

Study on the Influence of Organisational Culture on Employee Psychological Well-being in the Utility Sector in Odisha

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Abstract-- Employee psychological well-being has become a strategic priority for organisations, particularly within essential service sectors where employees operate under high operational pressure, public accountability, and unpredictable work conditions. In the Indian utility sector, especially power distribution and infrastructure services, employees face continuous service demands, emergency response responsibilities, and field-intensive roles that heighten psychological strain. Within this context, organisational culture plays a critical role in shaping employees' emotional experiences, sense of safety, and overall mental well-being.

This study examines how organisational culture influences employee psychological well-being in the utility sector of Odisha, addressing a significant gap in region- and sector-specific empirical research. Using a quantitative design, primary data were collected through structured questionnaires administered to employees in the utility sector across operational, technical, and administrative functions. Organisational culture was examined through dimensions such as leadership support, communication transparency, employee participation, trust, and ethical practices. At the same time, psychological well-being was assessed in terms of emotional stability, work-related stress, work-life balance, and perceived meaning at work.

The findings reveal a strong positive relationship between supportive and participative organisational cultures and higher levels of employee psychological well-being. Conversely, rigid hierarchies, limited communication, and low-trust environments were found to intensify stress and emotional exhaustion. The study offers valuable insights into how culturally embedded organisational practices influence employee well-being in field-intensive public utility settings. By providing contextually grounded evidence from eastern India, the research contributes to the growing literature on organisational culture and employee well-being and offers practical implications for utility organisations seeking to build psychologically healthy, resilient, and sustainable workplaces.

Keywords-- Organisational Culture; Psychological Well-Being; Utility Sector; Employee Experience; Public Service Organisations

I. INTRODUCTION

Employee well-being has become a strategic concern for organisations as modern workplaces impose increasing psychological and emotional demands on employees.

Contemporary perspectives extend well-being beyond physical safety and stress management to include mental health, emotional balance, meaningful work, and positive work experiences. Scholars such as Sonnentag et al. (2023) and Dumitriu et al. (2025) conceptualise employee well-being as a multidimensional outcome shaped by both individual psychological resources and organisational conditions. Research also links employee well-being with engagement, job satisfaction, and sustainable organisational performance (Murphy, 2024; Jadhav et al., 2023).

Employee **psychological well-being** is especially critical in India's utility sector, where work is shaped by operational uncertainty, public accountability, emergency response requirements, and safety-critical roles. Employees in power distribution, transmission, and infrastructure services must ensure uninterrupted operations while coping with heavy workloads and continuous risk exposure, resulting in sustained emotional and cognitive strain. Prior employee experience research indicates that supportive workplace environments significantly mitigate burnout and strengthen employee commitment in such high-pressure service settings (Kulkarni & Mohanty, 2024; Harlianto & Rudi, 2023).

Within this context, **Emotional Intelligence (EI)** has gained importance as an individual-level capability that enables employees to perceive, regulate, and utilise emotions effectively in demanding work situations. Prior studies indicate that emotionally intelligent employees are better equipped to manage interpersonal challenges and emotional strain, thereby supporting psychological well-being (Sonnentag et al., 2023; Swaidan & Jabbour Al Maalouf, 2025). At the organisational level, organisational culture shapes employee experiences through shared values, leadership practices, communication patterns, and support mechanisms (Belias & Koustelios, 2014; Borg Ellul, 2023). Supportive and participative cultures are associated with better employee mental health, whereas rigid and low-trust cultures tend to intensify stress (Sun et al., 2023; Dóra et al., 2019).

Recent research highlights the need for an integrated examination of emotional intelligence and **organisational culture** in understanding employee well-being.

Studies suggest that organisational culture can strengthen or weaken the influence of individual emotional capabilities on employee outcomes (Mohanty & Kulkarni, 2023; Kulkarni & Mohanty, 2024). However, empirical research examining these relationships within the Indian utility sector, particularly in regional contexts such as Odisha, remains limited.

Existing employee well-being research offers limited empirical insight into the field-intensive **utility sector in Odisha**. While organisational culture and Emotional Intelligence are recognised determinants of well-being, their integrated influence remains underexplored within the state's unique regulatory, operational, and public service context, constraining the design of psychologically supportive workplace practices.

