

Exploration of Organizational Culture on Employee Well-Being: A Survey-Based Study on Workplace Culture Dimensions

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Abstract: The purpose of this study was to investigate the impact that organizational culture has on employee well-being within a case-study organization. The study employed a quantitative research design and adopted the use of a questionnaire to collect the necessary data from the 20 participants. The collected data was analyzed using descriptive statistics and multiple linear regression analysis. The findings of the study indicated that the organization operates mainly on a hierarchy culture with the elements of other culture types of notably culture clan and market culture mixed into the overall organizational culture. It was inferred that these culture types exist as a subculture within the overarching culture of the organization. The findings suggest that employee well-being is not a point of critical concern for the organization. This suggests that within the case study organization, employee well-being is perceived as a moral obligation as against a strategic factor that can yield considerable benefits to the organization. The findings also indicated that organizational culture exerts a degree of influence on employee well-being. Organizational culture has an impact on employee well-being, therefore improving employee well-being can ensure optimal productivity and performance of employees.

Keywords: Workplace, employee health, company culture, job stress

I. Introduction

Several organizational factors may induce job stress for employees. Organizational culture encompasses the interaction between an organization's human resources (employees) with one another, as well as the basic assumptions that guide their feelings, thinking, and behaviour toward the organization (Dora et al., 2019). As such, organizational culture can be surmised to be the belief system that is held by the employees of an organization. Alkhodary (2023) further adds to this explaining that an organization's culture must be clear and precise, detailing how the organization expects its employees to act and react in certain events and scenarios. Olynick and Li (2020) and Bianchi et al. (2021) both agree that organizational culture is heavily influenced by certain factors such as the surrounding national culture, the industry, and the views of management, and can have considerable positive or negative impact on employee well-being and organizational performance. Organizational culture is a critical aspect of organizational success and can have a considerable edge over industry rivals if properly handled (Lopez-Martin and Topa, 2019). As a result of its critical impact on considerable organizational success and performance, organizational culture has become a point of interest for researchers in recent years.

A properly defined organizational culture allows employees to gain a clear and transparent view of the organization's goals and orientation (Stankevičienė et al. 2021). A strong and properly defined organizational culture nurtures and fosters good relationships among the employees of the organization since they grow to share similar interests and common thoughts between them. Whereas, a good organizational culture also makes the workplace more comfortable and healthier for the employees. Nierenberg et al. (2017) assert that when organizations build strong and long-lasting cultures, they reduce employee turnover intentions and nurture loyalty in the employees. However, Bianchi et al. (2021) point out that while organizational culture can be a competitive edge, it is also an important mechanism for attracting talent from the labor market.

Globalization and recent advancements in technology have dramatically changed the work environment, with the market becoming more competitive and the labor market becoming more complex. As such, companies have also engaged in outsourcing work, downsizing of their labor force, and offering temporary work contracts to employees as opposed to traditional permanent employment deals to retain their relevance in the current market (Wieneke et al., 2019). However, these new market or labor force trends have a significant impact on employees since they become more insecure about their employment, and therefore become less committed to the organization. Wieneke et al. (2019) stress that the new market trends of downsizing and outsourcing lead to higher employee dissatisfaction and higher turnover intentions. Moreover, with less job security, the employees experience stress, burnout, and tension which has adverse impacts on the employees and the organization (Nair, 2021). Wieneke et al. (2019) add that while stress has been acknowledged to be an important part of daily human life, the impact it has on the employee is largely dependent on the adaptive capabilities of the employee.

Furthermore, Nair et al. (2021) explain that the disagreement lies in whether the concept should be defined as regards the employee, the work environment, or both. Nonetheless, Cartwright and Cooper (1998) in Nair (2021) considered job stress regarding both employee and work environment factors and asserted that job stress can be described as the prevailing difference between the abilities of the employees and the demands of the work environment. Anand and Vohra (2020) explain that organizational factors that can induce job stress include the complexity of the job, environmental noise, degree of freedom allowed to employees, level of work autonomy, and even environmental conditions like temperature. On the other hand, employee factors that may induce job stress include job ambiguity, role conflict, heavy workloads, interpersonal relationships, and a general lack of support from management (Kim and Jung, 2022). However, regardless of the trigger, job stress often results in significant costs for the employee and the company. Nair et al. (2021) explain that these costs could be in terms of payments for healthcare delivery, absenteeism of employees, and higher turnover rates within the organization, and in dire cases, the industry.

