

# Role of Demographic Variables on Dimensions of Organisational Culture and Academic Staff Engagement in Higher Education Institutions

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**Abstract:** Demographic factors, such as gender and marital status, play an important role in shaping the values of organisational culture and academic staff engagement in Higher Education Institutions (HEIs). Understanding how gender and marital status influence culture and engagement is crucial for fostering inclusive, supportive work environments that enhance both the performance of HEIs and the engagement levels of academic staff. This study examines the impact of gender and marital status on the engagement and perceptions of academic staff regarding organisational culture. A structured questionnaire was developed, consisting of Udai Pareek's OCTAPACE Culture Profile (2002) and the Utrecht Work Engagement Scale, developed by Schaufeli and Bakker (2004), and Data from 131 respondents were collected through a convenience sampling technique. To examine differences across demographic groups, Independent samples t-tests, Wilcoxon W, and Mann–Whitney U tests were applied. The results did not reveal any statistically significant differences in organisational culture or academic staff engagement based on gender or marital status. The findings suggest that, within the studied academic environment, these demographic factors do not significantly impact employees' engagement levels or their perceptions of organisational culture. The study contributes to the growing literature on organisational behaviour in higher education by challenging commonly held assumptions about demographic determinants of organisational culture, and it provides valuable insights for administrators seeking to implement equitable engagement strategies.

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