



**International Journal of Recent Advances
in Psychology & Psychotherapy**

<https://www.eurekajournals.com/JRAPP.html> (ISSN: 2581-4052)

DOI: <https://doi.org/10.52416/IJRAPP.2026.10106>

Relationship between Organization Culture and Employee Well Being across Public and Private Sector Organisations: A Systematic Literature Review

Khushi Mohan¹, Mishka Goel²

¹4th Year at Department of Psychology, Shaheed Rajguru College of Applied Sciences for Women, University of Delhi.

²3rd Year at Department of Psychology, Aryabhata College, University of Delhi.

Abstract

With the rise of formal organizations in the public and private sectors, work in the present day world is different from former times and workplaces play a pivotal role in individuals' daily lives, with organizational culture significantly shaping employees behavior, well being and overall health. The aim of the present Systematic literature review was to highlight the impact of Organizational Culture on Employee Well Being in Public and Private Formal Organizations. Following the PRISMA 2020 (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines, the present Systematic Literature review analysed and synthesised findings from 11 eligible peer-reviewed studies published between 2019-2025. The findings of the review were analyzed to understand the influence of different aspects of Organizational culture on employee well being- psychological and emotional, stress, burnout, mental health implications and the analysis concluded that clan oriented, supportive and team cultures using transformational leadership, communication, and operational flexibility significantly foster better emotional well being, job satisfaction, better performance while market driven and highly hierarchical cultures with extreme performance expectations, low control, and high job demands compound work-related stress, burnout, and turnover intentions. Limitations include predominant reliance on quantitative designs and few studies included non-binary people, employees with disabilities, or support staff.

Keywords: organizational culture, employee well-being, mental health, job satisfaction, work stress.

Introduction

Work in the contemporary world is very different today than it was, with the rise of formal organizations in both the public and private sectors and a substantial proportion of adults

participating in the workforce. Workplaces constitute an important part of individuals' daily lives (Aamondt, 2012). Research on organizational culture has underlined that the culture of an organization has a strong influence on the work activities, relationships and employee behavior (Gutterman, 2025). Both organizational culture and employee well-being are complex constructs, and their conceptualizations may vary across nations and organizations Gutterman describes an organization as a group of individuals who share common goals and intentionally coordinate their activities to achieve these goals and create value. Organizations also develop a collective sense of identity defined by its common values, beliefs, standards and practices (Fiol, 1991). Employee well being however can be defined as the overall quality of an employee's experience at work and as a multidimensional construct (Alkhayyal & Bajaba, 2024) it might manifest through positive and negative indicators and can encompass physical, psychological and social well being. Employee well being has also been noted as 'a critical factor for the success of the organization' (Tiwari, 2025) and workplace dynamics can have an impact on a worker's overall well being and a positive and supportive culture can foster a healthy work environment where employees feel valued, motivated, and engaged (Srivastava, 2024). Work culture is a multifaceted construct that encompasses shared values, norms, and practices within an organization (Schein, 2010). Similarly, organizational culture is that set of beliefs, values, work styles, and relationships that distinguish one organization from another (Hofstede, 2001). Major dimensions of workplace culture include leadership style, communication practices, inclusivity and diversity (Muhammad Saifullahi et al, 2025). Additionally, ethical culture captures the ethical quality of the work environment, as demonstrated by the shared values, norms, and beliefs shaping ethical or unethical behavior (Kaptein, 2008).

Existing literature underscores the impact of organizational culture on employee well being suggesting that it is associated with working productivity, motivation, retention and satisfaction (Rathi & Srivastava, 2024). Psychosocial well-being relates to functioning well within one's self and in relationships with others (Burns, 2017). Similarly, emotional well-being involves positive moods and emotions and low levels of negative moods and emotions (Fredrickson and Joiner, 2002). Monteiro & Joseph (2023) reported that a supportive work environment, and a healthy social environment can boost employee mental health as well as well being. The World Health Organization defines mental health as "a state of well-being in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community" (WHO, 2004). Workplace cultural elements such as communication, organisational fairness, and job expectations and control, may have different effects on workers' mental health and wellbeing. A poor work environment, including bullying, discrimination, and an excessive workload, can harm an employee's mental health and wellbeing. This can result in stress, defined by the physiological or psychological response to internal or external stressors (APA, 2026), and burnout, a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed (WHO, 2019). A healthy work environment must also encourage work-life balance, that is, the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities (Kalliath & Brough, 2008). While existing literature highlights the importance of different types of organizational culture, as well as the impact of the Covid pandemic on remote work culture and work-home conflict, the

majority of available studies employ cross-sectional survey designs. Accordingly, there is limited research using interventional and longitudinal designs to examine the impact of organizational culture on employee well-being over time.

Furthermore, within formal public and private organizational settings, limited research has examined menstrual health and safety as an aspect of organizational culture and its potential implications for employee well-being. Moreover, very few studies highlighting South-Asian organizational contexts have been conducted. The rationale of this study was to gauge the impact of varying work cultures of both traditional and contemporary nature on employee well-being and mental health through a systematic synthesization of existing literature. The current study aims to fulfill the objectives pertaining to the following research questions:

- RQ1. What is the impact of organizational culture on employee psychological and emotional well-being?
- RQ2. How does organizational culture influence employee well-being outcomes such as burnout, job-related affect, and related outcomes?
- RQ3. How do different organizations' cultural typologies (e.g., clan, team, market, hierarchical) differentially affect employee well-being outcomes?

Methodology

The present study aimed to systematically review existing literature that aims to study the impact of organizational culture in formal public or private organizations on the employee well-being. The study employed a systematic literature review to collect and synthesize existing evidence on the relationship between organizational culture and employee well-being. The review was conducted and reported in accordance with the Preferred Reporting Items for Systematic reviews and Meta-Analyses (PRISMA 2020) guidelines. The PEO i.e the Population- Exposure - Outcome framework was used to formulate the research question and guide the eligibility criteria and the literature search.