In recent years, job stress has become a common theme and has therefore garnered significant interest from researchers all over. Toxic work conditions have resulted in significant work stress for employees. In more extreme cases, job stress has resulted in employee tiredness, depression, work anxiety, and employee disengagement within the workplace. Employee engagement which refers to employee involvement and job satisfaction in relation to their job. When employees are cognitively and emotionally connected to their jobs, they end up being engaged and are driven to contribute even more to the success of the organization. Nair et al. (2022) asserts that organizations with higher levels of employee engagement report significantly higher employee motivation levels and lower levels of job stress. As such, it can be inferred that low levels of employee engagement will often result in job stress and poorer productivity levels. Reidhead (2022) also adds that job stress is innately linked to job dissatisfaction, excessive demands from the employees, and poor personal conditions which often result in reduced performance and may even result in health concerns for the employees.

Ultimately, job stress may result in mental health concerns for employees. Goswami and Goswami (2022) explain that job stress can result in psychological issues arising in employees. These psychological issues include mental illness, social withdrawals, feelings of frustration, anxiety, and job dissatisfaction (Goswami and Goswami, 2022). Thasi et al. (2020) explain that in more severe cases, job stress may also result in physical health conditions such as body aches, headaches, and skeletal/muscular pain. Essentially, job stress often results in low commitment and mental and physical health conditions for the employees. Literature generally agrees that there is a negative relationship between job stress and employee engagement in the workplace (Nair et al., 2022; Goswami and Goswami, 2022). This study therefore investigates the impact that organizational culture has on the well-being of employees of the case study company.

II. Research Methodology

Data Collection

A stratified sampling technique was used and 20 participants were purposively selected from various departments within the organization, ensuring a wide range of opinions. An online-based questionnaire was used to collect data for this study. Roopa and Rani (2012) suggested that a small target sample of participants from this phase must be used to conduct the pre-test survey. While there is no set limit on the number of participants, 5 to 10% of the overall population is usually sufficient. The questionnaire was reviewed and validated by the pilot study. In order to ensure reliability and accuracy, respondents were urged to provide detailed responses. The pre-test input was taken into consideration when making modifications to the questionnaire. The completed questionnaire was divided into five sections, each distinguished by a unique heading in the final edition. Instructions were laid out clearly and succinctly, according to the headers for the responders' convenience. These questions provide crucial contextual details and viewpoints that can facilitate effective data analysis and interpretation. In addition, A combination of closed- and open-ended questions were included in the survey, and Five-point Likert scales (5 strongly agree, 4 agree, 3 undecided, 2 disagree, and 1 strongly disagree), and multiple-choice questions were used to gather the data. The participants were assured that only the researcher and the supervisor would have access to the information submitted, that all study reports would only be disclosed in aggregate form to encourage transparency, and that the study would remain anonymous.

Data Analysis

The collected data was analyzed using descriptive statistics such as frequency tables, charts, and diagrams to identify the dominant culture within the case study company, the cultural preferences of the employees, and the variables related to employee wellbeing. Additionally, linear regression analysis was used to understand how organizational culture impacts the well-being of employees.

Ethical Approval

For this study, research ethical approval was obtained in accordance with the Governance Arrangements for Research Ethics Committees (Research Ethics Approval Number: 1 2023 7787 6674). It complies with [the guidelines of UKRI](#) and the concordat to support [Research Integrity](#).

