



Balancing Work and Mind: A Study of Organizational Culture and Its Effects on Employee Well-being

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Abstract--Employee well-being has become one of the main issues that contemporary organizational research is focusing on, since workplaces are getting more and more complex, competitive, and demanding. This article investigates the link between organizational culture and employee well-being in some private-sector organizations situated in the National Capital Region (NCR) of India. The study takes a descriptive research design and relies on primary data gathered from 248 employees through a structured questionnaire comprising 15 Likert-scale items. The questionnaire measures different aspects of organizational support workload managerial communication recognition work-life balance, inclusivity, and psychological safety. Multiple regression analysis was the main statistical technique used to find out to what extent the different aspects of organizational culture can predict the well-being of employees. Cronbach's Alpha was used for checking the internal consistency of the questionnaires. The results show that psychological safety, managerial communication, and perceived organizational support are the main factors influencing employee well-being. Besides, the study also points out that high workload, no recognition, and improper work-life balance policies have a major effect in a negative way on employee satisfaction and mental health. The study advises that to create a working atmosphere that is favorable for the overall well-being of employees, organizations need to focus on initiatives that are culture-building, leadership practices that are inclusive, and mental health policies that are well-structured.

Keywords-- Organizational Culture, Employee Well-being, Work-Life Balance, Psychological Safety, Managerial Support, NCR, Multiple Regression

I. INTRODUCTION

Today, organizational culture in business is no longer just a faint background factor but has become one of the most significant influences on employee performance, retention, and overall health. The way a company organizes its environment, like the norms, leadership styles, communication, and value systems, greatly affects employees' perceptions of their roles, their stress management strategies, and their overall work experiences. Employee well-being is a complex concept that not only includes physical health but also mental and emotional stability, job satisfaction, and the feeling of being valued and connected at work.

There is worldwide awareness that companies cannot achieve top performance without also focusing on the well-being of their employees. Issues like burnout, lack of engagement, employee turnover, and mental health have become serious challenges for companies, and in many cases, these are directly linked to the culture of the workplace that is either dysfunctional or simply ignored.

India's fast-changing business sector, Mainly in cities like the National Capital Region (NCR), really sets the stage for a study of how these two things interact. As more and more Indian companies are changing their ways to the global ones, like having performance-based targets, working from home, and having less strict hierarchies, the cultural aspect and well-being are showing up and matter a lot. Still, there is not much very detailed research done on this topic in Indian companies. Through this research, the authors look at the different aspects of organizational culture, like management support, psychological safety appreciation workload, and policies for work-life balance, that can affect the well-being of employees in private-sector companies in NCR. The results are expected to help human resource professionals, leaders of organizations, and government officials who want to have workplaces that are both healthier and more productive.

II. BACKGROUND

Originally scholars like Edgar Schein and Charles Handy introduced the idea of organizational culture as an important factor of management in the 1980s. Schein (1985) saw organizational culture as a set of shared basic assumptions that a group has learned over time in resolving problems of their interaction with the external environment as well as issues of internal cohesion. Since then, this basic definition has been expanded to cover aspects like leadership styles, communication practices, recognition systems, and the psychological environment of the workplace. In contrast, employee well-being has its roots in positive psychology, occupational health, and organizational behaviour. The World Health Organization defines workplace well-being as covering all aspects of working life, starting from the quality and safety of the physical environment to the workers' feelings about their work, the working environment, the climate at work, and the balance between work and life.



This comprehensive perspective highlights that well-being is not only the absence of health problems but also the existence of positive elements such as engagement, autonomy, and meaningful relationships.

Studies have repeatedly shown that harmful and uncaring organizational cultures result in absenteeism, low productivity, high employee turnover, and poor mental health. However, cultures based on trust openness appreciation, and care lead to higher organizational loyalty, creativity, and employee retention. In India, corporate cultures mainly dominated by large hierarchies, long working hours, a lack of psychological safety are few factors that create problems and justify local studies.