Inclusion and Exclusion Criteria

Studies were included if they involved adult employees aged 18 years or older who were employed full-time, part-time, or in hybrid/remote arrangements at private or public formal organizations. Eligible studies were peer-reviewed original research articles or book chapters published in English between 2011 and 2026, with no restriction on the country in which the study was conducted. Included studies were required to focus on adult employees within organizational or workplace settings and to examine the relationship between organizational or work culture and employee well-being.

Eligible studies were required to assess organizational culture and employee well-being using validated or clearly described measures and to report outcomes related to mental health, psychological well-being, emotional well-being, burnout, stress, work-life balance, and/or job satisfaction. Quantitative, qualitative, cross-sectional, longitudinal, and mixed-methods studies were considered eligible.

The Exclusion criteria were: (a) studies involving samples from population working as Interns, and customer users and organizations such as NGOs, Educational Institution, Healthcare services & organizations, Hospitality Sectors or freelancers or self employed individuals, (b) studies not involving employees, (c) review articles, editorials, commentaries, and conference abstracts were excluded from the review.

Database Search

Electronic databases such as Google Scholar, APA PsyNet, ERIC, were searched and search terms were applied using free texts and headings. Search terms were developed based on the PEO framework and included combinations of terms and key words related to Organizational culture and employee well being. It included terms such as ‘employee well being’, ‘job satisfaction’, ‘mental health’, ‘work life balance’, and combinations that were combined using Boolean operators AND and OR.

All retrieved records from the search bases were imported to Rayyan software for screening and management. Duplicate records were identified and were resolved and removed before the screening. Title and abstract screenings were conducted in accordance with the pre-defined eligibility criteria. Records considered potentially relevant were retained for full text assessment. Full text screening was conducted on the retrieved records against the inclusion and exclusion criteria and studies that met all the eligibility requirements were included in the review. The study selection process is presented in the Results section using a PRISMA 2020 Flow diagram (please see Figure 1).

Data Extraction and synthesis

The data was extracted from the 11 included studies through a predefined criteria- including the author and publication year, country, sample size and participant characteristics, study aims, data collection and analysis, assessment used to assess organizational culture and employee well-being, main findings, and reported limitations. The findings from the studies were synthesised using a Framework Synthesis approach (Carroll et al. 2013), and a preliminary set of analytic domains were developed, based on the review’s research questions and existing literature on organizational culture and employee well being. These domains were: (1) review of stress in organizations, (2) hierarchical culture, (3) work culture across different countries, (4) negative effects of organizational culture, (5) positive effects of organizational culture, (6) sector-based culture, (7) gender differences, and (8) remote versus on-site work.

Data extracted from each study were systematically coded against this predefined framework. Domains were treated as tentative rather than fixed. If the findings did not align with the initial structure, domains were iteratively refined, merged, or expanded to ensure the framework accurately reflected the content of the included studies.

Quality Appraisal

Methodological quality of the included studies was conducted according to the Mixed Methods Appraisal Tool (MMAT), version 2018 (Hong et al., 2018) which has catalogued the appraisal

of qualitative, quantitative, and mixed methods studies within the same review. Each of the 11 studies was rated against the criteria specific to its design category (qualitative, randomized controlled trial, non-randomized quantitative, quantitative descriptive, or mixed methods). Consistent with MMAT guidance, ratings for each criterion were reported in detail (see Appendix - Table A1 & A2).

Risk of Bias Assessment

The Risk of Bias was assessed using four domains adapted from the generic risk of bias template associated with robvis tool (Risk-of-Bias VISualization) developed by McGuinness and Higgins (2020) : Sampling Bias, Confounding Bias, Measurement Bias, Reporting/ Attrition Bias. These domains were selected to reflect common threats to validity and bias in psychological research, including non representative sampling, uncontrolled confounding variables, unvalidated measures and incomplete responses. Each of the 11 included studies was rated against these four domains as low, moderate, or high risk of bias, with full ratings and criteria presented in Appendix (see Table A3 & A4)