Gender
20 responses

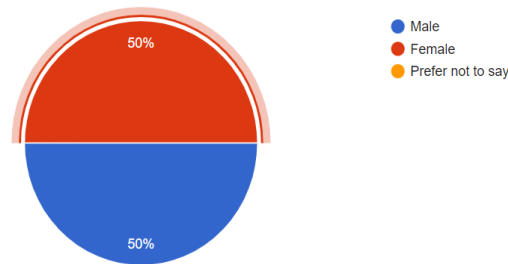


Figure 1. Gender of the Respondents

Age
20 responses

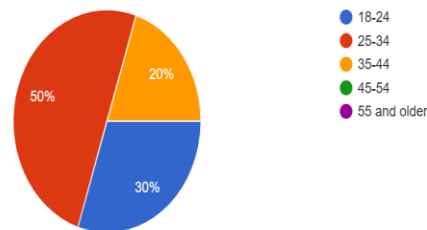


Figure 2. Age of the Respondents

Educational Qualification
20 responses

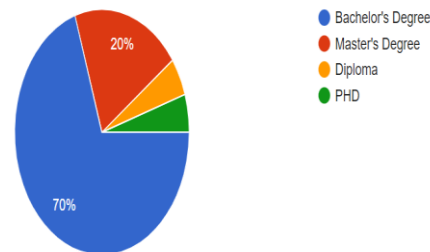


Figure 3. Educational Qualifications of the Respondents

III. Results and Discussion

Demographic Information of the Respondents

All 20 respondents disclosed their gender, with 50% (10) being male and 50% (10) female. Most of the respondents 50% (10) were within the 25-34 age group, 30% (6) were between ages 18-24, and 20% (4) of the respondents were between 35 to 44. Most of the respondents (70%) have a bachelor's degree as their highest educational qualification. Respondents with a master's degree, diploma, and PhD as their highest educational qualification are 20% (4), 5% (1), and 5% (1) respectively.

Table 1. Identification of Organizational Culture

Variable		Frequency	Percentage	Mean	Median	SD
Collaboration, teamwork, and employee engagement	Strongly agree	5	25			
	Agree	7	35			
	Undecided	2	10			
	Disagree	5	25			
	Strongly disagree	1	5	3.50	4.00	1.28

Innovation, risk-taking, and the pursuit of new ideas	Strongly agree	1	5			
	Agree	5	25			
	Undecided	6	30			
	Disagree	7	35			
	Strongly disagree	1	5	2.90	3.00	1.02
Decision-making in our organization is centralized, and there is a clear chain of command	Strongly agree	7	35			
	Agree	8	40			
	Undecided	5	25			
	Disagree	0	0			
	Strongly disagree	0	0	4.10	2.00	0.79
Our organization prioritizes stability, efficiency, and adherence to established procedures	Strongly agree	5	25			
	Agree	7	35			
	Undecided	5	25			
	Disagree	1	5			
	Strongly disagree	2	10	3.60	4.00	1.23
Leaders in our organization are seen as mentors or facilitators, guiding, and supporting employees	Strongly agree	2	10			
	Agree	3	15			
	Undecided	8	40			
	Disagree	3	15			
	Strongly disagree	4	20	2.80	3.00	1.240
There is a strong emphasis on agility, adaptability, and responding quickly to market changes	Strongly agree	2	10			
	Agree	5	25			
	Undecided	8	40			
	Disagree	3	15			
	Strongly disagree	2	10	3.10	3.00	1.12
Our organization fosters a nurturing and supportive environment, resembling a family-like atmosphere	Strongly agree	4	20			
	Agree	5	25			
	Undecided	7	35			
	Disagree	3	15			
	Strongly disagree	1	5	3.40	3.00	1.14
Formal structures, rules, and procedures are highly valued in our organization	Strongly agree	4	20			
	Agree	8	40			
	Undecided	5	25			
	Disagree	0	0			
	Strongly disagree	1	5	3.90	4.00	1.02

*SD Standard deviation

Identification of Organizational Culture

Summarily, the table suggests that there are strong elements of a controlled decision-making process within the organization. Furthermore, there is a general preference for stability and formal structure within the company. However, it is also evident that there is a certain degree of attention being given to innovation within the organization. As such, it can be inferred that the organizational culture is mainly a hierarchy culture with some elements of other types of culture blended in. This blending can be explained by the differences in the management methods of each team lead.

Recognition and Rewards within the organization

The information contained in the table suggests that the respondents have a generally positive perception of the various organizational culture dimensions (Communication, Teamwork, Collaboration, Leadership, Management, Work-Life Balance, and Recognition and Rewards). However, it is notable that work-life balance and communication have fewer positive perceptions when compared to the other dimensions of organizational culture.

Table 2. Communication Within the Organization

Variable		Frequency	Percentage	Mean	Median	SD
Open and transparent communication is encouraged within the organization	Strongly agree	6	30			
	Agree	5	25			
	Undecided	6	30			
	Disagree	3	15			
	Strongly disagree	0	0	3.70	4.00	1.08
Information flows freely across departments and hierarchical levels	Strongly agree	7	35			
	Agree	4	20			
	Undecided	4	20			
	Disagree	5	25			
	Strongly disagree	0	0	3.65	4.00	1.23
Feedback and suggestions are valued and acted upon	Strongly agree	5	25			
	Agree	6	30			
	Undecided	5	25			
	Disagree	2	10			
	Strongly disagree	2	10	3.50	4.00	1.28

