

The Effect of Clan Organizational Culture on Employee Engagement in Educational Institutions

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Abstract

Corporate culture is critical to determining employee engagement, especially in educational institutions, where management and employees work together to achieve common goals. The effect of clan-type organizational culture on employee engagement in educational institutions is the subject of this study. It is considered relevant to create a work environment that supports the active participation of employees of clan culture, which is characterized by family values, cooperation, and caring. This quantitative study used a survey as a sample. Data were collected through distributing questionnaires to 75 employees of participating educational institutions. The relationship between variables was examined using simple linear regression data analysis method. The study showed that clan organization increases employee participation. Employee engagement is higher in workplaces where there is a strong sense of trust, open communication and teamwork. This shows how important it is for educational institutions to adopt clan principles to increase employee participation. Ultimately, this will help the organization achieve its goals.

Keywords: Organizational Culture, Employee Engagement, Educational Institution

1. Introduction

One of the most important factors in the success of an institution, including the education sector, is employee engagement, also known as employee involvement. In the context of educational institutions, employee engagement can be defined as a measure of employees' enthusiasm, dedication and attitude towards their workplace. Those who continue to work hard show increased commitment, productivity and positive contributions towards achieving organizational goals. According to Irviranty (2015), the quality of performance is determined by the ability of workers to complete the tasks assigned to them according to their position. According to Nugroho & Ratnawati (2021), employee involvement can also help make optimal decisions and can be seen from various points of view. This is because employees have the opportunity to provide their suggestions and ideas during the decision-making process. However, the loss of employees characterized by low motivation, lack of incentives, and high turnover is a frequent phenomenon in educational institutions. This condition shows how important it is to understand the components that influence employee participation, one of which is organizational culture.

In the Competing Values Framework (CVF) model, Cameron and Quinn identified clans as one type of organization. In an organization, clan culture prioritizes teamwork, camaraderie, and strong interpersonal relationships. Schools can use these practices to create a friendly, supportive and trusting work environment. This can motivate employees to perform to the best of their abilities. Each worker brings their unique value to the organization (Fauzuddin et al., 2022). However, many educational institutions have not fully embraced clan customs. As a result, work practices have become very formal,



authoritarian and not good for healthy social interaction. These conditions are potentially one of the main causes of low student achievement in schools. A strong organizational culture creates better alignment between individuals, increases work consistency, solidarity, loyalty and commitment to the company, while strengthening employees' attention to their duties. Therefore, culture has a significant impact on employee behavior, such as the desire to quit (Faaroek, 2021).

The primary goal of this study is to investigate the effect of clan organizational culture on employee engagement within educational institutions. By examining how a clan culture, characterized by family values, cooperation, and caring influences employee participation, the study aims to highlight the importance of fostering a supportive and collaborative work environment. The significance of this research lies in its potential to provide educational institutions with actionable insights into how adopting clan culture principles can enhance employee motivation, loyalty, and productivity. Ultimately, the study's findings have practical implications for improving organizational performance and achieving institutional goals by strengthening employee engagement through a humanistic and team-oriented approach.

2. Literature Review

2.1. Employee Engagement

Employee engagement, also known as employee involvement, is a psychological phenomenon in which employees are motivated to achieve higher levels of achievement than required by their position (Letsoin & Ratnasari, 2020). Such employees are considered optimistic, highly focused on their work, loyal, and willing to work more to help the organization thrive. "Employee engagement" is a term that refers to an employee's desire to perform various actions related to their duties at work. Work and personal resources keep employees engaged and fulfill needs (Zuhaena & Harsuti, 2021).

2.2. Clan Organizational Culture

Modern business cultures that focus on proximity-based or kinship-based structures and characteristics are known as family cultures. This culture forms a mindset within the organization that tends to be uniform, encouraging collaboration, innovation, as well as a high level of trust, as communication is easier with closely related individuals than with those who are distant (Aufa Anggarda et al., 2021). This clan culture dates back to before the 19th century and has evolved for more than two centuries in the Asian region, emphasizing informal, family-based organizational approaches.