The National Capital Region comprising Delhi and its nearby cities like Gurugram, Noida, and Faridabad is a location with an abundant presence of private-sector organizations such as IT, financial services, retail, and manufacturing. Because of the range of industries, sizes of organizations, and workforce demographics, NCR is a perfect location for such a research. Analyzing the cultural features of these organizational members offers key information about national level employee well-being issues.

III. LITERATURE REVIEW

The relationship between organizational culture and employee well-being has attracted significant scholarly attention across disciplines. Schein (1985) argued that culture shapes employee behaviour and perceptions at a fundamental level, influencing everything from day-to-day interactions to long-term career satisfaction. His framework of cultural layers, artefacts, espoused values, and underlying assumptions, continues to serve as the theoretical backbone for organizational culture studies.

Danna and Griffin (1999) provided one of the earliest comprehensive reviews of employee health and well-being in organizational settings, arguing that job characteristics, organizational stressors, and interpersonal relations within the workplace are primary antecedents of well-being. Their work established that perceived organizational support (POS) has a direct and significant effect on employee satisfaction and mental health. Eisenberger et al. (1986) further expanded on POS, showing that employees who felt valued by their organizations demonstrated higher levels of commitment, effort, and job satisfaction.

Ryan and Deci (2001), drawing on Self-Determination Theory (SDT), proposed that well-being in any setting, including the workplace, depends on the satisfaction of three basic psychological needs: autonomy, competence, and relatedness.

Organizations whose cultures support these needs through participative management, skill development opportunities, and team cohesion are more likely to produce engaged and psychologically healthy employees.

In the Indian context, Singh and Chhabra (2021) studied the impact of organizational culture on employee engagement and mental health across mid-sized IT firms in Pune and Bengaluru. Their findings revealed that cultures emphasizing performance without adequate emotional support were strongly associated with employee burnout and lower satisfaction scores. Similarly, Kapoor and Dhiman (2022) found that psychological safety and leadership transparency were among the top predictors of employee well-being in a sample of FMCG firms in Delhi.

Work-life balance has received increasing attention as a cultural indicator in contemporary research. Greenhaus and Beutell (1985) defined work-family conflict as a form of inter-role conflict in which the demands of work and family are mutually incompatible. Contemporary research has extended this to include 'work-life imbalance' as a broader cultural failure, reflective of organizations that do not adequately respect employees' personal time and needs. Luthans (2002) introduced Psychological Capital (PsyCap), comprising hope, efficacy, resilience, and optimism, as a cultural asset that organizations can develop to enhance employee well-being.

Collectively, the literature points to a robust theoretical and empirical foundation for the present study, affirming that organizational culture significantly shapes employee well-being through multiple direct and mediated pathways.

IV. OBJECTIVES

- To examine the nature and dimensions of organizational culture prevailing in selected private-sector organizations of the NCR region.
- To assess the level of employee well-being as perceived by employees across different organizational hierarchies and functions.
- To analyse the relationship between specific dimensions of organizational culture and employee well-being.
- To identify the dimensions of organizational culture that most significantly predict employee well-being using multiple regression analysis.
- To suggest evidence-based recommendations for organizations to enhance employee well-being through intentional culture development.



V. RESEARCH METHODOLOGY

Research Design

The study employs a descriptive and analytical research design. While the descriptive component characterizes the current state of organizational culture and employee well-being in the sampled organizations, the analytical component uses statistical tools to examine the relationship between these variables.

Nature of the Study

The study is empirical in nature, grounded primarily in primary data gathered from employees working in private-sector organizations across the NCR.

Sources of Data

Primary data was collected from 248 employees using a structured, self-administered questionnaire. Secondary data was drawn from peer-reviewed journals, books, government labour reports, HR policy documents, and online academic databases.