*SD Standard deviation

Table 3. Teamwork and Collaboration

Variable		Frequency	Percentage	Mean	Median	SD
Collaboration and teamwork are highly valued in the organization	Strongly agree	11	55			
	Agree	4	20			
	Undecided	4	20			
	Disagree	0	0			
	Strongly disagree	1	5	4.20	5.00	1.11
Employees actively support and help each other in achieving shared goals	Strongly agree	4	20			
	Agree	4	20			
	Undecided	8	40			
	Disagree	2	10			
	Strongly disagree	2	10	3.30	3.00	1.22
Cross-functional cooperation is promoted and recognized	Strongly agree	3	15			
	Agree	8	40			
	Undecided	4	20			
	Disagree	2	10			

	Strongly disagree	2	10	3.42	4.00	1.22
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*SD Standard deviation

Table 4. Leadership and Management Within the Organization

Variable		Frequency	Percentage	Mean	Median	SD
Leaders in the organization demonstrate strong vision and inspire employees	Strongly agree	4	20			
	Agree	7	35			
	Undecided	5	25			
	Disagree	3	15			
	Strongly disagree	1	5	3.50	4.00	1.15
Management promotes a positive work environment and fosters trust	Strongly agree	3	15			
	Agree	5	25			
	Undecided	8	40			
	Disagree	2	10			
	Strongly disagree	2	10	3.25	3.00	1.16
Decision-making processes are inclusive and participatory	Strongly agree	4	20			
	Agree	5	25			
	Undecided	6	30			
	Disagree	4	20			
	Strongly disagree	1	5	3.35	3.00	1.18

*SD Standard deviation

Table 5. Work-Life Balance Within the Organization

Variable		Frequency	Percentage	Mean	Median	SD
The organization supports and encourages work-life balance initiatives	Strongly agree	3	15			
	Agree	6	30			
	Undecided	4	20			
	Disagree	5	25			
	Strongly disagree	1	5	3.26	3.00	1.19
Employees have flexibility in managing their work schedules	Strongly agree	3	15			
	Agree	2	10			
	Undecided	6	30			
	Disagree	7	35			
	Strongly disagree	1	10	2.85	3.00	1.23
There is an understanding and respect for personal boundaries	Strongly agree	2	10			
	Agree	6	30			
	Undecided	6	30			
	Disagree	3	15			
	Strongly disagree	3	15	3.05	3.00	1.23

*SD Standard deviation

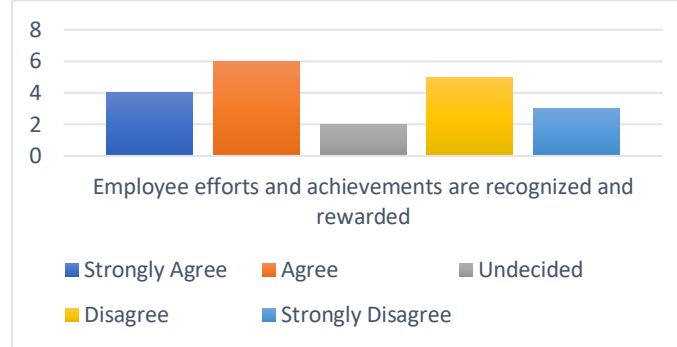


Figure 4. Employee efforts and achievements are recognized and rewarded

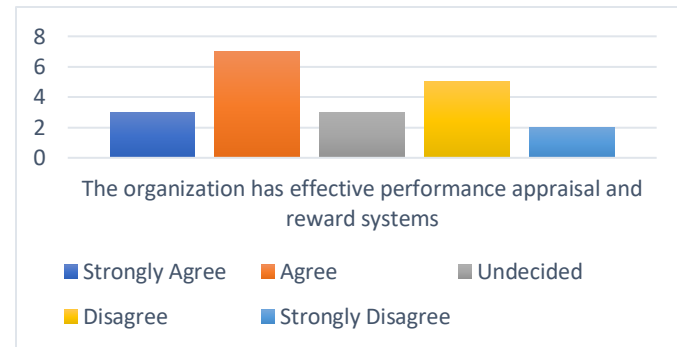


Figure 5. The organization has effective performance appraisal and reward systems

