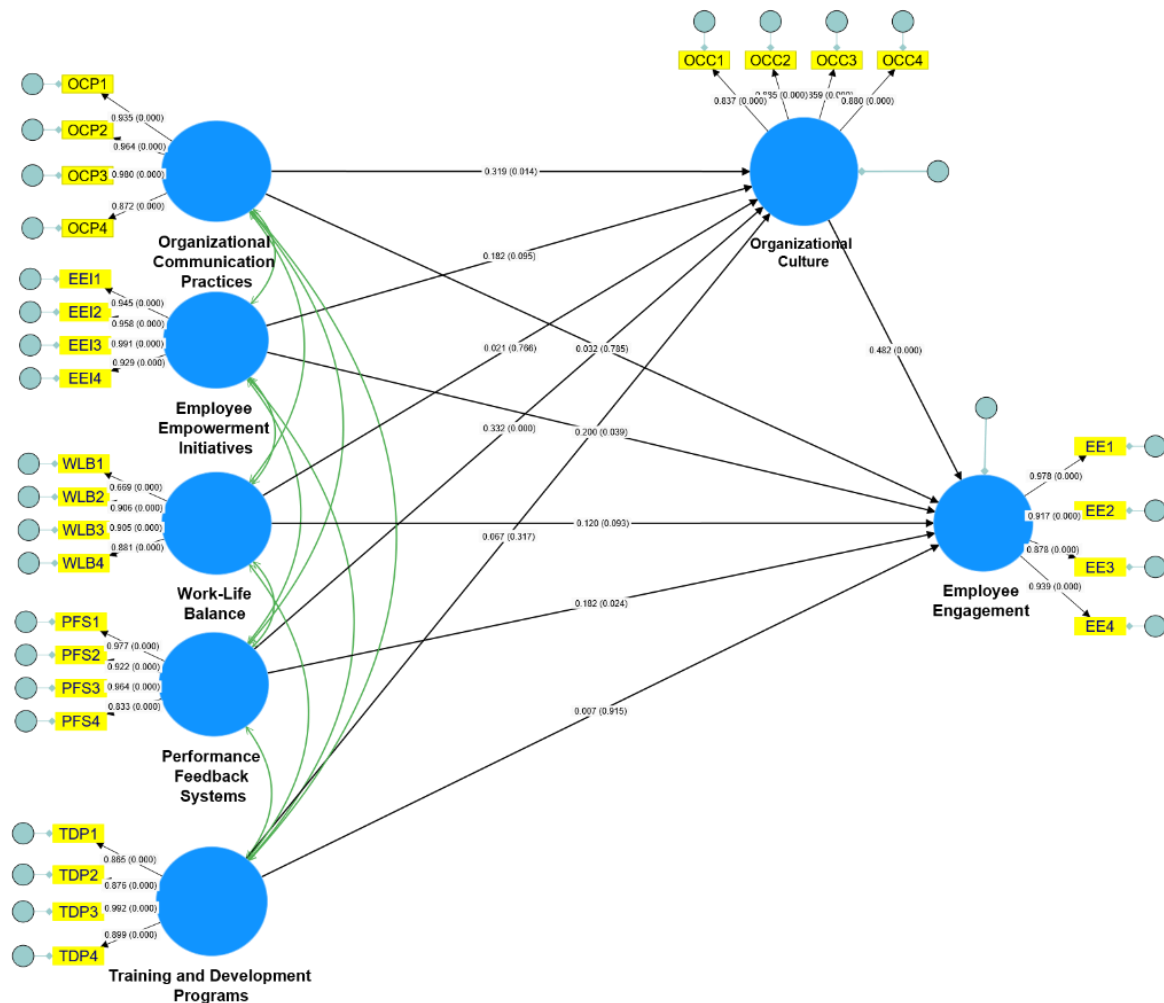
Significant at 5%

The correlation matrix has shown the significant relationship among the antecedents of leadership practices, culture and employee engagement. There is a strong positive correlation between Employee Empowerment Initiatives (EEI) and Employee Engagement (EE) ( $r = 0.778$ , Mean = 3.9503, SD = 0.66400), values proved that the employee empowerment is strongly associated with higher levels of engagement. Similarly, Organizational Communication Practices (OCP) show a strong positive correlation with EE ( $r = 0.834$ , Mean = 3.9929, SD = 0.57885), emphasizing the effective communication which fosters the employee engagement.

The positive organizational culture can be developed with the employee feedback mechanism in the organization ( $r = 0.753$ , Mean = 3.9467, SD = 0.59602), suggesting that a positive culture contributes to effective feedback mechanisms. Additionally, Training and Development Programs (TDP) and Work-Life Balance Policies (WLB) exhibit a positive correlation ( $r = 0.685$ , Mean = 3.7926, SD = 0.69923), highlighting that investing on employee skill enhancement and supporting for employee work-life balance are the essential aspects for organizational success which facilitates for long-run survival.

The employee engagement will have positive association with the organizational culture ( $r = 0.862$ , Mean = 3.9375, SD = 0.64660), reinforcing the impact of a positive culture on engagement levels. PFS and TDP have a positive relationship ( $r = 0.701$ , Mean = 3.8821, SD = 0.66073), indicating that feedback mechanisms are often complemented by training initiatives. Furthermore, WLB is positively correlated with EE ( $r = 0.739$ , Mean = 3.9567, SD = 0.59473), indicating that policies supporting work-life balance can enhance employee engagement.

Therefore, from the all factors the employee engagement will be influenced by the leadership practices and positive culture development. Therefore, the factors included in the model have shown the significant relationship with the remaining all other factors.



**Figure 1: Structural Equation Model for Study Variables of Employee Engagement, Organizational Culture and Leadership Practices (Path Co-Efficients and Sig.values)**

The above diagram will explain the direct and in-direct relationship among the various factors included in the model. The employee empowerment showing moderate positive impact on Employee Engagement, with a statistically significant path coefficient of 0.2 and a p-value of 0.039. As per the assessment Organizational Communication Practices, however, show positive association with Employee Engagement (coefficient of 0.032) with statistically in-significant (p-value = 0.785).

