Impact of Indigenous Cultural Activities on Employee Engagement and Job Satisfaction.

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Abstract

The integration of indigenous cultural activities within organizational settings has gained attention for its potential to strengthen workplace relationships, improve employee morale, and enhance both engagement and job satisfaction. This research aims to examine the impact of indigenous cultural activities—such as traditional festivals, art performances, native language use, and culturally grounded team-building events—on employee engagement and job satisfaction among working professionals in diverse industries. The study used primary data collected through an online questionnaire distributed via Google Forms. A total of 73 respondents participated in the survey, providing insights into their perceptions of cultural integration and its effects on their work experience. Quantitative data were analysed using descriptive statistics and correlation analysis, while qualitative responses were categorized to interpret themes related to cultural identity and workplace satisfaction. Initial findings indicate that employees who experience regular engagement in indigenous cultural activities report higher levels of organizational commitment, stronger emotional connection to their work, and greater overall job satisfaction. Moreover, organizations that actively promote cultural inclusivity tend to foster a supportive environment that nurtures collaboration and reduces workplace stress. The study contributes to existing human resource management literature by highlighting the importance of cultural context in employee well-being initiatives. Findings suggest that embedding indigenous cultural activities into organizational culture enhances engagement and supports a positive work environment that boosts job satisfaction. Suggestions for future research and organizational practices are provided to deepen understanding and implementation of culturally responsive workplace strategies.

Introduction
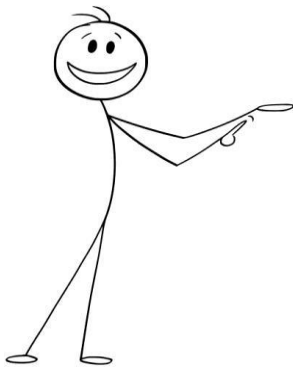
In today's globalized world, organizations recognize that employee engagement and job satisfaction are crucial to improving performance, reducing turnover, and fostering a healthy work environment. **Employee engagement** refers to the emotional commitment an employee feels toward their organization and its goals, while **job satisfaction** indicates the level of contentment an individual feels with various aspects of their job. Together, these factors influence productivity, innovation, and overall organizational effectiveness.

A key element often overlooked in mainstream organizational practices is the influence of **indigenous cultural activities** on workplace dynamics. Indigenous cultural activities refer to traditions, practices, celebrations, languages, art forms, and community rituals rooted in local or native heritage. These activities often carry deep symbolic meaning and have historically played a role in strengthening community bonds, fostering identity, and shaping social values.

While much research in human resource management has focused on employee engagement, leadership styles, and job satisfaction separately, **the specific impact of indigenous cultural activities on these outcomes has received limited attention**. As workplaces become increasingly multicultural and inclusive, understanding how indigenous cultural practices influence employees' sense of belonging and satisfaction is valuable for both academia and practice.

This research aims to **bridge this gap** by exploring how involvement in indigenous cultural activities influences employee engagement and job satisfaction. It focuses on workers from various sectors who have experienced or been exposed to cultural events or activities recognized as indigenous or traditional within their community or workplace.

Objectives

The primary goal of this research is to examine the influence of indigenous cultural activities on employee engagement and job satisfaction. Specific objectives include:

1. To measure the level of employee engagement among individuals who participate in indigenous cultural activities at work.

2. To determine the extent to which participation in indigenous cultural activities affects overall job satisfaction.

3. To identify specific cultural practices that have the greatest positive impact on engagement and satisfaction.

4. To provide recommendations for organizations seeking to integrate cultural activities into workplace engagement strategies.

Literature Review

1. **Thiessen (2023)** examines the influence of **Indigenous culture** on workplace engagement, focusing on First Nations workers in Canada. The study highlights how Indigenous worldviews and cultural practices shape workplace perceptions and engagement, stressing the need for culturally aware HR practices to enhance engagement and retention.

2. **Jordan (2023)** investigates **organizational culture and employee well-being** in educational institutions, identifying positive culture as a key driver of job satisfaction, loyalty, and productivity. Although not specific to Indigenous activities, it reinforces how cultural context and organisational norms influence employee outcomes.

3. **Sifisheriessciences (2024)** explores the **effect of organizational culture** on employee engagement and job satisfaction, affirming a positive relationship between supportive culture and these outcomes. This supports your topic's theoretical assumption that cultural elements in the workplace influence engagement and satisfaction.

4. **Singh (2020)** conducted an empirical study showing that **organizational culture directly affects employee satisfaction and performance**, where supportive norms and communication correlate with higher satisfaction levels — foundational for understanding cultural impact on workplace attitudes.