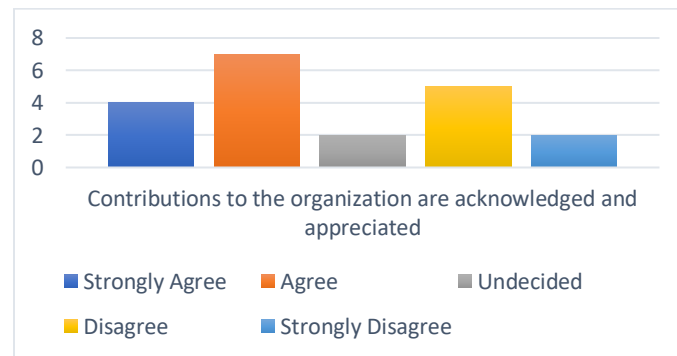


Figure 6. Contributions to the organization are acknowledged and appreciated

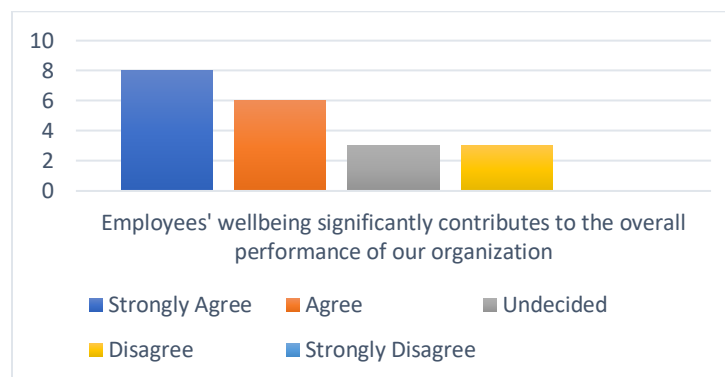


Figure 7. Employees' *well-being* significantly contributes to the overall performance of our organization

Table 6. Central Tendency for Employee Wellbeing

	N	Missing	Mean	Median	SD	Minimum	Maximum
I feel valued and appreciated in my role	20	0	3.15	3.00	1.14	1	5
I have a good work-life balance.	20	0	3.15	3.00	1.04	1	5

I have opportunities for personal and professional development	20	0	3.45	3.50	1.15	1	5
I feel supported by my colleagues and supervisors.	20	0	3.20	3.50	1.32	1	5
I experience a sense of meaning and purpose in my work	19	1	3.42	4	1.17	1	5

*SD Standard deviation

Table 7. Central Tendency for Impact of Employee Wellbeing on Organizational Performance

	N	Missing	Mean	Median	SD	Minimum	Maximum
Employee well-being is considered a strategic priority in our organization to drive performance and success	20	0	3.75	4.00	1.020	1	5
Organizations that prioritize employee well-being tend to outperform competitors in terms of financial results	20	0	4.25	5.00	1.118	2	5
When employees have high levels of well-being, they are more likely to innovate and contribute to organizational growth	20	0	4.10	5.00	1.334	1	5
Improved employee well-being leads to higher productivity and efficiency	20	0	4.35	5.00	0.875	3	5
Employees' well-being significantly contributes to the overall performance of our organization	20	0	3.95	4.00	1.099	2	5

*SD Standard deviation

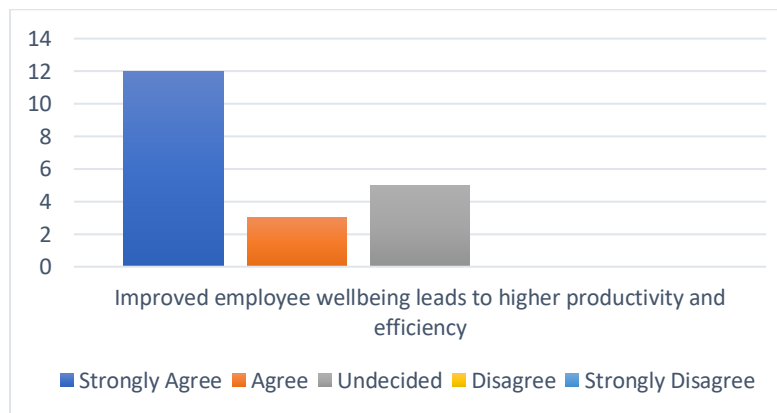


Figure 8. Improved employee well-being leads to higher productivity and efficiency

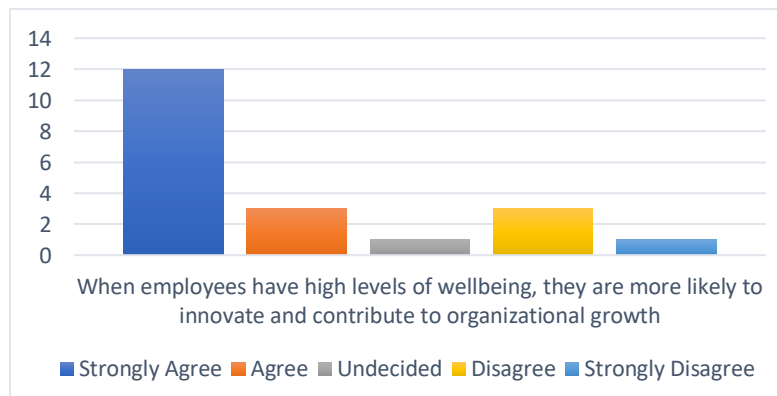


Figure 9. When employees have high levels of well-being, they are more likely to innovate and contribute to organizational growth