Conversely, Organizational Communication Practices strongly influence Organizational Culture, indicated by a significant coefficient of 0.319 (p-value = 0.014). Therefore, it is evident from the research that the communication practices are very much essential for the positive culture development. Additionally, Performance Feedback Systems and Organizational Culture display a robust positive relationship (coefficient of 0.332, p-value = 0), the training and development practices might not be influencing factor for employee engagement in the organization (coefficient = 0.007, p-value = 0.915) and Organizational Culture (coefficient = 0.067, p-value = 0.317).

Work-Life Balance shows a weak positive effect on Employee Engagement (coefficient = 0.12, p-value = 0.093) and minimal influence on Organizational Culture (coefficient = 0.021, p-value = 0.766). Therefore, from the overall the effective communication and

associated factors playing a prominent role for employee engagement. For every one unit increase in Employee Empowerment Initiatives, there is a 0.2 unit increase in Employee Engagement, and this relationship is statistically significant at  $p < 0.039$ .

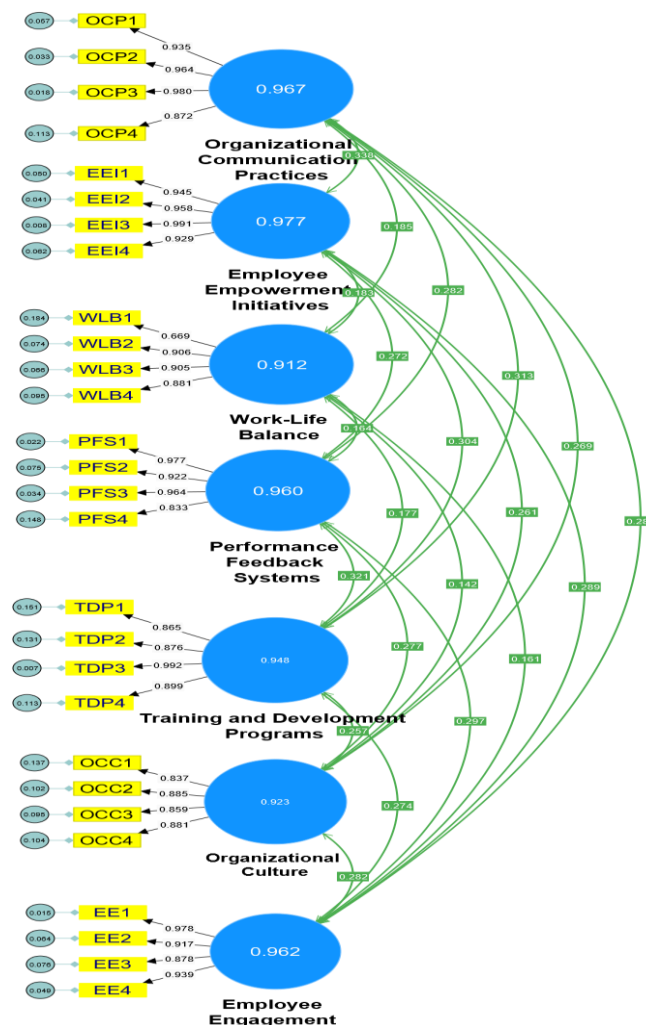
Employee Empowerment Initiatives are therefore crucial drivers of enhanced employee engagement within organizations. Similarly, Organizational Communication Practices exhibit a moderate positive impact on Organizational Culture, with a one-unit increase resulting in a 0.319-unit increase, and this relationship is statistically significant at  $p < 0.014$ . This highlights the pivotal role of effective communication strategies in shaping the cultural fabric of an organization.

**Table 2: Mean, SD, Factor Loadings, Cronbach's & Composite Reliability, Average Variance Extractions (AVE) and Discriminant Validity (DV)**

Variables	N	Mean	Std. Deviation	Factor Loadings	Cronbach's Alpha (Standardized)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)	Discriminant Validity Value (DV)
OCC1	352	3.9290	.67774	0.837	0.922	0.923	0.749	0.674
OCC2	352	3.9347	.68666	0.885				
OCC3	352	3.9688	.60070	0.859				
OCC4	352	3.9545	.68203	0.880				
EE1	352	3.9489	.68163	0.945	0.977	0.977	0.914	0.897
EE2	352	3.9432	.70178	0.958				
EE3	352	3.9631	.68878	0.991				
EE4	352	3.9460	.67511	0.929				
WLB1	352	3.9574	.62785	0.669	0.906	0.912	0.716	0.681
WLB2	352	3.9489	.64733	0.906				
WLB3	352	3.9773	.62661	0.905				
WLB4	352	3.9432	.63798	0.881				
PFS1	352	3.8324	.70228	0.977	0.958	0.960	0.857	0.633
PFS2	352	3.8920	.70791	0.922				
PFS3	352	3.8722	.69849	0.964				
PFS4	352	3.9318	.69668	0.833				
TDP1	352	3.7642	.77612	0.865	0.950	0.948	0.827	0.683
TDP2	352	3.7869	.75300	0.876				
TDP3	352	3.8438	.70490	0.992				
TDP4	352	3.7756	.76845	0.899				
OCP1	352	3.9403	.67463	0.935	0.966	0.967	0.881	0.869
OCP2	352	3.9375	.68068	0.964				
OCP3	352	3.9517	.67131	0.980				
OCP4	352	3.9205	.68723	0.872				
EE1	352	4.0256	.59142	0.978	0.977	0.977	0.914	0.898
EE2	352	3.9801	.63797	0.917				
EE3	352	3.9830	.57462	0.878				
EE4	352	3.9830	.64472	0.939				

The factor loadings reveal the strength of association between observed variables and their respective latent factors in the organizational context. Organizational Communication Practices (OCP) indicators such as OCP1 (0.935), OCP2 (0.964), OCP3 (0.980), and OCP4 (0.872) exhibit high positive correlations, indicating their robust representation of communication strategies and protocols within the organization. Therefore, it is witnessed from the factor loadings that the communication practices which are being implemented in the organization plays a significant role to overcome the problem of employee engagement in the organization. Performance Feedback Systems (PFS) variables like PFS1 (0.977), PFS2 (0.922),