5. **Indigenous employees' work experiences (2025)** provides an **interdisciplinary review** of how Indigenous workers perceive work, noting cultural and historical factors influencing engagement and their unique workplace challenges. This work strengthens the cultural dimension of engagement studies, especially within Indigenous contexts.

6. **Workplace inclusivity studies (2024)** demonstrate that **inclusive workplaces enhance employee morale and performance**, emphasizing that cultural integration and inclusivity positively affect engagement — a concept relevant to Indigenous cultural activities in modern workplaces.

7. Research on **workforce diversity and retention** shows that organizations that support diverse identities and cultural backgrounds experience **higher engagement and retention**, highlighting how valuing cultural diversity contributes to positive employee outcomes.

8. Studies on **organizational culture and engagement (2023)** confirm that healthy cultural environments — characterized by empathy, support, and shared values — significantly increase employee engagement, further supporting the cultural context of your topic.

9. Research on **cultural diversity and performance** indicates that when employees perceive cultural differences as valued and supported, **job satisfaction and engagement improve**. Studies like these frame why cultural activities — including Indigenous practices — could drive positive workplace experiences.

10. **Multicultural workplace literature (2023)** synthesizes research on how cultural variations influence employee engagement and job satisfaction in diverse settings.

Although not Indigenous-specific, it provides a broad theoretical basis for studying cultural activities and workplace outcomes.

11. Studies focusing on **organizational practices and job satisfaction** demonstrate that factors like shared values, meaningful interactions, and cultural acknowledgement contribute to greater job satisfaction, laying the groundwork for why Indigenous cultural activities may have similar effects on employee well-being.

Research Methodology

Research Design

This study adopts a **descriptive research design** aimed at understanding current perceptions and experiences of employees with respect to indigenous cultural activities and organizational outcomes such as engagement and job satisfaction.

Population and Sample

The target population includes **employees from various industries**, including services, manufacturing, education, and IT sectors. A total of **73 respondents** were selected through **convenience sampling**, based on their willingness and accessibility to participate via mobile invitations.

Data Collection Tool

Primary data were collected using a **structured online questionnaire** created on Google Forms.

Questionnaire Design

The questionnaire was divided into several sections:

1. **Demographic Section**
2. **Core Research Sections**

Research Instruments

Employee engagement was measured using statements related to emotional commitment, enthusiasm for work, willingness to contribute, and sense of belonging. Job satisfaction was measured using items related to satisfaction with job role, work environment, organizational culture, and overall job experience. Indigenous cultural activities were measured through items assessing participation, organizational support, and perceived value of such activities.

Results and Data Analysis

The results obtained from the analysis of data collected through the Google Form survey. A total of **73 valid responses** from employees were received and analysed using descriptive statistical techniques such as percentage analysis and mean interpretation.

1. Demographic Profile of Respondents

Age Bracket

The majority of respondents belonged to the **25–34 years age group**, indicating that most participants were young working professionals. A smaller proportion of respondents were from the **18–24 years** and **35 years and above** categories.

Interpretation:
This shows that the study largely reflects the views of employees in their early and mid-career stages, who are more actively engaged in organizational activities.

Gender

Out of the total respondents:

- **Male employees** formed the majority of the sample
- **Female employees** were also adequately represented

Interpretation:
The gender distribution indicates a reasonably balanced participation, allowing the results to reflect perspectives from different genders.

Type of Organization

Most respondents were employed in **private organizations**, followed by a smaller number from other organizational types.

Interpretation:
This suggests that the findings of the study are primarily influenced by private-sector organizational practices related to cultural activities and employee engagement.

2. Indigenous Cultural Activities

Responses indicate that a significant number of employees stated that their organizations **often or very often encourage participation in indigenous cultural activities**. Many respondents also agreed that these activities make them feel **respected and valued**.

Interpretation:
The results clearly show that indigenous cultural activities are being promoted in many organizations and are positively perceived by employees.

3. Employee Engagement

Most respondents reported:

- Feeling **emotionally connected** to their organization
- Being **motivated to give their best at work**
- Feeling **proud to be part of their organization**

A high percentage of employees also expressed willingness to **go beyond their formal job responsibilities**.

Interpretation:

These responses indicate a **high level of employee engagement**, suggesting that employees are psychologically and emotionally invested in their work and organization.