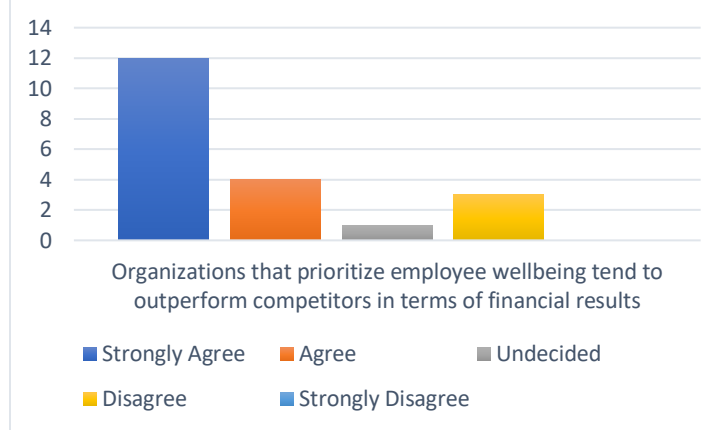


Figure 10. Organizations that prioritize employee well-being tend to outperform competitors in terms of financial results

Table 8. Regression Analysis

Model Fit Measures		
Model	R	R ²
1	0.975	0.952

Based on the regression analysis, it can be inferred that there is a relationship between organizational culture and employee well-being. However, it is also notable that there is a variance in the strength of the correlation between the dimensions of organizational culture and employee wellbeing. A discussion of the findings will be carried out in the next section.

The regression analysis reveals that different elements of organizational culture have varying levels of influence on employee well-being. However, the regression analysis also suggests that the strength of this relationship between the two elements is not strong. For instance, under the elements of communication, it is evident that acting on employee feedback and suggestions from employees influences overall employee wellbeing. However, the strength of this influence is lacking considerably. Similarly, understanding and respecting the personal boundaries of employees has a direct impact on their well-being. However, the strength of this relationship, despite being stronger than that of feedback and suggestions, has no statistical evidence backing it up. In this section, the researcher intends to share their opinion and interpretations of the findings of the study.



Figure 11. Employee well-being is considered a strategic priority in our organization to drive performance and success

Regarding the existing organizational culture within the case study, it is evident that there are very strong elements of a hierarchical culture existing within the organization. It is evident from the responses and ratings that the employees perceive the decision-making within the organization as centralized and backed by a clear chain of command. As such, it can be inferred that the management and leadership of the organization do not leave decision-making to employees and would rather have every process and step reported for the management to act on. As explained by Schein and Schein (2021) and Alkhodary (2023) there are very clear characteristics of hierarchy culture. Alkhodary (2023) points out that hierarchy cultures have clear chains of command and employees have defined roles that they are expected to carry out without question. Further evidence of this is that the respondents mainly agree that the major priority of the organization is stability, efficiency, and general adherence to set procedures. It was also noted that the respondents agree that the existence of a formal structure and rules is highly valued within the organization. Thus, it can be surmised from these responses that the organization operates in a hierarchy culture. However, the findings also indicate that the culture is not purely hierarchical, having elements of other cultures mixed in.

Table 9. Model Coefficients – Employee Wellbeing

Predictor	Estimate	SE	t	p
Intercept	22.639	12.61	1.795	0.324
Open and transparent communication is encouraged within the organization	-2.549	3.22	-0.792	0.574
Information flows freely across departments and hierarchical levels	1.039	3.12	0.333	0.795
Feedback and suggestions are valued and acted upon.	6.392	3.12	2.047	0.289
Collaboration and teamwork are highly valued in the organization	-5.283	5.77	-0.916	0.528
Employees actively support and help each other in achieving shared goals	5.057	4.47	1.130	0.461
Cross-functional cooperation is promoted and recognized	-6.652	4.06	-1.637	0.349
Leaders in the organization demonstrate strong vision and inspire employees	-0.791	7.14	-0.111	0.930
Management promotes a positive work environment and fosters trust	-1.886	2.52	-0.749	0.591
Decision-making processes are inclusive and participatory	3.540	5.09	0.695	0.613
The organization supports and encourages work-life balance initiatives	-2.145	4.10	-0.523	0.693
Employees have flexibility in managing their work schedules	-6.771	5.36	-1.264	0.426
There is an understanding and respect for personal boundaries	7.445	3.69	2.019	0.293
Employee efforts and achievements are recognized and rewarded	7.320	7.62	0.961	0.513
The organization has effective performance appraisal and reward systems	2.130	10.77	0.198	0.876
Contributions to the organization are acknowledged and appreciated	-7.368	3.87	-1.902	0.308