PFS3 (0.964), and PFS4 (0.833) also show strong positive correlations, reflecting effective feedback mechanisms and systems. The employee feedback mechanisms also play a prominent role for employee engagement in the organization. Organizational Culture (OCC) indicators OCC1 (0.837), OCC2 (0.885), OCC3 (0.859), and OCC4 (0.881) demonstrate moderate to high positive correlations, highlighting organizational values, norms, and cultural climate. Training and Development Programs (TDP) variables TDP1 (0.865), TDP2 (0.876), TDP3 (0.992), and TDP4 (0.899) exhibit high to very high positive correlations, indicating impactful training initiatives and development programs. Therefore, it is witnessed from the survey that all the factors of leadership practices, organizational culture and employee engagement are essential for employee job satisfaction and commitment to sustain in the long-run.



**Figure 2: Confirmatory Factor Analysis of Employee Engagement**

Employee Engagement (EE) indicators EE1 (0.978), EE2 (0.917), EE3 (0.878), and EE4 (0.939) show very high positive correlations, reflecting high levels of employee engagement, motivation, and commitment. Employee Empowerment Initiatives (EEI) variables EEI1 (0.945), EEI2 (0.958), EEI3 (0.991), and EEI4 (0.929) demonstrate high to very high positive correlations, indicating effective empowerment initiatives and support systems for employees. Work-Life Balance (WLB) indicators WLB1 (0.669), WLB2 (0.906), WLB3 (0.905), and WLB4 (0.881) exhibit moderate to high positive

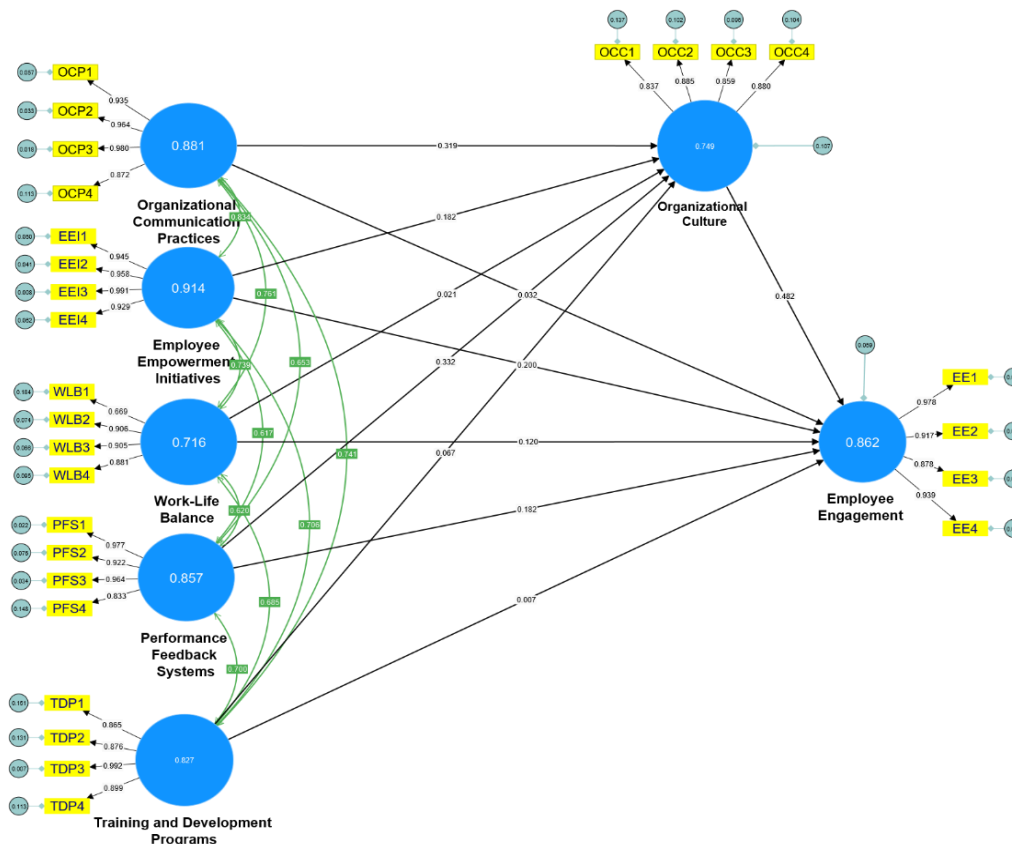


correlations. Therefore, all the factors have captured high loadings with respect to each factor.