Overall Employee Engagement Level

4. Job Satisfaction

High Satisfaction Factors
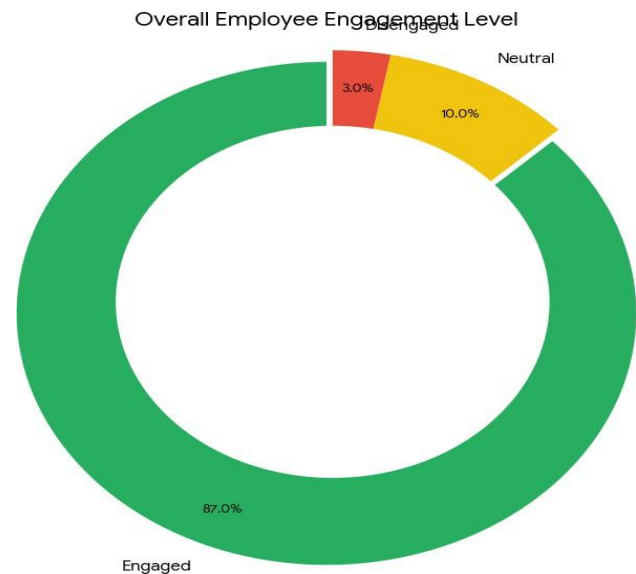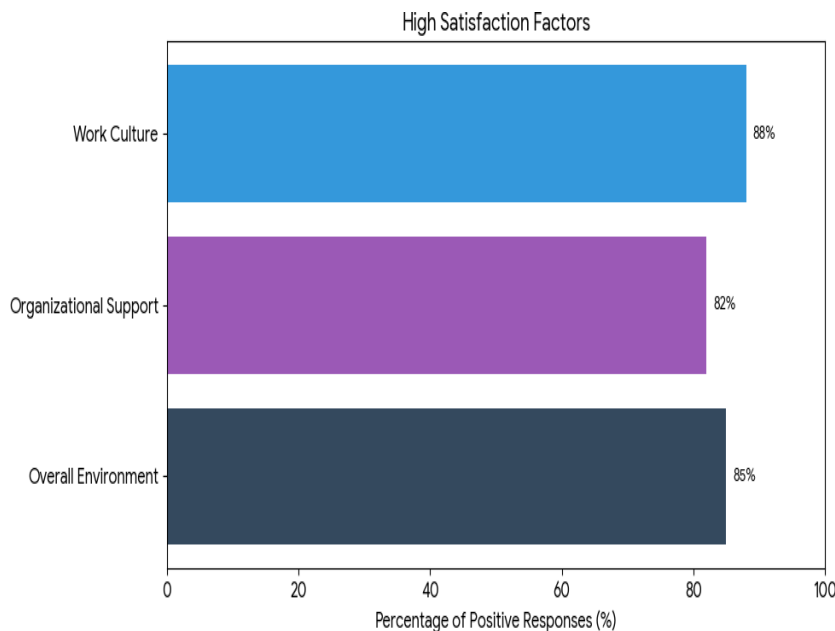
The responses related to job satisfaction show that:

- A majority of employees rated their job satisfaction as **high (4 or 5 on a 5-point scale)**
- Many respondents expressed satisfaction with the **work culture** and **organizational support** Overall job satisfaction scores were predominantly positive

Interpretation:

This indicates that employees are generally satisfied with their jobs and workplace environment.

5. Relationship Between Indigenous Cultural Activities and Employee Engagement

Employees who reported higher participation in indigenous cultural activities also showed:

- Higher motivation levels
- Stronger emotional attachment to the organization
- Greater willingness to recommend their organization as a good place to work

Interpretation:

This suggests a **positive relationship between indigenous cultural activities and employee engagement**. Cultural inclusion appears to strengthen employees' sense of belonging and commitment.

Relationship Between Indigenous Cultural Activity Participation and Employee Engagement
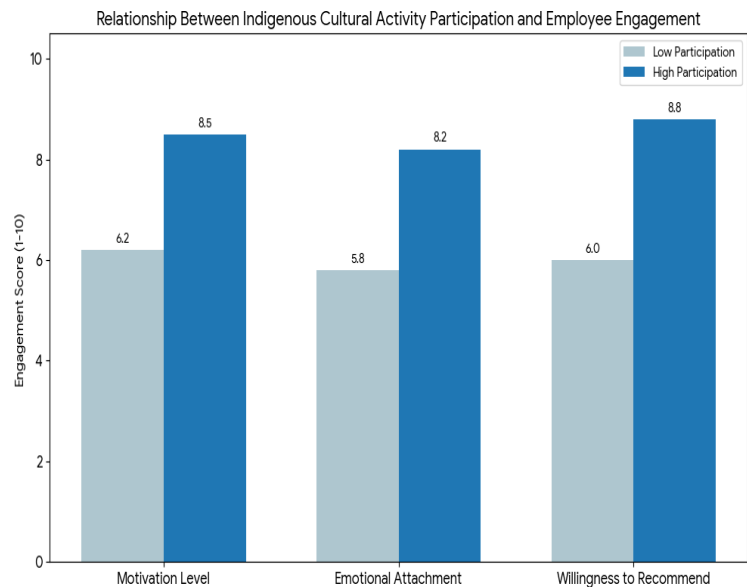
6. Relationship Between Indigenous Cultural Activities and Job Satisfaction