Results

Figure 1: PRISMA Flow Diagram of Study Identification, Screening, and Inclusion

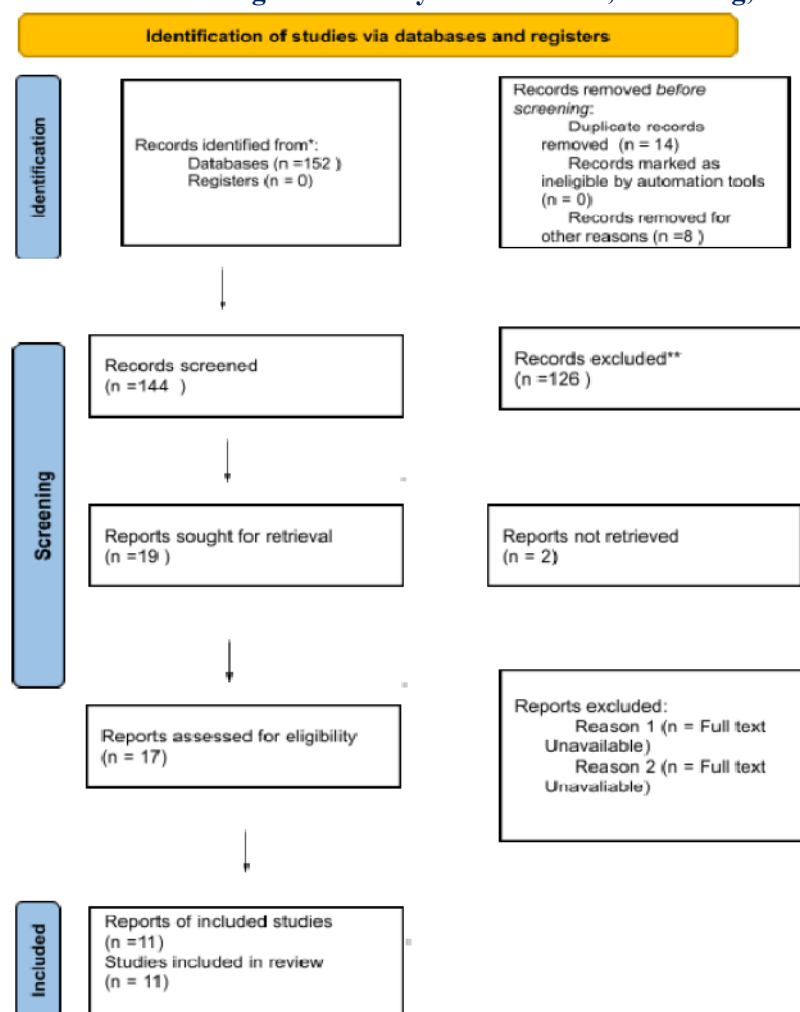


Table 1: Individual Study Characteristics

Study	Year	Country	Study aims	Data Collection and Analysis	Participants (assesses only): numbers, gender and age	Assessment (Purpose)	Assessment (Procedure)
Organizational Culture and Job Demands and Resources: Their Impact on Employees' Wellbeing in a Multivariate Multilevel Model	2019	Spain	1. To examine the influence of job demands, job resources, personal resources, and organizational culture on workers' well-being and health. 2. To investigate the association between dimensions of organizational culture and workers' job satisfaction, organizational citizenship behaviours (OCBs), and health.	The study used a Incidental or Convenience sampling (154 SMEs were selected from the total pool) and used an association/ relationship testing model by Multivariate Multilevel model to study, investigate and examine the aims and questions of the study.	Total: 1599 workers from 154 SMEs (<249 workers) Age: <25 years: 7.5% 25-35 years: 33.2% 35-45 years: 34.6% 45-50 years: 17.5% Work Type: Full-time: 83% Part-time: 15.5% Other: 1.5%	To examine the influence of job demands, job resources, and OC on workers' health and well being and to investigate the association between different dimensions of OC and workers' job satisfaction. Organizational Citizenship Behaviors and health.	The study employed a cross sectional survey with workers from 154 Spanish SMEs. Design: Cross-sectional survey. Participants: 1,599 workers from 154 Spanish SMEs and used an association/ relationship testing model by Multivariate Multilevel model (evaluated multiple outcomes while accounting for different levels).
Exploring Employee Well-Being during the {COVID}-19 Remote Work: Evidence from	2022	South Africa	To understand the organizational factors affecting employee well-being, understand the role of job demands	The study used a Purposive Sampling to recruit 204 remote workers and Pearson's	n=204 remote workers	The purpose of the study was twofold: first, to identify organizational factors affecting employee well-	A purposive sampling technique was employed to recruit 204 remote workers as

South Africa			and resources as predictors of employee well-being in the pandemic context.	correlation, and moderated hierarchical regression were used to analyse the collected data		being, and second, to examine job demands and resources as predictors of employee well-being during the pandemic period.	participants. The collected data were analyzed using Pearson's correlation coefficients and moderated hierarchical regression analysis.
The bright side and dark side of performance expectations: the role of organizational culture and the impact on employee performance and wellbeing	2024	New Zealand	This study sought to determine the extent to which performance expectations form part of organizational culture and to examine their impact on employee performance and well-being	The study incorporated a Purposive sampling to recruit 24 participants and the data was collected through semi structured interviews. The collected data was analysed through Template Analysis.	n = 24 participants; sector: banking (9), investment funds/investor advice/stockbroking (8), insurance (3), finance software (2), consulting (2) — some organizations spanned multiple sectors, categorized by main activity; Gender: 15 male, 9 female; Age range: 30-61 years; Level: senior manager (9), middle manager (5), employee (10); no first-level managers included	The purpose of the study was to examine to what extent are performance expectations a part of the organizational culture and How do these expectations impact employee performance and well being.	The study employed a qualitative design with Purposive Sampling and Semi-structured interviews to collect the data. Template Analysis was used to analyse the collected data.
The Effect of Employee Competency and	2022	Korea	To examine how organizational culture (clan vs.	The data was collected through a professional	n= 641 Gender: Male 298 (46.5%), Female 343	To examine how organizational culture (clan vs.	The researchers administered an Online Self-report

Organizational Culture on Employees' Perceived Stress for Better Workplace			market) interacts with employee competency (adaptability vs. customer orientation) to affect employees' perceived workplace stress.	agency, employing a stratified random sampling and Confirmatory Factor Analysis, Discriminant Validity, and Path analysis were used to analyse the data.	(53.5%) Industry: Manufacturing 331 (53.2%), Service 310 (46.8%) Age: 20s 77 (12.0%), 30s 80 (12.5%), 40s 105 (16.4%), 50s 59 (9.2%), Over 50s 69 (11.4%)	market) interacts with employee competency (adaptability vs. customer orientation) to affect employees' perceived workplace stress.	questionnaire using validated constructs and Confirmatory Factor Analysis, Discriminant Validity, and Path analysis were used to analyse the data.
Personal organizational well-being and quality of organizational life: The mediating role of organizational culture	2019	Brazil	To study - 1) if the COV can change the direction and intensity of the relation between QOL and POW; 2) if the OSO can change the direction and intensity of the relation between QOL and POW; 3) if the COV mediates the QOL-POW relation, reducing the impact of the QOL on POW; 4) if the OSO mediates the QOL-POW relation, reducing the impact of the QOL on POW.	This study employed a cross-sectional, correlational research design, with data collected at a single point in time to examine the relationships among the study variables. The main analysis involved four regression-based models: two testing mediation (COV and OSO as mediators of the QOL-POW relationship) and	1,292 participants from 1 public organization out of 1600 employees	The purpose of the study was to examine the relationship between Quality of Life (QOL) and POW, investigating COV and OSO as both moderators and mediators of this relationship. Specifically, it examines whether COV and OSO each (1) moderate the QOL-POW relationship by influencing its direction and strength, and (2)	This study employed a cross-sectional, correlational design, with data collected at a single point in time to examine the relationships among the study variables. The primary analysis consisted of four regression-based models: two mediation models testing whether COV and OSO independently mediate the relationship