**Table 3: Fornell-Larcker Criterion**

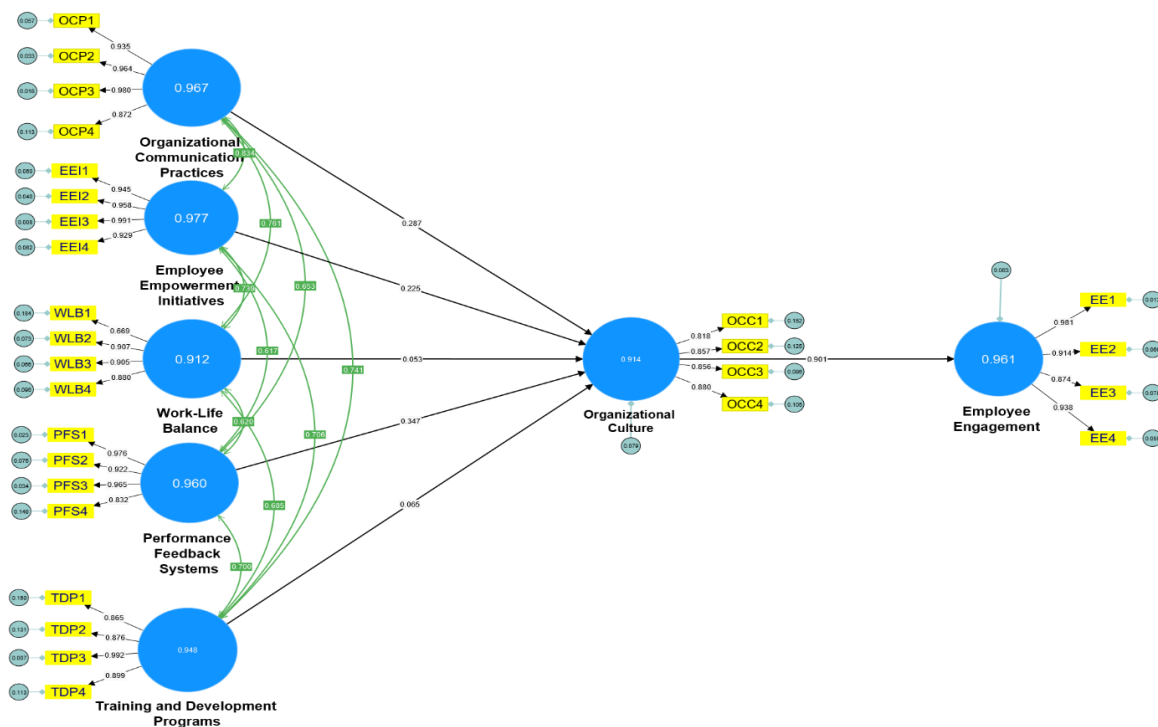
	EEI	OCP	OC	PFS	TDP	WLB
EEI	0.956					
EE	0.778					
OCP	0.834	0.939				
OCC	0.715	0.753	0.865			
PFS	0.617	0.653	0.713	0.926		
TDP	0.706	0.741	0.679	0.7	0.909	
WLB	0.739	0.761	0.65	0.62	0.685	0.846

The Fornell-Larcker criterion table illustrates the discriminant validity of constructs in the model, where the diagonal values represent the square root of the Average Variance Extracted (AVE) for each construct. With an AVE of 0.956 for Employee Empowerment Initiatives (EEI), 0.778 for Employee Engagement (EE), 0.939 for Organizational Communication Practices (OCP), 0.865 for Organizational Culture (OC), 0.926 for Performance Feedback Systems (PFS), 0.909 for Training and Development Programs (TDP), and 0.846 for Work-Life Balance (WLB), all diagonal values exceed the corresponding off-diagonal values, indicating that each construct has good discriminant validity. This suggests that EEI, EE, OCP, OC, PFS, TDP, and WLB are distinct and reliably measure unique aspects within the model, highlighting their individual contributions without significant overlap with other constructs.



**Figure 3: Structural Equation Model for Study Variables of Employee Engagement, Organizational Culture and Leadership Practices (Measurement Model)**

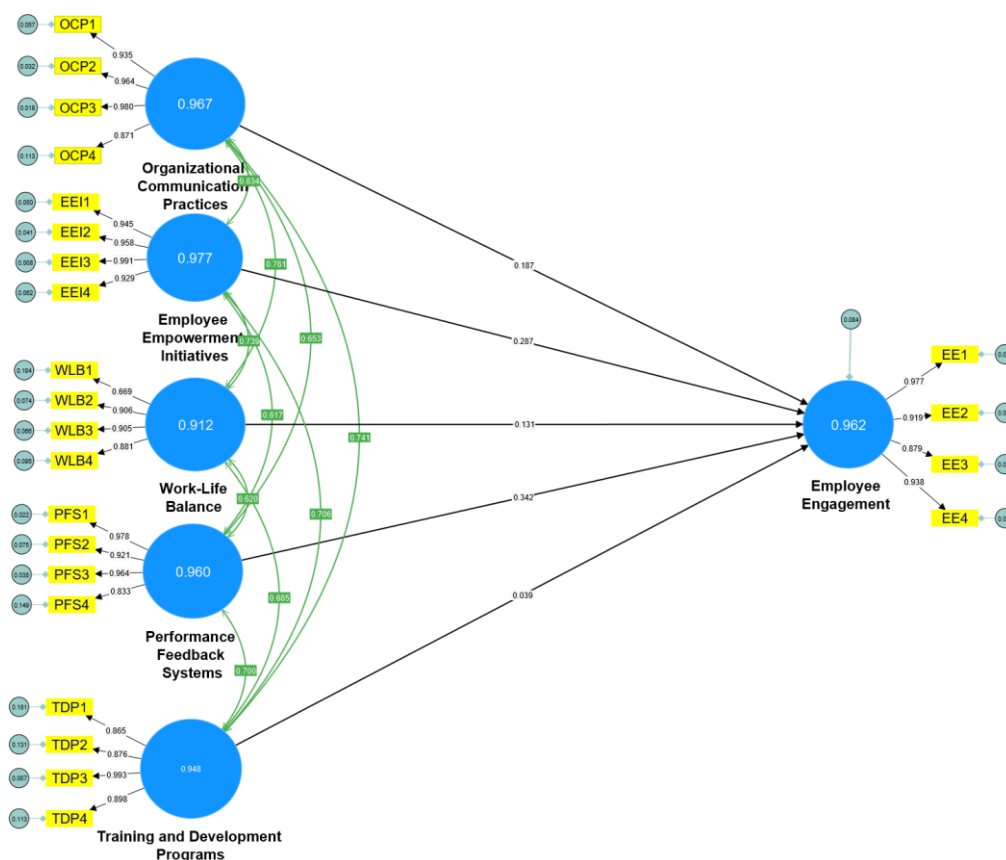
The RMSEA value of 0.072 falls within an satisfactory range, suggesting an acceptable fit of the model to the data (Browne & Cudeck, 1993; Steiger, 1990). The GFI and AGFI values of 0.760 and 0.748, respectively, are below the desired level of 0.90, indicating potential areas for model refinement (Hair et al., 2013). On the positive side, the NFI value of 0.802 surpasses the threshold, indicating a relatively good fit (Bentler, 1980). The TLI value of 0.791 falls slightly below the acceptable level of 0.90 (Tucker and Lewis, 1973), can be considered as a recommended model However, the CFI value of 0.818 meets the recommended threshold of 0.90 (Bentler, 1990), suggesting a good fit between the model and the observed data. Overall, the model witnessed and proved that the model has satisfied the measurements of goodness of fit index. The R<sup>2</sup> value is 0.824 where the employee engagement which is 82.4% of employee engagement can be explained by the independent factors of leadership practices. Organizational Culture and the R<sup>2</sup> value of 0.666 indicates that about 66.6% of the variance in Organizational Culture is explained by the independent variables in your model. In the overall assessment the R<sup>2</sup> value witnessed that the model extracted considerable variance from the all-other factors.



