

# **Impact of organizational culture on employee's well-being and mental health**

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## Abstract

**Purpose:** The purpose of this research is to investigate and study the impact or effect of organizational cultures on employee well-being and health. Moreover this is a topic on which the research is not appropriate because the existing literature focuses on organizational culture in a company and does not shed light on employee well-being. Thus, this study will try to identify how organizational employee, either culture in a company affects the mental health of an employee positively or negatively. Thus, this research seeks to provide insights to both the employee and HR professionals in making informed decisions. Overall, this study will also help us understand why mental health among employees needs to be taken care of, and this has become a linchpin now, specifically after COVID-19, which made people work from their homes.

**Methodology:** The proposed methodology involves a comprehensive study of existing literature on this topic. All this data will be analyzed, and meaningful conclusions will be drawn on how organizational culture affects mental health.

**Findings:** The findings of the research will help us uncover specific aspects of organizational culture's impact on motivation, concentration, and overall happiness among employees. The study will also help us reveal factors that contribute to a positive or negative organizational culture.

**Implications:** The implications of the research mainly focus on two things. 1st HR professionals can use the findings of this study to make a more informed decision on who to take in the company and who should not be taken in the company. Second, employees can gain insights into which organizational cultures are better suited for their mental wellbeing, thus allowing them to make better decisions when choosing a work environment.

**Keywords:** *culture, organizational culture, mental health, employee performance, employee wellbeing.*

## Introduction

During the 1960s, an enormous amount of research has been done on the phenomenon of organisational culture (Kaczka & Kirk, 1968; Litwin & Stringer, 1968). Based on early research, organisational culture is essential to attaining success inside the organisation (Cameron & Quinn, 2005; Denison, 1996). While research has already been done on the relationship between employee experiences and organisational culture, not many of these studies have focused on certain organisational culture types (OCAI Online, 2012). Numerous frameworks have been put up to classify various forms of organisational culture, with the competing values framework model proposed by Cameron and Quinn arising as a notable contender. This framework differentiates between four opposing forms of organisational culture. The focus (internal versus external) and degree of stability/control (against flexibility) are the two parameters that drive the model. Every kind of organisational culture is represented by four quadrants in this framework. Clan cultures, which are similar to families in that they encourage association and group morale, are the first kind. Customer satisfaction and staff

loyalty are valued in this culture. Adhocracy cultures, which are constantly evolving and emphasize change, innovation, flexibility, and employee individuality, comprise the second category (Sherman et al., 2014; Denison & Spreitzer, 1991). The third category is the most competitive out of the four. Known as market culture. It emphasizes goals and competitiveness and is results-driven. Ultimately, an atmosphere that is formalized, organized, and controlled by rules and regulations is what defines the hierarchy culture. It places a strong emphasis on employee cooperation, efficiency, stability, security, and compliance (Denison & Spreitzer, 1991; OCAI Online, 2012; Sherman et al., 2014). The research paper mainly is focusing on the ambit of how the people are getting mental health how is it connected to employee well-being and organizational culture.

### Well-being and mental health

According to the World Health Organization (WHO, 2004), mental health is a condition of wellbeing in which people are able to fulfil their potential, deal with life's usual stressors, work productively, and give back to their communities. Many workplace factors, such as attention to individual abilities, social support, quality of communication, information flow, and fundamental hygiene elements (Herzberg, 2004). (Read and Lashinger, 2015; Kowalski et al., 2011) affect how much employees believe their workplaces meet the requirements of this definition. Key components of mental health and well-being were highlighted by the European Union in 2008, with a focus on workplace prevention and intervention (European Commission, 2008). The notion of employee well-being is complex and ever-evolving, with many organizations and nations adhering to differing definitions of it. In the European Union, low levels of stress at work, a strong feeling of organizational identity, and low intentions to leave the organization are all considered to be crucial indicators of well-being. Which are frequently used as indicators to assess employee well-being. Prior research has consistently shown that variables that include a based on values organizational structure and management style, open discussion and negotiation, collaboration and collaboration, straightforward and integrated targets versatility, a balance between work and home life, and adequate benefits and salaries are connected with workplace-related personally and professionally well-being (Kraybill, 2003). These measures were also employed in this study as employee indicators. Anna (2016) investigated the associations between various organizational culture types and differences in employees' self-perceived productivity, work-related stress, and work enjoyment. The multivariate analysis suggested that all dependent variables and organizational culture were strongly associated. Employees in market, hierarchical, and adhocratic cultures reported higher levels of happiness and productivity, whereas employees in team cultures reported lower levels of stress. Many studies have indicated that one of the most important protective variables for well-being is social support, which tends to occur in team-oriented organizations (La Rocco et al., 1980; Shortell et al., 2000; Glazer, 2001; Heaphy & Dutton, 2008; Pow et al., 2017).