				two testing moderation (COV and OSO as moderators of the QOL-POW relationship).		mediate the relationship by attenuating the direct effect of QOL on POW.	between QOL and POW, and two moderation models testing whether COV and OSO independently moderate this relationship. Regression analysis was selected as the primary analytical approach given its suitability for testing both mediating and moderating effects within a correlational design.
The Effect of Organizational Culture on Mental Health and Well-Being in the Workplace	2025	Nigeria	To examine the relationship between organizational culture and employee mental health. To identify specific dimensions of organizational culture that impact mental health. To explore the role	The study adopted a Mixed Methods Approach combining Quantitative Surveys and the Qualitative Analysis and the collected data was analysed through	Gender Male: 15 Female: 4 Age 20-30 yo: 4 31-40 yo: 15 Work Type On-site 11 Hybrid: 4 Remote: 2 Missing: 2	The study examined the effect of organizational culture on Mental Health and Well-being in the Workplace and identified the specific dimensions of	The study used Correlational analysis along with Regression analysis and SEM (Structural Equation Modelling)

			of organizational culture in workplace stressors and resilience. To provide evidence-based recommendations for organizations to cultivate a culture that supports mental health and well-being.	Correlational analysis along with Regression analysis and SEM (Structural Equation Modelling)		organizational culture that impact mental health outcomes.	
Empowering leadership and organizational culture: Collective influence on Employee Flourishing	2022	India	The study focused on how leaders' empowering behaviors in association with organizational culture influence the flourishing at the workplace of employees.	The study utilised purposive sampling to recruit the participants and validated measures were administered. The collected data were analysed by Conducting Correlational analysis.	304 Bank employees Male- 63.48%, Female- 36.52%	The study focused on how leaders' empowering behaviors in association with organizational culture influence the flourishing at the workplace of employees.	The study utilised purposive sampling to recruit the participants and validated measures were administered. The collected data were analysed by conducting Correlational analysis to study the association between empowering leadership, organizational culture, and employee

The mediating effect of work-life balance on the relationship between work culture and employee well-being	2021	Lithuania	The aim of this study was to examine whether work-life balance (WLB) mediates the relationship between structural dimensions of work culture: temporal flexibility, supportive supervision, and operational flexibility and employee well-being, while also assessing WLB's own direct impact on well-being.	The study utilized a convenience sampling and the data was collected using a survey method from employees employed by business and public sector organisations in Lithuania. and the analysis was conducted through Mediation Analysis.	Gender : 75.2%- female 24.8%- male Age: 19-29 years- 46.8% 30-39 years- 31.7% 50+ years- 4.3% 28%- service 18.2%- trade 9.1%- manufacturing business	The aim of this study was to examine whether work-life balance (WLB) mediates the relationship between structural dimensions of work culture: temporal flexibility, supportive supervision, and operational flexibility - and employee well-being, while also assessing WLB's own direct impact on well-being.	flourishing. The study employed convenience sampling, with data collected via survey from employees working in business and public sector organizations in Lithuania. The data were analyzed using mediation analysis.
Association of Workplace Culture of Health and Employee Emotional Wellbeing	2022	USA	To examine associations between workplace culture of health and employee work engagement, stress, and depression.	Data were collected via an online workplace culture assessment administered to employees of U.S. organizations, with participation being voluntary;	6235 employees Female- 64% (n=4007), Male- 26% (n=2228) Supervisor- 19% (n=5023)	To examine whether cultural wellbeing supportiveness within organizations is associated with employees' emotional and psychological wellbeing, and to	Data were collected via an online workplace culture assessment administered to employees of U.S. organizations, with participation being voluntary;

				responses were matched with employer-provided Health Risk Assessment data, yielding a final sample of 6,235 employees, and the data were analyzed using descriptive statistics, bivariate correlations, t-tests, and regression models.		inform organizational strategies aimed at improving employee wellbeing.	responses were matched with employer-provided Health Risk Assessment data, yielding a final sample of 6,235 employees, and the data were analyzed using descriptive statistics, bivariate correlations, t-tests, and regression models.
Factors influencing employee wellbeing: A case study of the private sector in the Kingdom of Saudi Arabia	2023	Saudi Arabia	The purpose of this study is to examine the determinants that influence the well-being of employees within the private sector in Riyadh.	The survey method was employed, wherein an online questionnaire was distributed via Google Forms.	250 participants employed in private sector organisations.	The purpose of the study was to examine the determinants that influence the well-being of employees within the private sector in Riyadh.	The study utilized a survey method and to analyse the collected data, regression analysis was applied.
The Effect of Organizational Culture on Employee Well-Being: Work-Related Stress,	2019	Hungary	This study examined the relationship between perceived organizational culture type (team, adhocracy, market,	The research design was divided into two studies where both studies utilized Purposive	Study 1 included 256 employees 148 males and 108 females ranging from 20-65 years. Study 2 included 112	To examine the relationship between perceived organizational culture type (team, adhocracy, market,	The research design was divided into two studies where both studies utilized Purposive

Employee Identification, Turnover Intention			hierarchy) and employee well-being, operationalized as work-related stress, organizational identification, and turnover intention.	Sampling and the questionnaires were administered online. For the analysis, the first study used a Kruskal-Wallis test while the second study used an Independent t-test to analyse the data. Along with these, Post Hoc Comparisons and Linear Regression analysis were also conducted.	employees 92 males & 20 females ranging from 21-55 years.	hierarchy) and employee well-being, operationalized as work-related stress, organizational identification, and turnover intention.	Sampling and the questionnaires were administered online. For the analysis, the first study used a Kruskal-Wallis test while the second study used an Independent t-test to analyse the data. Along with these, Post Hoc Comparisons and Linear Regression analysis were also conducted.
---	--	--	--	--	---	--	--

Quality Assessment

Methodological quality of the included studies was conducted according to the Mixed Methods Appraisal Tool (MMAT), version 2018 (Hong et al., 2018) which has catalogued the appraisal of qualitative, quantitative, and mixed methods studies within the same review. Each of the 11 studies (10 quantitative studies and 1 qualitative study) was rated against the criteria specific to its design category (qualitative, randomized controlled trial, non-randomized quantitative, quantitative descriptive, or mixed methods). The ratings for each criterion are presented in the Appendix (Table No. A1 & A2). Overall, the majority of the studies satisfied most of the MMAT criteria with the common methodological constraints being - inadequate consideration of non-response bias (or missing data) and a lack of clear description of the target population.