**Figure 4: Structural Equation Model for Study Variables of Employee Engagement, Organizational Culture and Leadership Practices (In-Direct Effect)**

The RMSEA value of 0.071 falls slightly below the recommended threshold of 0.08 but remains within an acceptable range, indicating reasonable fit (Browne & Cudeck, 1993; Steiger, 1990). However, the 90% confidence interval for RMSEA (0.156 to 0.166) suggests some uncertainty in the estimation of this fit index. The GFI (0.763) and AGFI (0.741) values are below the desired level of 0.90, indicating potential areas for model refinement (Hair et al., 2013) and still it is >.70. On the positive side, the NFI (0.797), TLI (0.788), and CFI (0.813) values indicate relatively good fits (Bentler, 1980; Tucker and Lewis, 1973; Bentler, 1990), although they do not surpass the recommended threshold of 0.90 for some indices.

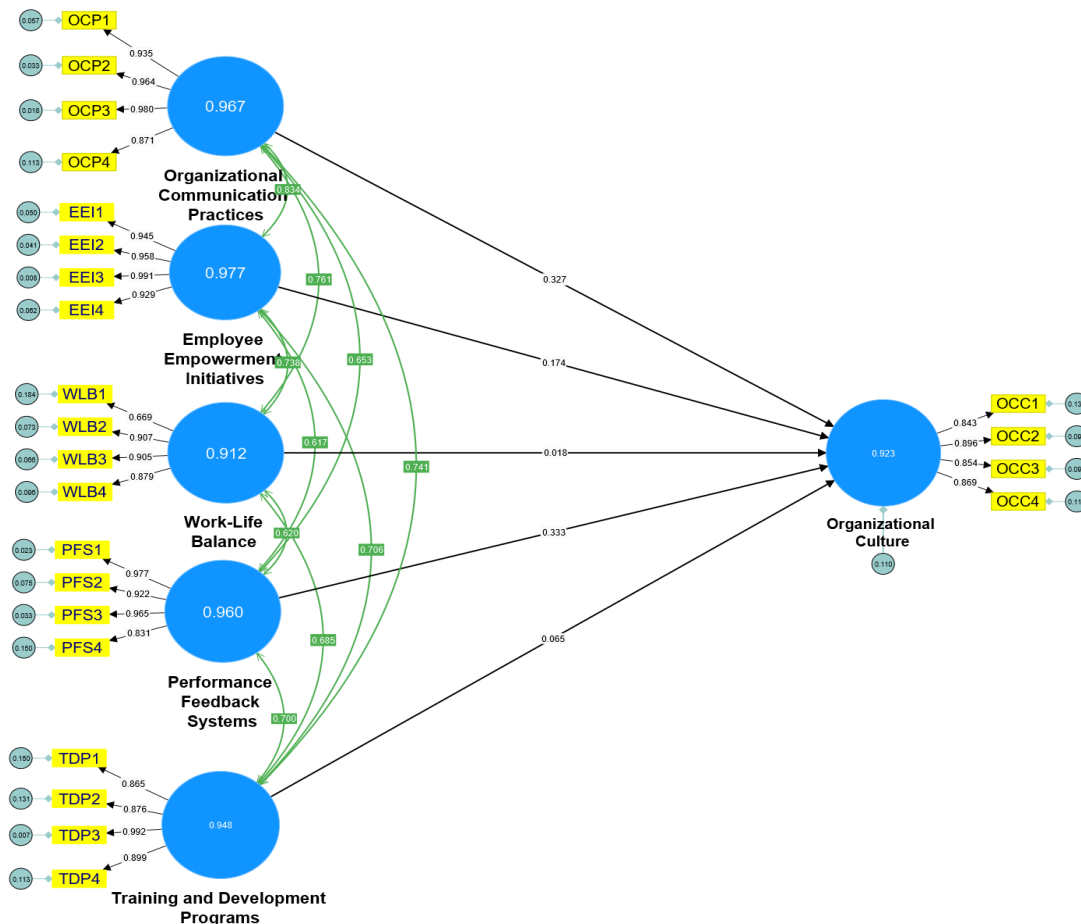
In the overall the in-direct effect of the model witnessed that the model has shown the good measurement values. The  $R^2 = 0.812$  value suggests that approximately 81.2% of the variance in Employee Engagement is explained by the independent variables included in your model. A high R-square indicates that the model is effective in capturing and explaining a significant portion of the variability in employee engagement (Bentler, 1990). The organizational culture  $R^2 = 0.742$  indicates that around 74.2% of the variance in Organizational Culture is explained by the independent variables in your model. This suggests that the model accounts for a substantial amount of the variability in organizational culture, although there may be other factors not included in the model that also influence it (Hair et al., 2013). Therefore, in the over all the organizational culture is being extracting maximum variance from the factors of independent to assess the dependent variable of employee engagement.