Enterprises play a key role in making sure that the conditions needed for social well-being are satisfied. Employee well-being is mostly maintained and altered at the fundamental level by the company culture. The purpose of this study is to examine how organizational cultures essentially provide that the conditions for worker well-being and mental wellness are satisfied.

## Objectives

1. To perform a review of the literature that is currently available about the relationship between workplace cultures and employees' psychological wellbeing or overall well-being.
2. To pinpoint gaps in our knowledge of workplace cultures, mental health, and wellbeing in order to suggest possible areas of focus for future research projects.

## Review of literature

### Employee mental health:

Employers, workers, and researchers are becoming more and more concerned regarding this issue of employee mental health. Research has indicated that mental health problems may result in negative consequences such as higher amounts of employee turnover, decreased productivity, and increased absenteeism. Researchers have looked at the impacts, and interventions of employee mental health in order to address this issue. According to one study by Harvey et al. (2017), there is a substantial rise in the chance of acquiring mental health issues when there is stress at work. Conversely, research from 2017 by Cooper and Nielsen demonstrated that a high level of job autonomy as well as peer support at work can be beneficial to an individual's mental health. Many academics have conducted an investigation about the impact that workplace interventions have on improving an employee's mental health. After looking into workplace interventions related to mental health, LA Montagne et al. (2014) found that these interventions have the potential to greatly improve employee outcomes related to mental health. Lindsay et al. (2019) came to similar conclusions when they found that improving the work environment helps motivate those who are struggling with mental health issues, helping them to carry on with their task and encouraging productivity. Furthermore, a study by Aldamman et al. (2019) has shown that a number of elements of a positive work environment, like the development of a positive team dynamic, are closely related to better results for workers' mental health. The 2022 Alight International Workforce and Well-Being Mind-set Study found that only half of US employees reported positive mental and emotional well-being. In a 2021 survey, 26% of working Americans told SHRM that they hid their mental health struggles from their supervisor.

### Work culture:

Considering work culture affects employee attitudes, behaviour, and overall organisational outcomes, it has been a topic of interest for scholars for a considerable amount of time. The term "culture" describes a collection of essential beliefs that are shared by all members of a community and are used to solve issues with the internalisation as well as external adaption. As the proper framework for understanding, experiencing, and reacting to these issues, these underlying presumptions have shown to be effective and are imparted to new members (Hogan & Coote, 2014).

Many studies have found out that leadership, clear communication, teamwork, and trust are elements of good work environments. Research has demonstrated that these work cultures significantly affect employees' motivation, well-being, and productivity (Maher, 2000; Saks, 2006; Schneider et al., 2013). On the other hand, poor work environments that promote stress, conflict, and toxic behaviour can negatively impact employees' mental health and general well-being. Thus, absenteeism and turnover may rise and organisational performance may suffer (Leiter & Maslach, 2004; Lutgen-Sandvik, Tracy, & Alberts, 2007). In addition, research shows that employees' views of fairness, trust, and loyalty to the company are significantly impacted by their work culture (Colquitt et al., 2007). Many models have been constructed in order to understand the complexities of workplace culture and how it affects employee outcomes. The Competing Values Framework is one such model that proposes corporate cultures that are market, hierarchical, adhocracy, and clan-based. Based on Yu and Wu (2009), every culture type has unique traits and is linked to various results for both organizations and their workforce.