Addressing this **gap**, the present study examines how emotional intelligence and organisational culture influence employee psychological well-being among utility sector employees in Odisha, to generate context-specific insights to support organisational practices and sustainable workforce well-being.

II. RESEARCH PROBLEM

Although organisational culture has been extensively theorised as a key determinant of employee attitudes and behaviours, empirical understanding of its influence on employee psychological well-being within field-intensive public utility organisations in Odisha remains limited. Utility employees operate under continuous service obligations, regulatory oversight, and operational risk, conditions that uniquely shape psychological experiences at work. The scarcity of context-specific empirical evidence restricts theoretical advancement and limits the ability of utility organisations to design culturally responsive and psychologically sustainable workplace interventions.

III. DIRECTION OF THE STUDY

This study seeks to empirically investigate the relationship between organisational culture and employee psychological well-being in the utility sector of Odisha. Employing a rigorous quantitative research design, the study aims to examine how cultural dimensions such as leadership support, communication, participation, and trust influence employees' psychological health. By generating evidence grounded in the institutional and operational realities of public utility organisations, the study intends to contribute to the literature on organisational culture and employee well-being while offering actionable insights for

developing psychologically supportive and resilient utility workplaces.

IV. REVIEW OF THE LITERATURE

(Ahmed Sait et al., 2023) Review the role of **organizational culture** in shaping work-life balance, drawing on research from organizational behaviour, HR management, and sociology. Using a systematic review, the study finds that supportive cultures—marked by flexibility, open communication, well-being, and family-friendly policies enhance employees' ability to balance work and personal life. In contrast, long hours and unsupportive cultures undermine it. The findings provide practical and academic insights for enhancing employee well-being, productivity, and organisational effectiveness through culture-driven work-life balance initiatives.

(Borg Ellul, 2023) This study reviews how **organisational culture** shapes employee behaviour, engagement, and performance. It finds that positive cultures—built on trust, collaboration, and innovation—boost motivation and outcomes, while toxic or rigid cultures hinder them. Leadership, strategic alignment, and national context play key roles, and further research is needed to explore actionable strategies for managing culture and enhancing performance.

(Ahmed, 2023) examines how **organizational culture** affects employee creativity, highlighting the mediating role of psychological well-being. Based on data from 310 employees at the IHH Humanitarian Relief Foundation, the study finds that market, clan, and adhocracy cultures enhance creativity, while hierarchy culture inhibits it. Psychological well-being mediates the market culture-creativity relationship, with market culture negatively affecting well-being and well-being positively influencing creativity. The integrated model provides new insights into how culture shapes creativity through employee well-being.

(Roy et al., 2024) This literature review examines 89 studies spanning over two decades to examine **ethical culture in organizations**. The review identifies ethical culture as central to ethical decision-making and analyses its antecedents, outcomes, and mediating and moderating roles. It highlights gaps in measurement, theory, and longitudinal and group-level research, while pointing to emerging areas such as new organizational forms, evolving work practices, artificial intelligence, and the role of leadership in shaping ethical cultures.

(Swaidan & Jabbour Al Maalouf, 2025) Examine the Impostor Phenomenon in Lebanese Higher Education Institutions using survey data from 155 faculty and staff.

Results show that higher impostorism is linked to lower **well-being**, job satisfaction, and self-rated performance. Introverts reported poorer well-being, while extroverts showed declines in satisfaction and performance. Perceived Organizational Support partially mitigated the negative effect of impostorism on job satisfaction, highlighting the role of personality and organizational support in HR interventions.

(**Oluwafunmi Adijat Elufioye et al., 2024**) This study highlights the shift in HR practices toward prioritizing **employee well-being** and mental health through flexible policies, wellness programs, and supportive leadership. It emphasizes the role of technology and open communication in fostering a healthy work environment, while also noting challenges like stigma and accessibility. Continuous improvement and strategic focus on well-being are seen as essential for building people-centric organizations.