**Figure 5: Structural Equation Model for Study Variables of Employee Engagement, Organizational Culture and Leadership Practices (Direct Effect)**

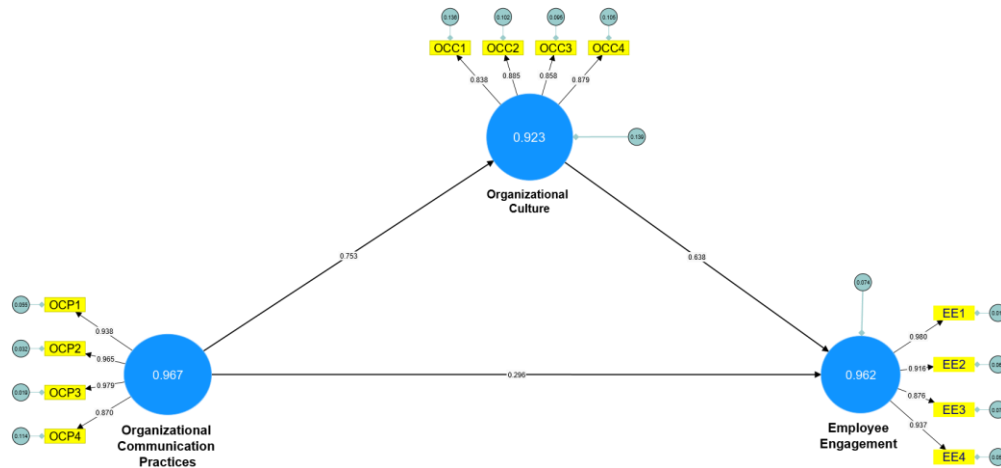
The fit indices for your estimated model provide insights into its goodness of fit. The Chi-square value of 2951.948 with 237 degrees of freedom and a p-value of 0.000 explains the fit indices of measurement model. The RMSEA value of 0.09 exceeds the recommended threshold of 0.08 (Browne & Cudeck, 1993; Steiger, 1990), indicating a moderate favourable fit of the model to the data. Similarly, the GFI (0.750) and AGFI (0.744) values fall below the desired level of 0.90 (Hair et al., 2013) moderate fit of direct effect. The NFI (0.801), TLI (0.783), and CFI (0.814) values indicate relatively good fits (Bentler, 1980; Tucker and Lewis, 1973; Bentler, 1990), although they do not surpass the recommended threshold of 0.90 for some indices, but in the overall the values proved that the model is recommended.

In the Overall, while some fit indices suggest acceptable fits, others highlight areas for refinement, in the over all the model of in-direct effect considered to be good. The R-square value of 0.748 for Employee Engagement indicates that approximately 74.8% of the variance in Employee Engagement is explained by the independent variables included in your model. Therefore, the majority of the variance in the model is being explained by the employee engagement with the help of independent factors.



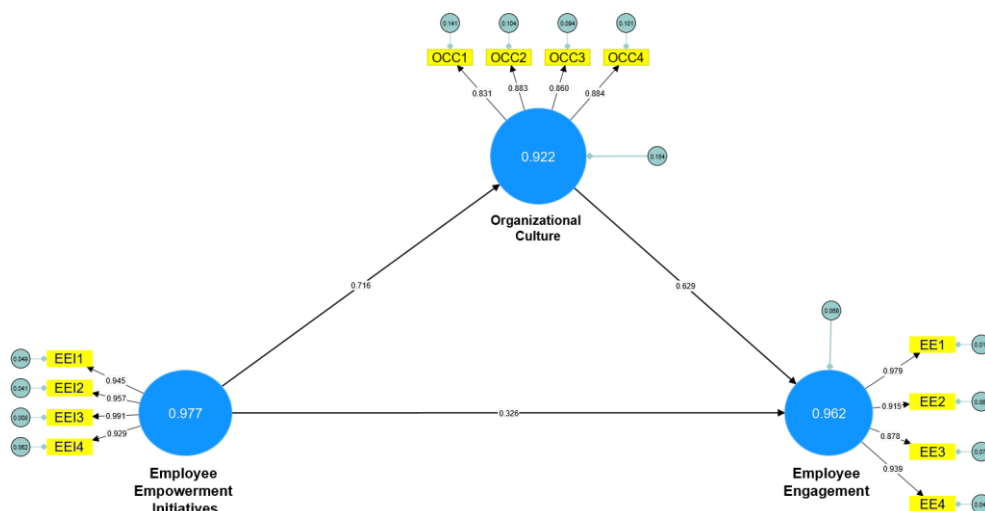
**Figure 6: Structural Equation Model for Study Variables of Employee Engagement, Organizational Culture and Leadership Practices (Mediator as Dependent)**

The Chi-square/df ratio of 8.224 falls within an acceptable range (Bollen & Long, 1993), suggesting a relatively good fit considering the sample size and model complexity. The RMSEA value of 0.073 is below the recommended threshold of 0.08 (Browne & Cudeck, 1993; Steiger, 1990), indicating an acceptable fit of the model to the data. The GFI value of 0.720 (Hair et al., 2013) and AGFI value of 0.645 (Hair et al., 2013) are below the desired level of 0.90, indicating a moderate fit of the model on other positive side, the NFI value of 0.851 (Bentler, 1980), TLI value of 0.844 (Tucker and Lewis, 1973), and CFI value of 0.866 (Bentler, 1990) indicate relatively good fits, surpassing the recommended threshold of 0.90 for these indices. Therefore, in all aspects the model has shown good measurement values even organizational culture as a dependent factor. The R-square value of 0.661 for Organizational Culture indicates that approximately 66.1% of the variance in Organizational Culture is explained by the independent variables included in your model. This suggests that the model accounts for a substantial portion of the variability in organizational culture.



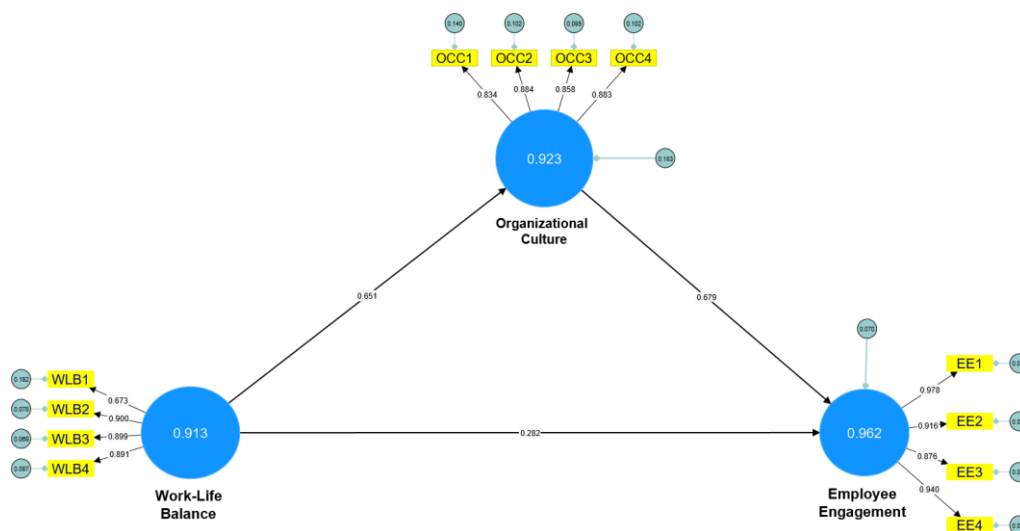
**Figure 7: The Linkage between Organizational Communication-Organizational Culture and Employee Engagement**