## **Methodology**

This review study's main goal is to draw attention to the proper evaluation and the selection of relevant research on employee mental health, workplace cultures, and overall wellbeing. A number of scholarly articles that have undergone extensive peer review scrutinise and assess the theoretical underpinnings of the research. The majority of the information in this article is derived from secondary sources, specifically academic research papers and publications that offer further information.

## **Findings**

After going through the existing literature on the topic there are some points which After extensively reviewing the existing literature on the topic of work environment and employee well-being, it becomes evident that there are several ways in which the culture of a workplace interacts with people's mental health and general well-being. A favourable work environment can lead to an enhanced psychological and emotional state, contentment with one's occupation, and increased involvement in work. This can be achieved by creating a positive organizational culture that prioritizes employee health and well-being. By nurturing a balance between professional and personal life and providing valuable resources and programs, organizations can help employees to feel supported and valued. On the other hand, a detrimental work environment can lead to a decline in overall welfare, including increased tension, stress, exhaustion, and burnout. Workplaces that lack a positive culture and fail to prioritize employee health and well-being can be detrimental to employees' mental and physical health, leading to negative outcomes for both the employees and the organization. To promote a productive work environment, organizations can prioritize employee feedback and offer opportunities for growth and advancement. This will ensure that the employees observe that the organization cares for them as well as the results they are about to provide hence, engagement and productivity is going to increase. Thus, organizations have a significant role to play in creating a work environment that fosters the mental health and overall well-being of their employees. By recognizing the importance of creating a supportive and respectful atmosphere, implementing policies to promote employee health and well-being, and investing in employee growth and development, organizations can improve employee well-being, leading to increased success for both the employees and the organization. Becomes evident. Some of the companies

are promoting the culture of “Freedom and responsibility “this particular notion is something that many organisations are trying to build like Virginia group and Netflix. An enhanced psychological and emotional state with one's occupation, and heightened involvement in work can ensue from a favourable work atmosphere. Right work surroundings, on the other hand, can lead to a decline in overall welfare, encompassing escalated tension, unease, exhaustion, and burnout. This can encompass nurturing equilibrium between professional and personal life, extending beneficial resources and initiatives, placing emphasis on employee input, and providing prospects for expansion and advancement. Broadly speaking, it can be said that there are a number of ways in which the culture of a workplace interacts with people's mental health and general well-being. Organisations may improve employee well-being and eventually increase their collective success by realising the importance of creating a positive work environment and putting policies in place to create a supportive and respectable atmosphere. Research has also found that the people who have a culture which is promoting the employee's mental health and well-being, the people working there have a higher chance of recommending the company to their circle of friends.

## **Discussion**

After going through existing literatures and data's there is one thing which becomes clear and that is organizations need to start integrating mental health and employee well-being in the era of hybrid and work from home work culture , we will try to analyse that with the help of ABCD analysis

### **A – Advantages**

Working conditions are crucial to any organisation's success while, at the same time, Companies could enhance working conditions, discover the kinds of environments beneficial to growth, and establish an interesting and secure climate. It is crucial to acknowledge company culture as a factor that greatly affects the employee's mental and emotional state and that makes the creation of a healthy workplace culture a virtue. This leads to increased unit productivity, highest job satisfaction. Various measures could be adopted at the workplace by the employers in order to make the organizational environment friendly. Some measures include encouraging work-life separation, accessibility to counseling services, as well as communication structure between the managers and other employees. Yoga, mindfulness, and meditation that can be provided by employee's wellness programs can help empower employees to be capable of dealing with stress and focus on mental health. All these practices are gradually gaining acceptance across the world: not only in the western world, but also in the ever growing eastern working culture.

Further, focusing on the worker's health could reduce instances of both absenteeism, presenteeism, and turnover, which are all very costly to a business. Besides consuming time, high turnover rates together with presenteeism and absenteeism cost a lot of money to the business. Thus it is possible to identify how the culture of the workplace influences the

employees' mental conditions, which in turn makes it possible for organizations to prevent, or minimize, such problems, and create a healthier working environment.