Risk of bias Assessment

The Risk of Bias was assessed using four domains adapted from the generic risk of bias template associated with robvis tool (Risk-of-Bias VISualization) developed by McGuinness and Higgins (2020) : Sampling Bias, Confounding Bias, Measurement Bias, Reporting/ Attrition Bias. These domains were selected to reflect common threats to validity and bias in psychological research, including non representative sampling, uncontrolled confounding variables, unvalidated measures and incomplete responses. Each of the 11 included studies was rated against these four domains as low, moderate, or high risk of bias, with full ratings and criteria presented in Appendix (Table No. A3 & A4). Under the Sampling Bias, majority of the studies were rated as high risk as they employed Purposive or Convenience Sampling. Under the Confounding bias, 4 studies were rated as High risk, 4 studies were rated as moderate risk and 3 studies were rated as Low risk. For the Measurement bias all the studies were rated as Low risk as they administered valid and reliable scales or instruments, while under the Reporting/Attrition Bias, majority of the studies were rated as Low risk, 2 studies were marked as Unclear Risk, and 1 study was marked as Moderate risk.

Discussion

Organizational culture serves as a vital process and guiding principle for both employers and employees, underpinning the overall functioning and operational procedures (Kreitner and Kinicki, 2001). It is important to recognize that employees who feel their organization and its leaders value their mental and emotional health and provide resources for their overall well-being and career development are more likely to contribute effectively to the organization's goals and vision than those who feel their organization or leaders do not support their well-being. Organizations with strong cultures of support and flexibility have been better equipped to address these challenges (APA, 2023).

Overview of the Research Papers

Following the selection of 11 studies through a PEO Framework, Inclusion and Exclusion Criteria, the selected studies were analysed and data was extracted from them through a Framework Synthesis approach. The selected set of studies were published between 2019- 2025,

conducted across 11 countries and included employees working in a range of organizational settings, including Business Sector, IT Sector, Banking Sector. Sample sizes varied considerably across studies, ranging from 24 employees to 6235 employees. Most of the included studies utilized quantitative research designs, particularly cross sectional survey design. The organizational culture variables examined across the analysed studies included : Leadership styles, Hierarchical Cultures, Clan Culture- Market Culture, & Performance expectations. Employee well being was assessed using a range of outcomes, including psychological well being, perceived stress, burnout, work life balance and performance expectations.

Well being at Workplace

Well being at work is noted as one of the major factors contributing to personal growth as well as social relationships, goal achievement, adaptability and development (Harter, 2002, as cited in Supardi et al., 2023) and findings through different studies highlight that workplace pressure might result in positive work and performance for a short period of time, though this approach might not be sustainable over a longer period, leading to burnout (Mooney & Smollan, 2024). Similarly, findings highlight that though supervisors rated Culture of Health more favorably and reported higher work engagement and lower depression than non-supervisor employees, they also reported higher stress, underscoring the significant role of job class in workplace satisfaction and well-being (Marens et al., 2022). Adding to this body of evidence Martin & Topa (2019), also elucidate that job demands are negatively associated with the employees' perception of health whereas job resources are positively associated with workers' health and well being.

Perceived Stress in Organizations

Work-life balance has become an increasingly important aspect of organizational culture; it is one of the most imperative factors that contribute to employee stress. Successful WLB is positively associated with lower turnover, organisational citizenship behaviour, higher work engagement, increased productivity and organisational commitment, as well as job satisfaction, life and employee well-being (Stankevičienė et al., 2021). Bailyn (1997) identified three characteristics of a family-friendly work culture: temporal flexibility, operational flexibility, and supportive supervision. The ability to have the freedom to adjust your work schedule and freely express your opinions, to decide the method and pace of your work, and having the support of your supervisor to manage familial responsibilities, respectively. Cultures based on these characteristics reduce stress and work-life conflict while improving job satisfaction. Stankevičienė's study found that a flexible and friendly work culture helps strike work-life balance, which in turn improves employee well-being; and that the direct effect of work culture on well-being is much stronger than the one mediated by an indirect effect of WLB.

Stress in organizations has been identified as a significant factor influencing job satisfaction and work performance, and workplace stress can emerge from a range of organizational and individual factors. One such factor is the degree of fit between an employee's competencies and the organization's culture. Kim and Jung (2022) demonstrated this by showing that employees with high adaptability competency reported lower stress within a clan culture than within a market culture, while employees with high customer-orientation competency reported lower

stress within a market culture than within a clan culture. These findings suggest that perceived stress is shaped not only by organizational culture or individual competency in isolation, but by the interaction between the two.

Organizational Characteristics and Culture

Hofstede (2001) defines organizational culture as the shared beliefs, values, work styles, and relationships that distinguish one organization from another. Scholars have since proposed multiple frameworks for classifying these cultural variations, ranging from Hofstede's own national cultural dimensions - including masculinity, power distance, and uncertainty avoidance- to broader typologies such as positive versus negative culture, or flexibility-based versus relationship-based culture.