The model is trying to draw the relationship between the organizational communication, organizational culture and the employee engagement. The GFI value of 0.808 (Hair et al., 2013) and AGFI value of 0.707 (Hair et al., 2013) are below the desired level of 0.90, indicating that there is a moderate fit of the model. On a positive note, the NFI value of 0.910 (Bentler, 1980), TLI value of 0.894 (Tucker and Lewis, 1973), and CFI value of 0.918 (Bentler, 1990) indicate relatively good fits, surpassing the recommended threshold of 0.90 for these indices. These findings highlight the need for further examination and potential modifications to enhance the overall fit of the model to the data. The R-Square value 0.779 of employee engagement suggests that approximately 77.9% of the variance in Employee Engagement is explained by the independent variables included in your model. This indicates a substantial portion of the variability in employee engagement is captured by the model. The organizational culture R-Square value is 0.5687 indicates that around 56.8% of the variance in Organizational Culture is explained by the independent variables in your model. Therefore, from all the aspects the organizational culture and employee engagement have extracted considerable variance from the independent factor organizational communication practices.



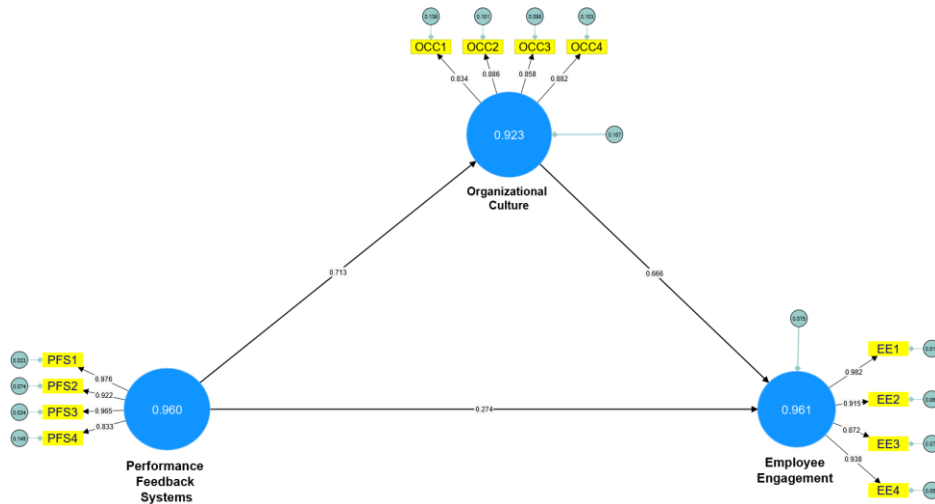
**Figure 8: The Linkage between Employee Empowerment Initiatives - Organizational Culture and Employee Engagement**

From the above model trying to draw the relationship among the three different factors like: employee empowerment initiatives, organizational culture and employee engagement. However, the Chi-square/df ratio of 3.022 falls below the recommended threshold of 5 (Bollen & Long, 1993), suggesting a reasonable fit. The GFI value of 0.879 (Hair et al., 2013) and AGFI value of 0.814 (Hair et al., 2013) exceed the desired level of 0.90, indicating a good fit of the model. The SRMR value of 0.037 is below the threshold of 0.08 (Hu & Bentler, 1999), indicating an acceptable fit of the model. Additionally, the NFI value of 0.949 (Bentler, 1980), TLI value of 0.944 (Tucker and Lewis, 1973), and CFI value of 0.957 (Bentler, 1990) indicate good fits, surpassing the recommended threshold of 0.90 for these indices. These findings suggest that the model has a good overall fit to the data, although there may still be areas for refinement or further investigation. The employee engagement R-Square value is 0.796 suggests that approximately 79.6% of the variance in Employee Engagement is explained by the independent variables included in your model. The organizational Culture R-square value of 0.513 indicates that around 51.3% of the variance in Organizational Culture is explained by the independent variables in your model. Therefore, the explanatory power of the factors are good. Therefore, in all aspects the model witnessed and recommended for good measurement.



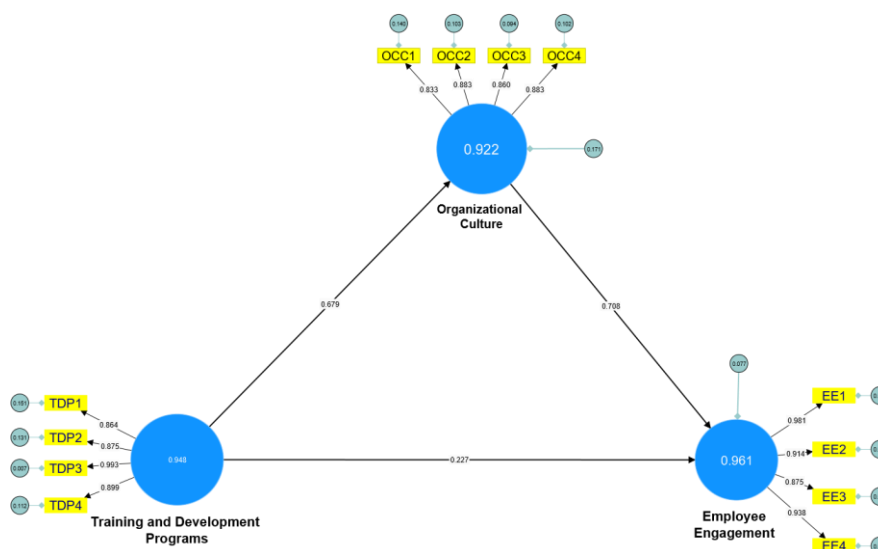
**Figure 9: The Linkage between Work Life Balnce -Organizational Culture and Employee Engagement**