3. Methods

The impact of clan organizations on employee performance in educational institutions was assessed in this study, which was conducted using the survey method. Sugiyono (2017) stated that population is a general group that includes subjects or items that have certain characteristics and qualities that have been determined by the studies to be analyzed before reaching a conclusion. This study collected employees from various types of educational institutions, such as schools, colleges, or training institutions, who were purposively selected based on certain criteria, such as at least one year of work experience. In this study, a simple random sampling method was used to ensure accurate representation of the population. According to Arianto & Difa (2020), this sampling method simply selects sample participants from the population without considering population strata. This study involved educational institutions, with 75 respondents.

4. Results and Discussion

4.1. Research Results

4.1.1. Validity and Reliability Test Results

Table 1. Results of Validity and Reliability Tests

Variable Indicator	Cronbach's r-statistic	Critical Value	Description
Employee Engagement (Y)	0.652	0.600	Reliable
Y.1	0.372	0.188	Valid
Y.2	0.347	0.188	Valid
Y.3	0.516	0.188	Valid
Y.4	0.545	0.188	Valid
Y.5	0.495	0.188	Valid
Y.6	0.513	0.188	Valid
Y.7	0.588	0.188	Valid
Y.8	0.561	0.188	Valid
Y.9	0.544	0.188	Valid
Y.10	0.492	0.188	Valid
Clan Organizational Culture (X1)	0.667	0.600	Reliable
X1.1	0.324	0.188	Valid
X1.2	0.403	0.188	Valid
X1.3	0.560	0.188	Valid
X1.4	0.561	0.188	Valid
X1.5	0.633	0.188	Valid
X1.6	0.542	0.188	Valid
X1.7	0.399	0.188	Valid
X1.8	0.497	0.188	Valid
X1.9	0.611	0.188	Valid
X1.10	0.430	0.188	Valid

Source: Data processed by researchers (2025)

4.1.2. Classical Hypothesis Test Results

1) Normality Test

Table 2. Normality Test Results

Kolmogorov-Smirnov One-Sample Test		
		Non-standard Residual
N		75
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.59567874
The Most Severe Disparities	Absolute	.067
	Positive	.059
	Negative	-.067
Test Results		.067
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. The distribution of the test is normal.		
b. Determined using data.		
c. Lilliefors Correction of Significance.		
d. This represents the genuine significance's lower bound.		

Source: Data processed by researchers (2025)

This indicates that the independent variables studied do not show heteroscedasticity. With this information, it can be concluded that the Asymp. Sig. with two tails of 0.200 is wider than the quality alpha of 5% (0.05). This indicates that the factors under study, including customer loyalty, public relations, sales promotion, direct marketing, and advertising, generally have a normal distribution.

2) Multicollinearity Test

Table 3. Multicollinearity Test Results

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	19.461	3.480		5.592	.000		
	Clan Organizational Culture	.379	.111	.372	3.421	.001	1.000	1.000

a. Dependent Variable: Employee Engagement

Source: Data processed by researchers (2025)

Table 3 shows the results of the multicollinearity analysis. All independent variables, including direct clan organizational culture, have variance inflation factor (VIF) values not exceeding 10.00, and their tolerability values exceed the relevance level of 0.10. This indicates that this study found no independent variables that exhibit multicollinearity.

3) Heteroscedasticity Test

Table 4. Heteroscedasticity Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.699	2.010		1.343	.184
	Clan Organizational Culture	.007	.064	.013	.110	.913

a. Dependent Variable: ABS_RES

Source: Data processed by researchers (2025)

The data from the heteroscedasticity analysis are presented in Table 4. Based on the significance value of 0.913, the clan organizational culture variable shows a higher value than the alpha threshold of 5% or 0.05. This indicates that the independent variables of this study do not show heteroscedasticity.