Organizational culture also determines the leadership styles incorporated. Leader behaviours have a significant impact on employee well-being and stress management. The perception of leaders by employees also influence how they evaluate their work culture; having autonomy and support is correlated with employee flourishing (Singh et al., 2022). When considering the relationship between leaders and employees from the perspective of social exchange, it is evident that workers evaluate and assess their interactions with their supervisors based on the ratio of the amount of work and effort they are putting into the recognition and rewards they are receiving in return (Blau, 1964). Leaders encompassing operational flexibility and supportive supervision encourage a two-way culture that diminishes the hierarchical pedagogy of corporations, thus creating positive employee experiences.

The study by Muhammad Saifullahi et al. (2025) also defines 3 major aspects of organizational culture connected to mental health outcomes: Empathy and support are hallmarks of transformational leadership, which has been linked to reduced employee stress and increased job satisfaction (Avolio et al., 2004), Clear and honest communication can promote trust and lessen uncertainty, both of which are essential for mental health (Men, 2014), inclusive cultures that respect diversity and advance fairness improve psychological safety and lessen prejudice at work (Edmondson, 2018).

A study by Klajkó et al. (2019), found that hierarchic and market cultures offer low flexibility and high control leading to increased work-related stress. Whereas, team culture provides protective factors such as agreement, coordination and teamwork which reduces work stress. In a team culture, leaders are rather mentors and facilitators and the idea is to be internally focused and flexible. Even adhocratic culture shows higher job satisfaction as it focuses on innovation, creativity and risk taking. Thus, employees are able to cope successfully and stay mentally healthy.

Two types of Organizational cultures - Clan Culture, characterized by teamwork, flexibility and internal cohesion, and Market Culture, characterized by competitiveness. external results-orientation, and individual accountability - have also been examined for their differential effects on employee stress. Kim & Jung (2022) demonstrated that employees with high adaptability competency reported lower stress within a clan culture than within a market culture, while employees with high customer-orientation competency reported lower stress within a market

culture than within a clan culture. These findings suggest that perceived stress is shaped not only by organizational culture in isolation, but by the interaction between culture and individual employee characteristics. Clan Culture emerged as a factor that supports flexibility and adaptability among highly adaptable workers (Kim & Jung, 2022) while Paz et al., (2020) also underscored clan culture as the strongest bridge between good quality conditions and employee well being.

In relation to the different dimensions of organizational culture, it was also identified that “employees in organizations with a support-oriented culture are more satisfied with their jobs and have more behaviors aimed at benefiting peers and companies (OCBs).” Goal oriented culture is negatively related to the perceived health while Rule-oriented culture is positively related to perceived health (Martin & Topa, 2019).

Sector Based Differences

In addition to leadership style and cultural typology, sector of employment appeared to influence how employees experienced and responded to organizational culture as the study by Klajkó et al. (2019) also revealed that IT employees perceived a higher level of team culture as compared to employees of other sectors. The dominance of the IT industry may be attributed to the benefits of team culture; increased flexibility and autonomy improves performance and lowers turnover due to enhanced employee well-being.

Remote Work versus On Site Work in Organizations

The COVID 19 pandemic marked a rapid increase in remote work leading to both negative and positive implications for worker well beings and productivity (Nowrouzi-Kia et al., 2024) and Mohamed et al., (2022) explored employee well being during the COVID-19 remote work in the South African context and the evidence highlights that there is a negative association between work home conflict and well being which suggests that conflict often arises from the demands placed on individuals by their multiple work and home roles. This negatively affects employee well-being, spillover in incompatible work and home demands reduces job satisfaction. However social isolation was found not to have a significant negative association.

A positive correlation was found between resources and employee well-being in the remote work context, with social support showing the strongest association, followed by job autonomy and effective communication. Regarding the moderating variables, only social support emerged as a significant moderator of the relationship between work-home conflict and well-being, whereas communication, isolation, and autonomy did not emerge as significant moderators.

Gender Based Differences

According to Mohamed et al., (2022) , Work-home conflict was found to be more pronounced among female employees compared to males, particularly in the context of remote work arrangements which aligns with the work family relationship theoretical model by Tenbrunsel et al. (1995). However, no significant correlation was found between caring responsibility and work-home conflict for either gender, suggesting that the higher conflict reported by women is

not necessarily driven by traditional caregiving roles. Similarly, women and older employees have been noted to report poorer perceived health in Organizations (Martin & Topa., 2019) suggesting that age and gender negatively affect perception of health.

A study by Marenus et al. (2022) found differences in how male and female employees reported culture of health, i.e., the influence of the characteristics of the physical and social environment on behaviors and attitudes related to health and wellbeing in the workplace; it includes leadership, policies, programs, supervisor support, peer support, and morale. Males reported a higher culture of health, and females showed greater levels of stress and depression. This difference may be attributed to existing gender pay gaps and lower work-life balance for women.

Identification at Work

Though the selected studies have not recorded an association between Identification at work and Perceived health, both, Professional as well as Organizational Identification were positively associated with job satisfaction. Professional identification was associated only with OCBI (Organizational Citizenship behaviors directed at specific Individual), whereas organizational identification was positively associated with OCBO (Organizational Citizenship Behaviors directed at the Organization)- suggesting that different levels of identification (professional vs. organizational) may drive distinct forms of citizenship behavior. Work group identification was positively associated with job satisfaction, and higher educational levels were associated with both higher job satisfaction and OCBI. The professional category was also positively related to OCBO (Martin & Topa, 2019).

Practical Implications

To build healthier organizational ecosystems, management and leadership must transition from high-control frameworks toward empathetic, flexible, and human-centered workplace models. Organizations should prioritize leadership development programs focused on supportive supervision, implement policies fostering genuine work-life balance, promote open communication, and institutionalize comprehensive mental health initiatives. Consequently, employees tend to exhibit improved performance within these well-being-oriented organizational cultures (Benraiss-Noailles & Viot, 2021).

