

The Impact of Work Culture on Well-Being and Work-Life Balance

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Abstract—Purpose: The current study's goal is to determine how the workplace culture role influencing the individual's work-life balance as well as their well-being among employees who were working in retail sector.

Methodology: This paper focuses on a systematic study which relevant to the reputed article studies such as employee well-being, work-life balance, and workplace culture. Most of the studies which collected the research insights based on primary data source as survey questionnaire and secondary data sources such as literature review articles. Moreover, the journal articles and academic insights provide the potential theoretical foundations.

Findings: The major findings demonstrate that role of work-life culture greatly impacts employees work life balance as well as employee well-being in terms or supportive leadership, flexibility in their work role and family friendly work culture provided by their organizations positively impacts an individual work life balance and their mental well-being. However poor work-life balance negatively impacts well-being such as psychological distress. So, the study suggests that lot of research needed in this context for successful organizations which they can able to provide good work environment for employees that really matters for their enthusiasm.

Originality/Value: This study offers great insights and mentioned significant contributions that how work culture positively and negatively impacts individual's their well-being and work-life balance. Additionally, the study offers helpful suggestions for any business, academic practitioner, or decision maker regarding the importance of fair justice and transparent communication in promoting work-life balance and employee well-being.

Index Terms—Work-life harmony; the welfare of employees; work culture; employee happiness

I. INTRODUCTION

In recent years the individuals are highly impacted by economic, social and cultural changes. This significantly denotes the importance of work culture in organizations and influencing the individuals work life balance and their well-being such as job satisfaction and their mental happiness too. Because work life balance plays a crucial role for a human being have to success both in personal life and work life.

That situation leads to an organic growth for both employees and organization success in a sustainable way. Such as supportive leadership, flexibility in their work schedule, transparent communication, colleagues support are highly noted as potential in favourable effect on workers' well-being and work-life balance. Employee mental health suffers greatly from both work-family conflict and family-work conflict. In light of this, the study took into account and clearly shows that workplace culture has a significant impact on an individual's well-being and work-life balance.

Objectives of the Study

The three goals of the study are as follows:

- To understand the significance of work culture in businesses;
- To identify the relationship between work culture and an individual's work-life balance;
- To examine the effects of work-life balance on an individual's wellbeing

II. REVIEW OF LITERATURE

Gragnano, Andrea; Simbula, Silvia; Miglioretti, Massimo. (2020): The authors seek to investigate the relationship between mental health and work-life balance. This study used multiple and moderated regression analyses. The results revealed that work life

balance positively impacts their mental health. Also highlighted that supervisor support and flexibility in their work role significantly impacts their well-being.

Ferrara, B.; Benevene, P.; Pansini, M.; De Vincenzi, C.; Buonomo, I. (2022): The study aims to describe how remote working model significantly contributes an individual well-being particularly in the context of work life balance. Systematic reviews and meta-analyses were done in this study by using PRISMA guidelines and reviewed 20 peer reviewed articles from 2010 to 2021. Based on the study results that remote working gives more flexibility and autonomy in their work role and impacting the work-life balance and wellbeing in a constructive way.

Marecki, Łukasz. (2024): This study examines the impact of work-life balance on workers' wellbeing and productivity. In this study, both descriptive and analytical methods were used. The findings showed that work-life balance considerably raises employee satisfaction and productivity.

Anuar, S. B. A., Lin, T. Y., Zainudin, Z. N., Hariri, N. I. M., and Othman, W. N. W. (2024): Workers value their health just as much as their families do, which subtly emphasizes the need of work-life balance in terms of both mental and physical stability. Nonetheless, the research demonstrated that work-life balance had a positive impact on employees' mental health, including job satisfaction and productivity. In other side poor work life balance negatively impacts the employee well-being such as stress and burnout as disengagement.

Gautam, Indu & Jain, Sameeksha. (2018): Work life balance plays a crucial role for both individual and organizational success. As well as well-being was measured here by job satisfaction, productivity and psychological distress. The authors concluded that work life balance positively impacts their mental health in the context of private sector in India.