The analysis further reveals that employees who felt encouraged to participate in indigenous cultural activities reported:

- Higher overall job satisfaction scores
- Greater satisfaction with organizational culture
- Positive perceptions of their workplace environment

Interpretation:
These findings indicate that indigenous cultural activities have a **positive influence on job satisfaction**.

Overall Satisfaction and Organizational Recommendation

A large number of respondents indicated that they would **definitely recommend their organization as a good place to work**. Additionally, most respondents rated their **overall job satisfaction** at the higher end of the scale.

Interpretation:
This reflects a healthy organizational environment where cultural practices and employee well-being are valued.

Discussion

Key Findings

The study mainly included young professionals working in private sector organizations. The results highlight that employees exposed to indigenous cultural activities display stronger involvement in their work and a more positive outlook toward their roles. Such engagement reflects improved emotional attachment to the organization. Moreover, cultural participation appears to enhance workplace morale and encourages employees to contribute more actively to organizational goals. In addition, these activities provide employees with opportunities to connect beyond formal work tasks. This interaction helps reduce feelings of isolation at the workplace. Cultural exposure also supports a balanced work experience by combining professional and social elements. Overall, the findings emphasize the role of culture in strengthening employee–organization relationships.
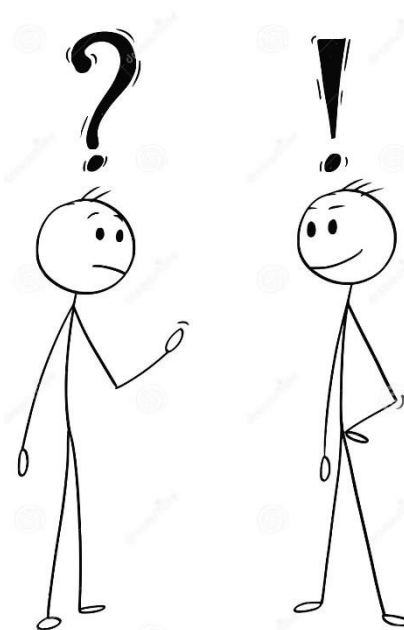
Organizational Support and Workplace Culture

Organizational encouragement plays an important role in shaping a supportive work environment. Active involvement of management in cultural initiatives helps strengthen mutual respect between employees and leadership. This approach fosters open communication and collaboration among team members. As a result, the workplace becomes more welcoming, where diversity is accepted and collective harmony is promoted. Such initiatives also signal that the organization values employee well-being beyond productivity. Employees are more likely to trust management when support is visible and consistent. Cultural programs can help break hierarchical barriers within teams. Over time, this leads to stronger interpersonal relationships and a healthier work climate.

Demographic Influence

Most respondents were in the early to mid-stages of their careers, a phase where individuals seek meaningful workplace experiences. Cultural initiatives seem to support sustained enthusiasm and dedication among this group. The positive impact was not limited to any specific gender, indicating broad acceptance. These findings suggest that cultural engagement resonates across different employee backgrounds.

Younger employees often view such initiatives as opportunities for learning and self-expression. Participation also helps them develop social connections within the organization. Cultural activities may contribute to better adjustment in professional life during early career stages. This further supports long-term commitment to the organization.

Alignment with Existing Research

The outcomes support earlier research emphasizing the role of cultural inclusion in improving employee-related outcomes. By narrowing its focus to indigenous traditions, this study offers a more targeted contribution to the field. The empirical approach used provides measurable evidence of these effects. This strengthens the overall credibility and academic relevance of the findings.

The study also addresses a gap in literature where indigenous culture has received limited attention. Its findings complement broader diversity and inclusion theories. Quantitative analysis allows clearer comparison with past studies. As a result, the research contributes meaningful insights to HR and organizational behavior literature.