For instance, the respondents admit that a supportive and nurturing environment within the organization. As explained by Schein and Schein (2021) this is a characteristic of clan culture. Employees in such a culture are more prone to building long-lasting relationships with each other (Schein and Schein, 2021). Aside from this, it is also apparent that there are elements of market agility and responsiveness within the organization. However, the distribution of the responses indicates that this is not a dominant theme within the organization, making it a part of the overarching culture rather than the main culture of the organization. Thus, while this is a characteristic of market culture, it can only be regarded as a simple part of the overarching culture within the organization. It is also apparent that there are some elements of adhocracy culture in the organization since some of the respondents agree that innovation and risk-taking are present within the organization. However, most of the responses in this regard indicate that this is a critical theme within the organization. As such, the researcher opines that the case study organization operates a Hierarchy culture that is blended with some characteristics of other culture types. As pointed out by Vasconcelos (2022), organizations can exhibit more than one type of culture since there are different departments and teams within a single organization. Thus, each team and department can develop their subcultures, that are distinct from the main culture of the organization (Vasconcelos, 2022).

Further examining the dimensions of organizational culture, it is apparent that the organization favours open and transparent communication. Furthermore, it is also apparent that information flows freely within the organization, and the value of feedback and suggestions from employees is highly valued. Sisodia, Wolfe, and Sheth (2018) point out that organizational culture is what informs the decision-making process as well as the communication process within an organization. As an organization where decisions are made by those in management, there must be a free flow of information to ensure rapid decision-making. Keyworth et al. (2020) point out that organizations that have high levels of engagement tend to have better performance. Thus, it can be surmised that openness of communication within the organization is to facilitate improved engagement and thus better performance. Also, it is evident from the responses, that teamwork and collaboration are promoted within the organization, thereby adding to the argument that the organization is trying to drive up engagement within its employee numbers to improve performance.

However, while it is apparent that the organization intends to drive up employee engagement, it is apparent that employee well-being is not a primary concern within the organization. The findings indicate that while the organization has implemented initiatives to foster work-life balance, it does not allow for flexibility in work schedules. Furthermore, the findings indicate that employees are divided between their opinions about whether there is respect for their personal boundaries within the organization. As explained by Pradhan and Hati (2022) employee well-being impacts the turnover intentions as well as the rate of absenteeism within an organization. Thus, organizations implement programs and initiatives focused on improving employee well-being (Pradhan and Hati, 2022). However, the initiatives cannot always account for the personal needs of each employee, indicating the need for greater flexibility in operation within organizations (Hussain et al. 2020). Thus, it is apparent that in the case of the sample organization, the management is aware of the concept of employee wellbeing and has taken steps towards improving it.

However, these steps are more of a blanket approach rather than a targeted implementation within the overarching organizational culture.

It was noted that while all the elements of organizational culture have an overall positive impact on employee wellbeing, they all have various degrees of influence on employee wellbeing. For instance, the central tendency statistics indicate that on average the absence of a work-life balance had a more significant impact on employee wellbeing than the degree of openness of communication within the organization. As such, it can be inferred that all the elements of organizational culture investigated in this study exert a certain degree of influence on employee wellbeing. However, the extent of the influence varies across different elements of organizational culture. This is consistent with the findings of Koko and Ramarumo (2015) who opine that different types of culture have varying impacts on employee wellbeing. As the sample organization exhibits a blend of different organizational cultures, it is evident that the various elements combined to form the overarching culture would have varying impacts on employee well-being.