From the above model can understand the relationship among the three factors like: work-life balance, organizational culture and employee engagement. The GFI value of 0.736 (Hair et al., 2013) and AGFI value of 0.696 (Hair et al., 2013) are below the desired level of 0.90, indicating that the model is moderately fit. However, the NFI value of 0.803, TLI value of 0.754, and CFI value of 0.810 are below the recommended threshold of 0.90 (Bentler, 1980; Tucker and Lewis, 1973; Bentler, 1990), indicating moderately acceptable relationship among the various factors. The employee engagement R-Square value of 0.789 indicating that approximately 78.9% of the variance in Employee Engagement is explained by the independent variables included in your model. The organizational culture R-Square value 0.424 suggest that around 42.4% of the variance in Organizational Culture is explained by the independent variables in the model. Therefore, the dependent factor employee engagement has extracted maximum amount of variance from the dependent and mediating factors.



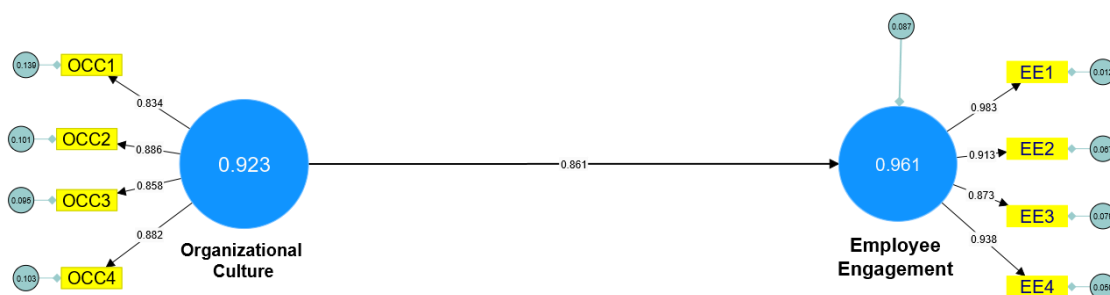
**Figure 10: The Linkage between Performance Feedback System - Organizational Culture and Employee Engagement**

The Chi-square/df ratio of 4.133 falls within a reasonable range, indicating a relatively good fit considering the sample size and model complexity. The GFI value of 0.863 (Hair et al., 2013) and AGFI value of 0.791 (Hair et al., 2013) exceed the desired level of 0.90, indicating a good fit of the model. The NFI value of 0.935, TLI value of 0.927, and CFI value of 0.943 also surpass the recommended threshold of 0.90 (Bentler, 1980; Tucker and Lewis, 1973; Bentler, 1990), indicating a good fit of the model to the data. These findings suggest that the model has a good overall fit and is well-suited for explaining the observed data. The employee engagement R-Square value of 0.778 indicates that approximately 77.8% of the variance in Employee Engagement is explained by the independent variables included in your model. explaining a significant portion of the variability in employee engagement. The organization culture R-Square value of 0.508 suggests that around 50.8% of the variance in Organizational Culture is explained by the independent variables in your model. While this is a moderate amount of variance explained, it also implies that there are other factors or variables not included in the model that contribute to shaping organizational culture.



**Figure 11: The Linkage between Training and Development -Organizational Culture and Employee Engagement**

The fit indices for your estimated model suggest a good overall fit. The above model will bring relationship among three different factors namely: Training and Development as an independent factor, organizational culture as mediating factor and the employee engagement as dependent factor. the Chi-square/df ratio of 3.387 falls within a reasonable range, indicating a relatively good fit. The GFI value of 0.894 (Hair et al., 2013) and AGFI value of 0.838 (Hair et al., 2013) exceed the desired level of 0.90, indicating a good fit of the model. The NFI value of 0.947, TLI value of 0.944, and CFI value of 0.957 surpass the recommended threshold of 0.90 (Bentler, 1980; Tucker and Lewis, 1973; Bentler, 1990), indicating a good fit of the model to the data. These findings suggest that the model has a good overall fit and is well-suited for explaining the observed data. The employee Engagement and its R-Square value 0.770 indicates that approximately 77.0% of the variance in Employee Engagement is explained by the independent variables included in your model. The Organizational Culture and its R-Square value of 0.461 suggests that around 46.1% of the variance in Organizational Culture is explained by the independent variables in your model.



**Figure 12: The Linkage between organizational Culture and Employee Engagement**

The above assessment trying to draw the relationship among the mediating and dependent factors. The GFI value of 0.889 (Hair et al., 2013) and AGFI value of 0.789 (Hair et al., 2013) exceed the desired level of 0.90, indicating a good fit of the model. The NFI value of 0.942, TLI value of 0.921, and CFI value of 0.947 exceed the recommended threshold of 0.90 (Bentler, 1980; Tucker and Lewis, 1973; Bentler, 1990), indicating a good fit of the model to the data.

The R-square value for Employee Engagement in your estimated model is 0.741, indicating that approximately 74.1% of the variance in Employee Engagement is explained by the independent variables included in your model. Therefore, in the overall all the factors of antecedents of leadership practices, positive organizational culture supporting for the employee engagement for the survival of an organization in long-run.

## CONCLUSION

Therefore, from the overall assessment witnessed that the model have shown both the combination of direct and in-direct effect among various constructs used in the analysis. Therefore, the antecedents of leadership practices are essential for high employee commitment, morale, employee job satisfaction and engagement.

All the factors of leadership practices have shown the significant relationship with the organizational culture and engagement. Hence, the positive organizational culture will enhance employee job satisfaction level.



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