Limitations and Future Directions

Despite valuable insights, several limitations were found in the broader body of literature and therefore the current study. The predominant reliance on quantitative designs limits causal inferences and fails to capture the nuanced, lived experiences of workers. Furthermore, limited to no studies focus on non-binary gender identities, employees with disabilities, and support staff's engagement in the work culture. Lastly, inadequate control for pre-existing individual mental health markers presents a key confounding threat. Future research should utilize longitudinal and qualitative designs, incorporating marginalized and non-traditional workforce populations, to further elucidate the evolving dynamic between work culture and employee well-being across global contexts.

Conclusion

The findings demonstrate that organizational culture is a primary determinant of employee well-being, operating through structural, social, and leadership dynamics. Specifically, cultures anchored in teamwork, operational flexibility, and supportive leadership (e.g., clan and team cultures) systematically lower perceived stress, enhance job satisfaction, and promote positive organizational citizenship behaviors. In contrast, rigid, high-control, or exclusively market-driven environments marked by relentless performance demands exacerbate chronic stress, burnout, and turnover intentions. Additionally, remote work arrangements have introduced nuanced challenges, amplifying work-home conflict especially among female employees. Thus, emphasizing the essential protective role of workplace social support in maintaining employee well-being.

References

- Alharmah, A. A., & Alshaikhmubarak, A. (2023). Factors influencing employee wellbeing: A case study of the private sector in the Kingdom of Saudi Arabia. *International Journal of Instructional Cases*, 7(1), 87-109.
- Chalmers, R., Marras, A., & Brannan, G. D. (2025, February 17). *Organizational Culture*. StatPearls - NCBI Bookshelf. <https://www.ncbi.nlm.nih.gov/books/NBK560543/>
- Dóra, K., Péter, R., Péter, S. Z., & Andrea, C. (2019). The effect of organizational culture on employee well- being: Work-Related stress, employee identification, turnover intention. *Journal of International Cooperation and Development*, 2(2), 19. <https://doi.org/10.36941/jicd-2019-0010>
- Gragnano, A., Simbula, S., & Miglioretti, M. (2020). Work-Life Balance: Weighing the Importance of Work-Family and Work-Health Balance. *International Journal of Environmental Research and Public Health*, 17(3), 907. <https://doi.org/10.3390/ijerph17030907>
- Hong, Q. N., Fàbregues, S., Bartlett, G., Boardman, F., Cargo, M., Dagenais, P., Gagnon, M., Griffiths, F., Nicolau, B., O’Cathain, A., Rousseau, M., Vedel, I., & Pluye, P. (2018). The Mixed Methods Appraisal Tool (MMAT) version 2018 for information professionals and researchers. *Education for Information*, 34(4), 285-291. <https://doi.org/10.3233/efi-180221>
- Kim, J., & Jung, H. (2022). The effect of employee competency and organizational culture on employees’ perceived stress for better workplace. *International Journal of Environmental Research and Public Health*, 19(8), 4428. <https://doi.org/10.3390/ijerph19084428>
- Lopez-Martin, E., & Topa, G. (2019). Organizational Culture and Job Demands and Resources: Their Impact on Employees’ Wellbeing in a Multivariate Multilevel Model. *International Journal of Environmental Research and Public Health*, 16(17), 3006. <https://doi.org/10.3390/ijerph16173006>
- Mahomed, F., Oba, P., & Sony, M. (2022). Exploring employee well-being during the COVID-19 remote work: evidence from South Africa. *European Journal of Training and Development*, 47(10), 91-111. <https://doi.org/10.1108/ejtd-06-2022-0061>

- Marenius, M. W., Marzec, M., & Chen, W. (2022). Association of workplace culture of health and employee emotional wellbeing. *International Journal of Environmental Research and Public Health*, 19(19), 12318. <https://doi.org/10.3390/ijerph191912318>
- McGuinness, L. A., & Higgins, J. P. T. (2020). Risk-of-bias VISualization (robvis): An R package and Shiny web app for visualizing risk-of-bias assessments. *Research Synthesis Methods*, 12(1), 55-61. <https://doi.org/10.1002/jrsm.1411>
- Nowrouzi-Kia, B., Haritos, A. M., Long, B. S., Atikian, C., Fiorini, L. A., Gohar, B., Howe, A., Li, Y., & Bani-Fatemi, A. (2024). Remote work transition amidst COVID-19: Impacts on presenteeism, absenteeism, and worker well-being—A scoping review. *PLoS ONE*, 19(7), e0307087. <https://doi.org/10.1371/journal.pone.0307087>
- Park, C. L., Kubzansky, L. D., Chafouleas, S. M., Davidson, R. J., Keltner, D., Parsafar, P., Conwell, Y., Martin, M. Y., Hanmer, J., & Wang, K. H. (2022). Emotional Well-Being: What it is and why it matters. *Affective Science*, 4(1), 10-20. <https://doi.org/10.1007/s42761-022-00163-0>
- Paz, M. G. T., Fernandes, S. R. P., Carneiro, L. L., & Melo, E. a. A. (2020). PERSONAL ORGANIZATIONAL WELL-BEING AND QUALITY OF ORGANIZATIONAL LIFE: THE MEDIATING ROLE OF ORGANIZATIONAL CULTURE. *RAM. Revista De Administração Mackenzie*, 21(1). <https://doi.org/10.1590/1678-6971/eramd200122>
- Roy, A., Newman, A., Round, H., & Bhattacharya, S. (2023). Ethical Culture in Organizations: A review and Agenda for future research. *Business Ethics Quarterly*, 34(1), 97-138. <https://doi.org/10.1017/beq.2022.44>
- Singh, S., Mahapatra, M., & Kumar, N. (2022). Empowering leadership and organizational culture. *International Journal of Health Sciences*, 2983-2993. <https://doi.org/10.53730/ijhs.v6ns1.5112>
- Smollan, R. K., & Mooney, S. K. (2024). The bright side and dark side of performance expectations: the role of organizational culture and the impact on employee performance and wellbeing. *International Studies of Management and Organization*, 54(3), 218-237. <https://doi.org/10.1080/00208825.2024.2320580>
- Supardi, A. M., Salehah, M., & Komalasari, S. (2023). The Role of Workplace Well-Being on Employee Work Satisfaction. *Advances in Social Science, Education and Humanities Research/Advances in Social Science, Education and Humanities Research*, 318-327. https://doi.org/10.2991/978-2-38476-032-9_33
- Stankevičienė, A., Tamaševičius, V., Diskienė, D., Grakauskas, Ž., & Rudinskaja, L. (2021). The Mediating Effect of Work-Life Balance on The Relationship Between Work Culture And Employee Well-Being. *Journal of Business Economics and Management*, 22(4), 988-1007. <https://doi.org/10.3846/jbem.2021.14729>
- Vasumathi, A., Vasudevan, A., Razak, A., & Mohammad, S. I. S. (2025). An empirical study on the impact of organizational culture dimensions on employees' performance through organizational support in the IT industry. *Social Sciences & Humanities Open*, 12, 102054. <https://doi.org/10.1016/j.ssaho.2025.102054>