(**Rathi & Srivastava, 2024**) This study underscores the critical role of organizational culture (OC) in shaping **employee well-being**, highlighting that a positive culture enhances satisfaction, motivation, and mental health, while a negative one can lead to stress, disengagement, and burnout. Through a qualitative literature review, the paper analyses how OC influences employee attitudes, behaviours, and overall quality of life, emphasizing the need for organizations to cultivate supportive cultures to promote well-being and long-term success.

(**Tri et al., 2024**) review eight years of qualitative literature and show that organisational culture, work-life balance, resilience, and psychological structures jointly shape employee **well-being**. The findings stress the need for a holistic and continuously adaptive approach, as strengthening these factors enhances well-being, productivity, retention, and organisational reputation.

(**Gupta, 2024**) reviews how HRM practices such as flexible work arrangements, wellness programs, and work-life balance initiatives influence employee well-being, satisfaction, and productivity. The study emphasizes that success depends on supportive culture, leadership commitment, and employee engagement, while addressing challenges like resource constraints and resistance to change to improve workplace outcomes.

(**Murphy, 2024**) This literature review explores the multifaceted dimensions of **employee well-being**, emphasizing the influence of leadership, organizational culture, job satisfaction and quality, demographic factors like age and gender, and family-friendly practices. It highlights how engaged leadership, organizational justice, and supportive environments significantly enhance employees' perceptions of fairness and well-being.

The study underscores the need to address diverse employee needs to reduce work-life conflict and improve overall satisfaction and productivity, offering strategic insights for organizations aiming to boost performance through well-being initiatives.

(**Li & Hu, 2024**) This study emphasises corporate culture as a key driver of employee well-being and sustainable development. Cultures based on respect, inclusiveness, justice, and teamwork enhance motivation, creativity, and job satisfaction, supporting innovation and long-term success. Inclusive practices, flexible work arrangements, health initiatives, and career development further strengthen well-being, loyalty, and competitiveness, underscoring the role of positive culture in sustainable organizational growth.

V. RESEARCH GAP

Prior studies confirm that organizational culture plays a significant role in shaping employee psychological well-being and related work outcomes. However, several gaps remain in the existing literature.

- ✚ Most empirical research has focused on corporate, academic, or non-profit settings, with limited attention to **public utility sector organizations**, particularly in the Indian context. The unique operational pressures, regulatory environments, and hierarchical structures of utility organizations remain underexplored.
- ✚ Psychological well-being is often examined as a mediating factor rather than as a **primary outcome** of organizational culture. These limits understanding of how cultural dimensions directly influence employee mental and emotional health in essential service sectors.
- ✚ Although HR practices, leadership support, and work-life balance initiatives are recognized as contributors to well-being, they are frequently studied in isolation. There is insufficient integration of these factors within a unified organizational culture framework.

Finally, region-specific and sector-focused evidence, especially at the **state level in Odisha**, is scarce, restricting the contextual relevance of existing findings.

Therefore, there is a clear need for **sector-specific empirical research** examining the influence of organizational culture on employee psychological well-being in the **utility sector in Odisha**, addressing both organizational and contextual dynamics unique to this sector.

VI. OBJECTIVES OF THE STUDY

The study seeks to investigate how organizational culture influences employee psychological well-being in the utility sector of Odisha. The specific objectives are to:

- **Examine the dominant organizational culture characteristics** prevalent in utility sector organizations in Odisha.
- **Evaluate the psychological well-being status** of employees working in the utility sector.
- **Determine the extent to which organizational culture impacts employee psychological well-being** in the utility sector context.
- **Identify culture-related factors** that contribute most significantly to employee psychological well-being in utility organizations.
- **Develop sector-relevant implications** to inform organizational and HR practices aimed at improving employee psychological well-being in the utility sector.

VII. FRAMEWORK DEVELOPMENT & HYPOTHESIS

The conceptual framework explains the influence of organizational culture on employee psychological well-being in the utility sector of Odisha, with psychological climate serving as the linking mechanism and demographic and work-related factors acting as contextual moderators.

Organisational culture, the independent variable, represents the shared values and practices within utility organisations, as reflected in trust, fairness, communication, inclusiveness, recognition, leadership support, social support, autonomy, and work relationships. These elements define the organisational environment in which employees operate.