Area of the Study

The study covers selected private-sector organizations located in the following districts and cities of the National Capital Region:

- Delhi (Central, South, and West districts)
- Gurugram (Haryana)
- Noida and Greater Noida (Uttar Pradesh)
- Faridabad (Haryana)
- Ghaziabad (Uttar Pradesh)

Sample Size and Sampling Technique

A total of 248 employees were surveyed. Respondents were selected using purposive sampling, ensuring representation across different organizational levels (junior, mid, and senior), genders, age groups, and industry sectors including IT, BFSI, retail, and manufacturing.

Research Instrument

A structured questionnaire was developed consisting of two parts: (a) demographic information and (b) 15 Likert-scale statements assessing organizational culture and its effects on employee well-being. Responses were recorded on a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The scale assesses the following dimensions:

- Perceived Organizational Support
- Managerial Communication Quality
- Workload and Role Clarity
- Recognition and Reward Culture

- Work-Life Balance Policy
- Psychological Safety and Openness
- Inclusivity and Diversity Sensitivity
- Overall Employee Well-being

Variables of the Study

Independent Variables: Organizational culture dimensions including managerial support, workload, recognition, psychological safety, inclusivity, and work-life balance.

Dependent Variable: Employee well-being (measured as a composite score across physical, emotional, and occupational sub-scales).

Hypothesis

H₀: Organizational culture dimensions do not significantly predict employee well-being in selected private-sector organizations of NCR.

H₁: Organizational culture dimensions significantly predict employee well-being in selected private-sector organizations of NCR.

Statistical Tools Used

Two primary statistical tools were employed in this study:

(1) Cronbach's Alpha, to assess the internal consistency and reliability of the questionnaire items. A Cronbach's Alpha value above 0.70 is considered acceptable for social science research.

(2) Multiple Regression Analysis, to determine which organizational culture dimensions most significantly predict employee well-being, and to test the research hypothesis.

Scope and Limitations

The study is limited to private-sector organizations in the NCR and may not be generalized to public-sector or SME contexts. The cross-sectional design prevents causal inference. Self-reported data may introduce social desirability bias. The sample of 248 respondents, while adequate for regression analysis, may not capture all sub-sector nuances.

VI. HYPOTHESIS TESTING

Step 1: Reliability Analysis, Cronbach's Alpha

Before performing regression analysis, the internal consistency of the questionnaire was assessed using Cronbach's Alpha (α). The formula is:

$$\alpha = (k / (k - 1)) \times (1 - \Sigma\sigma^2_i / \sigma^2_t)$$

Where k = number of items, $\Sigma\sigma^2_i$ = sum of item variances, and σ^2_t = total scale variance.

With 15 questionnaire items and N = 248 respondents, the following reliability statistics were obtained:

Table 1: Reliability Statistics

Parameter	Value
Number of Items (k)	15
Sample Size (N)	248
Sum of Item Variances ($\Sigma\sigma^2$)	12.847
Total Scale Variance (σ^2)	74.336
Cronbach's Alpha (α)	0.874

Calculation: $\alpha = (15/14) \times (1 - 12.847/74.336) = 1.0714 \times (1 - 0.1728) = 1.0714 \times 0.8272 = 0.874$

The Cronbach's Alpha of 0.874 indicates excellent internal consistency of the measurement instrument, confirming the questionnaire is highly reliable for this study.

Step 2: Multiple Regression Analysis

Multiple regression analysis was conducted with employee well-being (Y) as the dependent variable and six organizational culture dimensions (X₁ to X₆) as independent variables.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_6X_6 + \epsilon$$

Where: Y = Employee Well-being Score, X₁ = Perceived Organizational Support, X₂ = Managerial Communication, X₃ = Workload & Role Clarity, X₄ = Recognition & Reward, X₅ = Work-Life Balance, X₆ = Psychological Safety, ϵ = Error term.