Lastly, the findings indicated that there is an overwhelming consensus that employee well-being has a positive impact on organizational performance. The respondents agree that employee well-being contributes to the performance of the organization and can even result in increased productivity and efficiency. Furthermore, the findings also indicate that there is a tendency to innovate and grow when employee well-being is high and positive. This is consistent with the findings of Guest (2017) and Krekel, Ward, and De Neve (2019). Employee well-being exerts a significant influence on job performance and consequently, organizational performance (Guest, 2017). Furthermore, if employees are in a poor physical and/or mental state, their productivity will drop (Krekel, Ward, and De Neve, 2019). As such, it can be surmised that employee well-being impacts employee performance and consequently, organizational performance. Furthermore, the findings indicate that if an organization prioritizes employee well-being, it will outperform its peers and competitors in the market. This is consistent with the findings of Bellet, De Neve, and Ward (2023) who assert that the state of employee well-being can impact both the financial and non-financial indicators of the company. Thus, it can be concluded that employee well-being exerts a degree of influence on organizational performance.

It was gathered that while the primary organization is a hierarchical culture, there is a blend of other cultural elements mixed into the organizational culture. Investigating further it was revealed that the organizational culture dimensions such as communication, teamwork and collaboration, work-life balance, leadership and management, and recognition and rewards all exert a degree of influence on employee wellbeing. It was also noted that most of the employees believe that the state of their well-being could benefit from improvement. As it stands, the organization has implemented initiatives and programs aimed at improving employee wellbeing, but the consensus indicated by the findings is that these initiatives are not sufficient for enhancing employee wellbeing. Nonetheless, the study had proffered an answer to the principal research question; yes, organizational culture impacts the mental and emotional well-being of employees. Discussing the sort of impact that organizational culture has on employee wellbeing, the study uncovered that as employee wellbeing dictates employee performance, the kind of culture present within the organization can also impact employee performance. The findings suggest that employee wellbeing impacts the productivity and efficiency of employees, denoting that if the organizational culture benefits employee wellbeing, overall productivity, and efficiency of the organization is bound to go up. Further up, the findings indicate that it is possible that a beneficial organizational culture can also result in reduced stress levels and burnout in employees.

This study contributes to existing knowledge as it adds to foundational knowledge about how organizational culture can impact employee well-being in a Nigerian context. It also deepens the insights into how organizations may choose to approach employee wellbeing. As the case study organization operates within the Information Technology (IT) sector, it contributes to knowledge related to understanding how employee well-being is perceived and understood from the perspectives of employees in this sector. This study further considers the elements of workplace culture that may impact employee well-being as well as the extent of influence that these cultural elements have on employee well-being. Thus, it can be said that this study also deepens the understanding of how elements of organizational culture may impact employee well-being. Moreover, by doing this, the study can contribute even more knowledge to studies related to organizational culture as well as studies on employee wellbeing.

IV. Conclusion

The findings of the study reveal that organizational culture can indeed impact the well-being of employees. These findings therefore contribute to human resource management, organizational management, and the country context understanding of employee wellbeing. Management of organizations can use the findings of this study to guide their strategy implementation processes, to avoid similar issues as the ones faced by the case study organization of this study. Furthermore, by improving the state of their employee well-being initiatives based on the findings of this study, it will be possible for organizations to attain a degree of competitiveness in the contemporary business market. It should also be noted that the findings indicate that resolving issues related to employee well-being can result in an organization resolving issues related to employee turnover intentions and a high rate of employee absenteeism within the organization. This is critical as employee turnover could result in additional costs for the organization. However, improving the well-being of employees can improve job satisfaction and organizational commitment, thereby resulting in reduced employee turnover and thus saving the organization additional costs.

It is recommended that organizations properly initiate programs and strategies aimed at equipping their employees for stressful situations. By using role-play methods, organizations can help prepare their employees for stressful situations and thus, identify how the employee deals with stressful situations. Doing this can significantly improve employee well-being and communicate to the employees that the organization cares about them. Amongst the strategies that organizations can implement is the hosting of workshops and seminars centered on employee well-being in combination with coaching and mentoring sessions. If the organization can also hire an in-house therapist to help employees out with their internal turmoil. Managers can also use self-evaluation sessions to help employees gain a deeper understanding of themselves and their ability to manage stress. All these can greatly improve employee well-being within the organization, and consequently organizational performance.

Furthermore, it recommended that organizations should introduce more flexible scheduling in their operations. While it might be difficult to achieve in the early stages, it was noted that this was a particular point of concern for the employees in this study. The absence of a flexible work schedule impacts the employees' ability to have a good work-life balance, so such organizations should introduce a regulatory framework centered on improving and enhancing flexibility in work schedules. It is expected that this will contribute significantly to the improvement of employee wellbeing. It is also expected that this would increase the efficiency and productivity of employees.

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