Appendices

Table A1: MMAT Checklist for Quantitative Studies

Quantitative Study	Is the sampling strategy relevant to address the research question?	Is the sample representative of the target population?	Are the measurements appropriate?	Is the risk of nonresponse bias low?	Is the statistical analysis appropriate to answer the research question?
Organizational Culture and Job Demands and Resources: Their Impact on Employees' Wellbeing in a Multivariate Multilevel Model	Yes	Yes	Yes	No	Yes
Exploring Employee Well-Being during the {COVID}-19 Remote Work: Evidence from South Africa	Yes	Yes	Yes	Yes	Yes
The Effect of Employee Competency and Organizational Culture on Employees' Perceived Stress for Better Workplace	Yes	Yes	Yes	Can't tell	Yes
Personal organizational well-being and quality of	Yes	Can't tell	Yes	Yes	Yes

organizational life: The mediating role of organizational culture					
The Effect of Organizational Culture on Mental Health and Well-Being in the Workplace	Yes	Yes	Yes	No	Yes
Empowering leadership and organizational culture: Collective influence on employee flourishing	Yes	Yes	Yes	No	Yes
The mediating effect of work-life balance on the relationship between work culture and employee well-being	Yes	Yes	Yes	No	Yes
Association of Workplace Culture of Health and Employee Emotional Wellbeing	Yes	Yes	Yes	No	Yes
The Effect of Organizational Culture on Employee Well-Being: Work- Related Stress,	Yes	Yes	Yes	No	Yes

Employee Identification, Turnover Intention.					
Factors influencing employee wellbeing: A case study of the private sector in the Kingdom of Saudi Arabia	Yes	Can't tell	Yes	No	Yes

Table A2: MMAT Checklist for Qualitative Study

Qualitative Study	Is the qualitative approach appropriate to answer the research question?	Are the qualitative data collection methods adequate to address the research question?	Are the findings adequately derived from the data?	Is the interpretation of results sufficiently substantiated by data?	Is there coherence between qualitative data sources, collection, analysis and interpretation?
The bright side and dark side of performance expectations: the role of organizational culture and the impact on employee performance and wellbeing	Yes	Yes	Yes	Yes	Yes

Table A3: Risk of Bias assessment for the studies

Study	Sampling Bias (D1)	Confounding Bias (D2)	Measurement Bias (D3)	Reporting/Attrition Bias (D4)
Organizational Culture and Job Demands and Resources: Their Impact on Employees' Wellbeing in a Multivariate Multilevel Model	Moderate Risk	Low risk	Low risk	Unclear risk
Exploring Employee Well-Being during the {COVID}-19 Remote Work: Evidence from South Africa	High risk	High risk	Low risk	Low Risk
The bright side and dark side of performance expectations: the role of organizational culture and the impact on employee performance and wellbeing	High risk	High risk	Low risk	Low risk
The Effect of Employee Competency and Organizational Culture on Employees' Perceived Stress for Better Workplace	Low risk	High risk	Low risk	Low risk
Personal organizational well-being and quality of organizational life: The mediating role of organizational culture	Low risk	High risk	Low risk	Moderate risk
Empowering leadership and organizational culture: Collective influence on employee flourishing	High risk	Moderate risk	Low risk	Low risk
The mediating effect of work-life balance on the relationship between work culture and employee well-being	High risk	Moderate risk	Low risk	Low risk

The Effect of Organizational Culture on Mental Health and Well-Being in the Workplace	High risk	Low risk	Low risk	Low risk
Association of Workplace Culture of Health and Employee Emotional Wellbeing	Low risk	Moderate risk	Low risk	Low risk
Factors influencing employee wellbeing: A case study of the private sector in the Kingdom of Saudi Arabia	Moderate risk	Moderate risk	Low risk	Low risk
The Effect of Organizational Culture on Employee Well-Being: Work- Related Stress, Employee Identification, Turnover Intention	Unclear risk	Low risk	Low risk	Low risk

Table A4: Risk of Bias Assessment Ratings

Domain	Low Risk of Bias	High Risk of Bias
Sampling Bias	Randomised or systematic sampling; multiple organisations; stratified random sampling; census/ total population sampling	Single team or convenience sample; one organisation only; snowball sampling; voluntary/self-selection sampling; purposive sampling; cluster/multistage sampling
Confounding Bias	Controlled for key confounds - age, position in organisation, gender, baseline mental health illness	Ignored outside confounding factors; no adjustment for demographic/ work-related variables
Measurement Bias	Scales are standardised and validated; for case studies/ interviews-clear, justified questions aligned to research aims	Ad-hoc, custom, or unvalidated surveys; interview questions not tied to stated research aim; risk of observer/detection bias
Reporting/Attrition Bias	Complete reporting; high response rate	Discrepancies between stated methods and reported results; selective or incomplete reporting