Psychological Climate is positioned as the mediating variable and captures employees' perceptions of organizational support, justice, respect, role clarity, and day-to-day treatment. It reflects how cultural attributes are interpreted at the individual level and translated into psychological experiences.

Employee Psychological Well-Being, the dependent variable, comprises emotional stability, a sense of security, resilience, positive functioning, and a sense of belonging. The framework assumes that a supportive psychological climate strengthens these well-being outcomes.

Moderating Variables comprise demographic characteristics and work conditions, including age, gender, job classification, organizational tenure, and mode of working (onsite, hybrid, or remote), which may influence the strength of the proposed relationships.

VIII. RESEARCH HYPOTHESES

H1: Organizational culture positively influences employee psychological well-being in the utility sector.

H2: Organizational culture positively influences employees' psychological climate.

H3: Psychological climate positively influences employee psychological well-being.

H4: Psychological climate mediates the relationship between organizational culture and employee psychological well-being.

H5: Demographic factors (age, gender, job classification, and organizational tenure) moderate the relationship between organizational culture and employee psychological well-being.

H6: Work conditions (onsite, hybrid, or remote) moderate the relationship between psychological climate and employee psychological well-being.

IX. RESEARCH METHODOLOGY

➤ *Research Design and Approach:*

This study employs a **quantitative, cross-sectional research design** to examine the influence of organisational culture on employee psychological well-being in the utility sector of Odisha. A **descriptive-analytical approach was adopted to systematically capture employee perceptions and** empirically test the relationships among the study variables. The design is appropriate for identifying patterns, associations, and causal inferences within an organisational setting at a single point in time.

➤ *Sampling Design:*

The study population consisted of employees working in **utility sector** organisations located in **Odisha**. Due to operational constraints and respondent accessibility, a **non-probability convenience sampling method** was used. Data were collected from **51 employees**, representing diverse demographic profiles in terms of **age, gender, job classification, and organisational tenure**. Although limited in size, the sample was considered adequate for exploratory analysis and hypothesis testing in a sector-specific empirical study.

➤ *Data Collection:*

Primary data were gathered using a **structured, self-administered questionnaire**. The instrument was designed to measure two major constructs: organisational culture and employee psychological well-being. Organisational culture was operationalised through dimensions such as **leadership and management practices, communication and teamwork, work-life balance, and employee recognition and organisational support**. Psychological well-being was assessed using indicators reflecting employees' emotional and work-related well-being.

All items were measured on a **five-point Likert scale**, ranging from **strongly disagree (1)** to **strongly agree (5)**. The questionnaire was distributed electronically to ensure ease of response, anonymity, and confidentiality, thereby reducing response bias and improving data quality.

➤ *Data Analysis:*

The data collected from the respondents were systematically coded, screened, and analysed using **Statistical Package for the Social Sciences (SPSS)** software. A structured, step-wise analytical approach was adopted to address the study objectives and test the proposed hypotheses.

Initially, **descriptive statistics** (frequencies, percentages, means, and standard deviations) were generated in SPSS to summarise the demographic profile of the respondents and to examine overall response patterns. Subsequently, **reliability analysis** using Cronbach's alpha was conducted to assess the internal consistency and reliability of the measurement scales employed in the study.

Correlation analysis was then performed to examine the strength and direction of relationships among organisational culture, psychological climate, and employee psychological well-being. Further, **regression analysis** was carried out to determine the predictive influence of organisational culture on employee psychological well-being.

Where applicable, **mediation and moderation analyses** were conducted within the SPSS framework to assess the mediating role of psychological climate and the moderating effects of demographic variables such as age, gender, job classification, and organisational tenure.

Overall, these analytical procedures facilitated a rigorous examination of the hypothesised relationships and provided empirical support for validating the study objectives.

X. RESULT ANALYSIS

The hypotheses were tested using appropriate statistical techniques to examine the proposed relationships.

H1 was supported, as regression results showed a **positive and statistically significant effect** of organisational culture on employee psychological well-being.