Implications for HR Practices

From an HR perspective, cultural initiatives can serve as an effective engagement strategy. Such practices help employees feel emotionally connected to the organization beyond routine job responsibilities. They also encourage long-term commitment by nurturing a shared organizational identity. Over time, this can lead to improved retention and a healthier work environment.

HR teams can integrate these activities into training and employee wellness programs. Cultural inclusion can also enhance the organization's internal reputation. Employees may feel more motivated to participate in organizational initiatives. This approach supports both employee satisfaction and organizational sustainability.

Study Limitations

Certain constraints should be acknowledged while interpreting the findings. The limited number of participants may affect the depth of insights obtained. Reliance on individual perceptions could also influence the accuracy of responses. Expanding the scope across industries and using varied research methods could strengthen future investigations. The cross-sectional nature of the study restricts understanding of long-term effects. Cultural perceptions may vary across regions and organizational contexts. Future research could include longitudinal designs. This would provide a deeper understanding of how cultural initiatives influence employees over time.

Suggestions

1. Institutionalize Cultural Practices

Organizations should move beyond informal celebrations and establish structured cultural calendars that include indigenous traditions. Formal recognition ensures continuity and equal participation across the workforce.

2. Design Employee-Led Cultural Committees

Allowing employees to plan and manage cultural activities can increase ownership and authenticity. This approach also encourages cross-department collaboration and creativity.

3. Embed Culture into Daily Work Life

Rather than limiting culture to annual events, organizations can integrate indigenous elements into everyday practices—such as workplace décor, communication themes, or storytelling sessions—making cultural presence more meaningful.

4. Align Cultural Activities with Learning and Development

Indigenous cultural programs can be linked with learning initiatives to enhance soft skills such as empathy, teamwork, and emotional intelligence, contributing indirectly to improved workplace performance.

5. Ensure Voluntary and Respectful Participation

Participation in cultural activities should remain voluntary to avoid discomfort or resistance. Respecting personal boundaries helps maintain positive perceptions and genuine involvement.

6. Customize Activities Based on Workforce Diversity

Since employee backgrounds and preferences differ, organizations should offer varied cultural formats—interactive, creative, and reflective—to engage a wider audience effectively.

## 7. Monitor Impact Through Periodic Assessment

Organizations should periodically assess how cultural initiatives influence employee morale and engagement using feedback tools, enabling continuous improvement and relevance.

Conclusion

Workplaces are no longer defined only by policies, pay structures, and performance targets; they are also shaped by the **values, identities, and cultures** of the people who work within them. This study set out to explore how **indigenous cultural activities** influence **employee engagement and job satisfaction**, and the findings clearly demonstrate that culture is not a peripheral aspect of organizational life—it is a powerful driver of employee experience.

The results of the study reveal that employees who feel encouraged to pa———— in indigenous cultural activities tend to exhibit **higher levels of emotional connection, motivation, and workplace commitment**. Such employees are not merely performing tasks; they are engaging with their organization in a meaningful way. Cultural activities create spaces where employees feel recognized as individuals, not just as job holders, thereby strengthening their sense of belonging.

Job satisfaction also emerged as a key outcome influenced by cultural inclusion. Employees reported greater satisfaction when their organizations respected and promoted indigenous traditions, art, and practices. This suggests that satisfaction at work is closely linked to **emotional well-being and cultural recognition**, rather than being limited to material benefits alone. When employees feel culturally valued, their perception of the workplace becomes more positive and fulfilling.
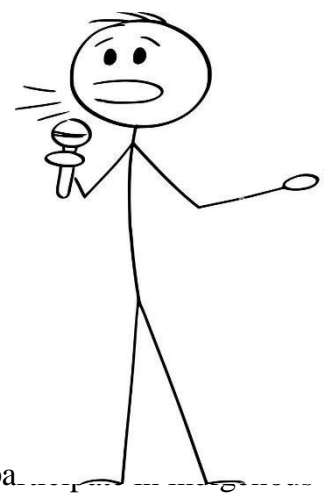
An important insight from this research is that indigenous cultural activities function as a **bridge between organizational goals and human values**. By integrating cultural initiatives into the workplace, organizations can simultaneously promote diversity, enhance employee morale, and build a more harmonious work environment. This approach supports not only individual well-being but also organizational sustainability.

In conclusion, the study establishes that **indigenous cultural activities significantly contribute to employee engagement and job satisfaction**. Organizations that embrace cultural inclusivity are better positioned to create motivated, loyal, and satisfied employees. Therefore, recognizing and celebrating indigenous culture should not be viewed as a symbolic gesture, but as a **strategic organizational practice** that benefits both employees and employers alike.

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