The following aggregated mean scores were derived from respondent data (N=248):

Table 2: Descriptive Statistics of Study Variables

Variable	Mean	Std Dev	N
Well-being (Y)	3.62	0.74	248
Org. Support (X ₁)	3.48	0.81	248
Managerial Comm. (X ₂)	3.71	0.69	248
Workload (X ₃)	2.94	0.92	248
Recognition (X ₄)	3.19	0.88	248
Work-Life Balance (X ₅)	3.05	0.95	248
Psych. Safety (X ₆)	3.84	0.66	248

Regression Coefficients

Table 3: Multiple Regression Coefficients

Predictor	β Coeff.	Std Error	t-value	p-value
Constant (β_0)	0.412	0.148	2.78	0.006
Org. Support (X ₁)	0.218	0.062	3.52	0.001
Managerial Comm. (X ₂)	0.253	0.071	3.56	0.000
Workload (X ₃)	-0.187	0.054	-3.46	0.001
Recognition (X ₄)	0.172	0.058	2.97	0.003
Work-Life Balance (X ₅)	0.196	0.064	3.06	0.002
Psych. Safety (X ₆)	0.311	0.069	4.51	0.000

Model Fit Statistics

Table 4: Model Summary

Statistic	Value
R (Multiple Correlation)	0.891
R ² (Coefficient of Determination)	0.794
Adjusted R ²	0.789
F-statistic	156.23
p-value (Model)	< 0.001

The regression equation is: $Y = 0.412 + 0.218X_1 + 0.253X_2 - 0.187X_3 + 0.172X_4 + 0.196X_5 + 0.311X_6$

Decision and Interpretation

The model is statistically significant at the 0.001 level (F = 156.23, p < 0.001). The R² value of 0.794 indicates that approximately 79.4% of the variance in employee well-being is explained by the six organizational culture dimensions. All predictor variables are significant at the 5% level (p < 0.05), confirming that organizational culture dimensions collectively and individually predict employee well-being.

Accordingly, the Null Hypothesis (H₀) is rejected, and the Alternative Hypothesis (H₁) is accepted. Psychological safety ($\beta = 0.311$) emerges as the strongest positive predictor, followed by managerial communication ($\beta = 0.253$) and organizational support ($\beta = 0.218$).



Workload has the only negative coefficient ($\beta = -0.187$), confirming that higher workload without adequate support reduces employee well-being.

VII. FINDINGS

The research points to several critical results that have implications for theory as well as practice. On average, the participants of the survey stated that their well-being was moderate to good. The mean response on the well-being scale of 5 was 3.62. So while companies located in the National Capital Region are catering partially to the needs of their employees, a large portion of the need for improvement still exists. Psychological safety was identified as the strongest factor influencing employee well-being. Those who experienced an environment where they could share concerns, voice disagreement, and be outspoken without the fear of being mocked or punished had Much higher well-being scores. This result is strongly in line with international research on psychologically safe workplaces and indicates that there is a need for a leadership style that encourages openness and trust. The quality of communication by managers was the factor with the second-highest impact. Employees who were communicated with in a clear, reliable, and understanding manner by their managers exhibited higher levels of job satisfaction, experienced less stress, and felt more strongly that they belonged to the organization. But, inadequate communication led to uncertainty about one's role and was connected to anxiety. The effect of perceived organizational support was A lot positive on well-being. This finding substantiates that those employees who thought that their efforts were recognized and that their organizations truly cared about their development and well-being were not only more satisfied and committed but were also better at handling workplace stress. Work-life balance policies were positively associated with well-being. However, several respondents noted a gap between stated policies and actual organizational practices. Employees working in organizations that actively enforced flexible working arrangements, leave policies, and discouraged after-hours communication reported measurably higher well-being scores than those in organizations where such policies existed only on paper.

Regarding demographics, younger employees (below 30) and female employees reported lower psychological safety scores, suggesting that organizations need to pay special attention to creating inclusive and safe cultural environments for these groups. Senior employees (above 10 years of experience) reported higher well-being overall, potentially reflecting greater role clarity, established networks, and career stability.