In the year 2021, Stankevičienė, Asta, Tamaševičius, Virginijus & Diskiene, Danuta & Grakauskas, Zygimantas & Rudinskaja, Liana: Temporal and operational flexibility & supportive supervision positively influence employee well-being at Lithuania context in both private and public sector. Additionally work life balance contributes significant mediating effect between work culture and well-being.

Specifically highlighted that family friendly culture has high possible way to positively improve the work life balance in any business organizations.

The study formulated the following hypothesis based on the examined articles: Work culture has a favourable impact on employees' work-life balance and well-being.

III. RESEARCH METHODOLOGY

This study, which uses a cross-sectional survey approach, focuses on those who work. The study used convenient and purposive sampling method. Received 80 sample responses from respondents for the survey questionnaires from individual through google forms in online platform.

The measurement of scales for work culture utilized Clark's (2001) items, followed by work-life balance survey items was used and the scale was constructed by Taşdelen-Karçkay, Arzu; Bakalım, Orkide (2017). Finally, well-being measurement scale Smith, A., & Smith, H (2017) constructed items were utilized for the survey.

IV. DATA ANALYSIS AND INTERPRETATION

IBM SPSS 23 version was used and permitted such as percentage analysis, descriptive statistics, and correlation for the present study.

Table no.1: Age respondent's category

Age category	Frequency	Percentage
25 to 30 years	48	60
30 to 40 years	30	37.5
40 to 60 years	2	2.5
Total	80	100.0

Table no.2: Gender respondents' category

Gender category	Frequency	Percentage
Female	33	41.3
Male	47	58.8
Total	80	100.0

Based on the percentage analysis male represents 58.8% and female represents 41.3% as well as maximum age category represents 25 to 30 years in this study refer table no.1 & 2

Table no.3: Descriptive statistics for the variables

	No.	Range R	Minimum Scale	Maximum Scale	Mean value	Std. Deviation value
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
Work culture	80	3.25	2.00	5.00	3.5625	.66144
Work life balance	80	4.00	1.00	5.00	3.5000	.92169
Well, being	80	4.00	1.00	5.00	3.3313	.77006

In this above descriptive statistics table no.3, the results revealed that minimum, maximum and standard deviation values for all the variables. From that it is noted most of the employees have felt fair

work culture also attained for work life balance because work culture almost here considered 4 as “agree” for all variables in this data context.

Table no.4: Correlation for Work culture and work life balance

		Work culture	Work life balance
Work culture	Pearson Correlation PC	1	.460**
	Sig. (2-tailed)		.000
	N	80	80
Work life balance	Pearson Correlation (PC)	.460**	1
	Sig. (2-tailed)	.000	
	N	80	80

** . The correlation is significant at the 2-tailed 0.01 level.

Given that the p-value is less than 0.05, the correlation results in Table No. 4 showed a weak positive correlation or relationship (correlation value 0.460) between work culture and work-life balance.

Table no.5: Correlation for work culture and well-being

		Work culture	Well-being
Work culture	Pearson Correlation	1	.526**
	Sig. (2-tailed)		.000
	N	80	80
Well-being	Pearson Correlation	.526**	1
	Sig. (2-tailed)	.000	
	N	80	80

*. Significant correlation exists at the 0.01 level (2-tailed).

Given that the p-value is less than 0.05, the correlation results in Table No. 5 showed a moderately positive correlation or relationship (correlation value 0.526) between work culture and well-being. According to the study's findings, work culture has a big influence on employees' well-being and work-life balance. Thus, the technique assumption has been used to prove the hypothesis.

V. SUGGESTIONS, LIMITATIONS & CONCLUSION

The present study, which is based on data analysis and reviewed articles, emphasizes that a positive work culture such as supportive leadership, flexible work

roles, and a family-friendly culture. Has a significant and positive impact on employees' work-life balance and well-being, while a poor work-life balance has a negative impact on well-being, including psychological distress. Fair justice and open communication, according to this study, also have a favourable effect on a person's work-life balance, which promotes mental health in any situation. Finally, results will not be applicable in any other parts of country due to different contexts such longitudinal surveys. Also, this study has tremendous scope in future that really very needed for any organization for their employees' potential outcomes in their job performance.

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