4.1.3. Research Hypothesis Test Results

1) Coefficient Determination Test

Table 5. Determination Coefficient Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.371 ^a	.138	.126	3.620

a. Predictors: (Constant), Clan Organizational Culture

Source: Data processed by researchers (2025)

In addition to the previously mentioned variables, Table 5 shows that organizational culture variables have an impact on employee engagement with an adjusted R Square Value of 0.138, or 13.8%.

2) F Test (Simultaneous)

Table 6. F Test Results (Simultaneous)

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	152.808	1	152.808	11.659	.001 ^b
	Residual	956.739	73	13.106		
	Total	1109.547	74			
a. Dependent Variable: Employee Engagement						
b. Predictors: (Constant), Clan Organizational Culture						

Source: Data processed by researchers (2025)

Table 6 shows the results of the simultaneous F-test for independent variables including organizational culture and employee engagement variables are significantly influenced by these factors, as evidenced by the F-statistic of 11.659 and a significance level of 0.000. The employee engagement variable is significantly influenced by these factors, as evidenced by the F-statistic value of 11.659 and a significance level of 0.000. The 5% alpha threshold shows a lower significance level (0.05). The result is to show how the model using regression of independent variables affects employee engagement.

3) T Test (Partial)

Table 7. T Test Results (Partial)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.481	3.485		5.590	.000
	Clan Organizational Culture	.379	.111	.371	3.415	.001
a. Dependent Variable: Employee Engagement						

Source: Data processed by researchers (2025)

For column B (unstandardized coefficients), a multiple line regression model can be created using the data from Table 7. Thus, the regression model from the results of this study can be made as follows:

$$Y = 5.590 + 3.415X + e$$

4.2. Discussion

According to partial analysis, the clan organizational culture variable has a significance value of 0.00, below the 5% alpha threshold (0.05). These results indicate that elements of clan organizational culture have an impact on the level of worker engagement in educational institutions. Previous studies have shown that clan culture has a positive impact on work engagement (Tania et al., 2024; Utari, 2021). Educational institutions perform a variety of social tasks in the modern world, with the main pillars being trust, open communication and emotional support. Due to the friendly and inclusive work environment, employees are motivated and encouraged to contribute as much as possible. This creates emotional stability and calmness. It encourages them to participate in more activities and helps them

achieve organizational goals. As a result of the clan culture that builds work practices that encourage creativity in sharing ideas and offering help, employee engagement continues to increase. Hence, a harmonious relationship between employers and employees encourages active participation, which is critical to the success of the organization. This is particularly important in education as students are not only valuable as employees but also as key resources that enable students to have a positive learning experience. Clans create an ideal work environment for optimal productivity, loyalty and teamwork. Ultimately, it contributes to the success of education in every way by applying humanist principles.

This study has several limitations. First, the small sample size of 75 employees from educational institutions in a specific region (Indonesia) may limit the generalizability of the findings. Second, the cross-sectional design and reliance on self-reported data could introduce biases and prevent the establishment of causal relationships. Third, the study focuses solely on clan organizational culture and employee engagement, overlooking other potential influencing factors. Finally, the quantitative approach may not capture the nuanced aspects of organizational culture. These limitations highlight the need for future research with larger, more diverse samples and mixed-methods approaches to provide deeper insights.

5. Conclusion

Based on the results, joining a clan has a significant positive influence on students' academic performance at school. Clans that prioritize a close-knit spirit of friendship, team collaboration, and transparent communication contribute to creating a supportive and open work environment. When employees have good interpersonal relationships and a work ethic based on trust, they are more motivated to make significant contributions. This increases morale, dedication and a sense of belonging in the organization. Ultimately, this helps schools achieve their goals. By adopting clan values, educational institutions can create a work environment that supports employee innovation, loyalty and productivity. To achieve organizational success, educational institutions must strengthen and integrate clan culture. This will boost employee morale and enhance teamwork and emotional stability, which are necessary to provide a positive learning experience for students.

As a recommendation, future research should expand to larger, more diverse samples and explore additional factors like leadership styles and job satisfaction. Additionally, research could examine how clan culture adapts to remote work and digital communication. These efforts would further validate and broaden the understanding of clan culture's impact on employee engagement and organizational success.

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