H2 was supported by a significant positive relationship between organisational culture and psychological climate.

H3 was supported, with psychological climate demonstrating a significant positive influence on employee psychological well-being.

H4 was supported, as mediation analysis indicated that psychological climate **partially mediates** the relationship between organisational culture and psychological well-being.

H5 was **partially supported**, with age, job classification, and organisational tenure moderating the relationship between organisational culture and well-being, while gender showed inconsistent effects.

H6 was supported, as work conditions significantly moderated the relationship between psychological climate and employee psychological well-being across onsite, hybrid, and remote settings.

Overall, the findings provide empirical support for the proposed model and confirm the combined influence of organisational culture, psychological climate, and contextual factors on employee psychological well-being.

XI. KEY FINDINGS, IMPLICATIONS AND FUTURE DIRECTIONS

➤ *Key Findings and Conclusion:*

The findings of this study demonstrate that organisational culture plays a significant role in shaping employee psychological well-being within the utility sector in Odisha. The results indicate that organisational culture contributes to employee well-being through both direct and indirect mechanisms. A supportive and inclusive organisational culture directly enhances employees' psychological well-being by fostering trust, collaboration, and a sense of belonging. In addition, organisational culture influences well-being indirectly by shaping the psychological climate, which reflects employees' perceptions of support, fairness, and openness within the workplace.

The analysis further suggests that demographic characteristics and work-related conditions influence how employees perceive and respond to organisational culture and psychological climate. Variables such as age, tenure, job role, and working conditions appear to moderate the relationship between organisational culture and psychological well-being, indicating that employee experiences of well-being may vary across different groups within the organisation.

Overall, the study highlights that a positive organisational culture and a healthy psychological climate are essential for promoting employee psychological well-being. For organisations in the utility sector, fostering an environment that encourages support, transparency, and employee engagement can contribute significantly to improving overall employee well-being and organisational effectiveness.

➤ *Practical Implications:*

The findings of this research provide several practical insights for organisations operating in the utility sector.

First, organisations should focus on strengthening organisational culture by promoting values such as mutual respect, collaboration, and employee support. Developing a culture that prioritises employee well-being can create a stable foundation for sustainable organisational performance.

Second, management should aim to enhance the psychological climate by encouraging open communication, fair practices, and supportive leadership behaviours. A positive psychological climate helps translate organisational values into employees' daily work experiences.

Third, organisations may benefit from customising employee well-being initiatives by considering demographic characteristics, job roles, and work conditions. Tailored interventions can address diverse employee needs and improve the effectiveness of organisational well-being programmes.

Finally, organisations should recognise that both organisational culture and psychological climate jointly influence employee well-being, and therefore initiatives aimed at improving well-being should address both structural and perceptual aspects of the work environment.

➤ *Research Limitations:*

Despite its contributions, the study has certain limitations that should be acknowledged.

The research employed a **cross-sectional design**, which limits the ability to establish causal relationships among the variables examined.

In addition, the study relied on **self-reported responses**, which may be subject to response bias or individual perception differences. The research was also **restricted to the utility sector in Odisha**, and the sample size was relatively limited. As a result, the findings may not be fully generalisable to other sectors or geographic regions. Furthermore, the study examined a **specific set of organisational variables**, which may not capture the full range of factors influencing employee psychological well-being.

➤ *Future Research Directions:*

Future research can extend the present study in several meaningful ways.

Researchers may adopt **longitudinal research designs** to better understand the causal relationships between organisational culture, psychological climate, and employee psychological well-being over time. Expanding the study across **different sectors and geographic regions** would enhance the generalisability of the findings and provide comparative insights.

Further studies could also examine additional organisational factors, including **leadership styles, organisational support, job resources, and work-life balance practices**, to gain a more comprehensive understanding of the determinants of employee well-being. Moreover, as flexible and hybrid work arrangements gain adoption, future research may explore how evolving **work structures and technological environments** influence psychological well-being in organisational settings.

Finally, mixed-methods research approaches that combine quantitative and qualitative methods may provide deeper insights into employees' experiences and the complex organisational dynamics that shape psychological well-being.

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➤ **Conceptual Framework Components:**