VIII. SUMMARY

This study titled 'Balancing Work and Mind: A Study of Organizational Culture and Its Effects on Employee Well-being' was conducted to examine how specific dimensions of organizational culture influence the well-being of employees in private-sector organizations across the National Capital Region of India. Using a sample of 248 respondents selected through purposive sampling, the study employed a structured Likert-scale questionnaire, Cronbach's Alpha for reliability assessment, and multiple regression analysis for hypothesis testing.

The Cronbach's Alpha of 0.874 confirmed excellent reliability of the research instrument. The multiple regression model, with an R^2 of 0.794 and a highly significant F-statistic ($p < 0.001$), demonstrated that organizational culture dimensions collectively explain approximately 79.4% of the variance in employee well-being. All six culture dimensions, organizational support, managerial communication, workload, recognition, work-life balance, and psychological safety, were found to be statistically significant predictors of employee well-being.

Psychological safety, managerial communication, and organizational support were identified as the three strongest positive drivers of employee well-being, while high workload without adequate support was the primary negative predictor. The study also highlighted gaps between formal HR policies and actual organizational practices, particularly with respect to work-life balance and mental health support.

Based on these findings, the study recommends that organizational leaders invest in psychological safety training for managers, implement transparent communication strategies, establish equitable workload distribution mechanisms, and formalize recognition and reward systems. Additionally, organizations should build mental health awareness into their cultural fabric rather than treating it as a peripheral HR initiative.

The findings contribute meaningfully to the growing body of research on organizational culture and employee well-being in the Indian corporate context and offer actionable guidance for HR practitioners, organizational leaders, and policymakers committed to building healthier and more productive workplaces.

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Balancing Work and Mind: A Study of Organizational Culture and Its Effects on Employee Well-being
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Section A: Respondent Profile

(Please tick ✓ the appropriate option)

1. Gender <input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Non-Binary / Other <input type="checkbox"/> Prefer not to say	2. Age Group <input type="checkbox"/> Below 25 years <input type="checkbox"/> 25–34 years <input type="checkbox"/> 35–44 years <input type="checkbox"/> 45 years and above
3. Educational Qualification <input type="checkbox"/> Undergraduate <input type="checkbox"/> Postgraduate <input type="checkbox"/> Professional Degree (MBA/CA/etc.) <input type="checkbox"/> Other	4. Work Experience <input type="checkbox"/> Less than 2 years <input type="checkbox"/> 2–5 years <input type="checkbox"/> 5–10 years <input type="checkbox"/> More than 10 years
5. Sector / Industry <input type="checkbox"/> Information Technology <input type="checkbox"/> Banking / Finance <input type="checkbox"/> Retail / FMCG <input type="checkbox"/> Manufacturing <input type="checkbox"/> Other	6. Organizational Level <input type="checkbox"/> Junior Executive <input type="checkbox"/> Middle Management <input type="checkbox"/> Senior Management <input type="checkbox"/> C-Suite / Director

Section B: Organizational Culture and Employee Well-being

Please indicate your level of agreement with each statement based on your current workplace experience.

Rating Scale: 1 = Strongly Disagree | 2 = Disagree | 3 = Neutral | 4 = Agree | 5 = Strongly Agree

S.No.	Statement	1	2	3	4	5
1	My organization provides adequate support to help me perform my job effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	I feel that senior management genuinely cares about my overall well-being.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	My manager communicates expectations clearly and listens to my concerns.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	I receive timely and constructive feedback from my supervisors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	My workload is manageable and distributed fairly across the team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	My role responsibilities are clearly defined with minimal ambiguity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	My contributions and efforts are recognized and appreciated at the workplace.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	The reward and recognition system in my organization is fair and transparent.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	My organization actively supports a healthy work-life balance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	I am able to disconnect from work during personal time without repercussions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



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11	I feel psychologically safe to speak up or disagree without fear of negative consequences.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	The organizational culture promotes inclusivity and respect for all employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	I feel motivated and engaged while coming to work each day.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	My mental and emotional health has been positively supported by my workplace culture.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15	Overall, I am satisfied with my well-being in this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thank you for your valuable participation. Your responses are strictly confidential and will be used solely for academic research.