#### B – Benefits

Since creation of custom workplace policies and procedures is made feasible by identifying aspects of workplace ambiance that affect results connected to mental health, then pinpointing such aspects is possible. Greater understanding of how workplace environment impacts the employees' mental well-being can help to manage highly effective intervention strategies for improving workplace mental health. Developing specific organizational policies and guidelines regarding employees' mental health has been one of the emergent concerns of organizations in recent years. Based on research on which particular areas of the workplace environment negatively influence psychological health, it is possible to establish standards and how to address these problems to assist in enhancing the well-being of employees.

Besides, the findings of this study will help to get a clearer understanding of how the issue of culture in the workplace impacts its workers' mental health or, in other words, can contribute to creating remarkably effective interventions to improve the framework of practice and policy for enhancing the worksite health promotion. For instance, work cultures, which allow one to balance between the work and personal life, create opportunities where the employee can develop his/her skill, and allows for promotions and performance-based competitions, it can help enhance the mental health of the employees.

Other benefits arising from this paper are that organisations may enhance the provision of employable talent with great human resource assets, when they recognize the importance of workplace culture in relation to the diagnosis of mental health risks. If the employees are content with the situations in the working environment they are able to stay for longer with the employer hence reducing on turn overs. Also, the development of a positive workplace culture increases the level of the employees' engagement, improves productivity, and enhances overall organizational functioning. Therefore, it can be stated that focusing on the mental health of the employee can greatly affect the success programs of an organization. Since referred people are normally hired with the blessings of previous employers, the reputation and brand identity of a business increases when staff members have favourable mental health programmes in their work place offered to them and included in a business's policies and regulations.

#### C – Constraints

It is indeed noteworthy that there are few critical dimensions which should be taken into consideration when it comes to the evaluation of mental health treatment consequences. Other factors such as the preceding experiences, the preceding mental health disorders, stress and the likes can all be put under the category of confounding circuses. They may have a lot of effects and for this reason, it becomes difficult to differentiate the effects of these on the mental health outcomes from other variables. However, another common method that must be considered while researching on the aspect of workforce mental health is that of the response bias. They could give socially desirable impressions because of different reasons, such as fear of negative consequences or results; thus, they could convey their genuine sentiment about the job or give the true status of their mental health if any involuntarily. This may result into creation of wrong

or unsuitable data that might in one way or the other influence the findings of the particular study. One also has to remember that this very concept of mental health is multi-faceted and that the process of its assessment is influenced by numerous variables and factors. Realization of impartial criteria required for the evaluation of the broad array of the mental health outcomes is difficult because mental health is truly an individual's continuous complex process and mystery of a journey SOS. The final point may lead to the fact that the studies will be less reliably comparable; by doing so, this makes the theory relatively large complex which in turn may increase this risk; What is more, the theory is full of problems, while the data set becomes inconsistent because of too many biases.

#### **D – Disadvantages**

A real wide scope of workplace cultures can limit the pertinence of explorative discoveries to sundry categories of establishments and sectors. This is all due to the actuality that each establishment holds its very own particular set of benchmarks, convictions, and methods that impact the attitudes and conducts of its workers. As a consequence, something that may operate commendably in one surrounding may not in another. Additionally, prejudice might be present in self-reported statistics regarding an individual's psychological situation and intensity of joy. This arises since people's outlooks and personal biases can steer them to either overestimate or underestimate their interactions. In order to seem more triumphant or content, some individuals may overstate their positive occurrences while belittling their unpleasant ones to elude coming across as weak or incapable. Therefore, whilst collecting statistics and scrutinising discoveries, researchers must be aware of these prejudices. Mental health and joy are prone to prejudice as people tend to overrate or undervalue their encounters.

### **Conclusion**

There is no denying the importance of the relationship between an employee's performance and mental health at work and their work environment. An organization's ability to foster a culture of health and creativity can significantly improve employee wellness, as numerous studies have already pointed out. On the other hand, employees who work in a toxic environment may experience stress, burnout, and despair. The best example of a toxic work culture is Microsoft. In their early days, people had to perform out of their skin for them to increase sales in the company. This created an environment of toxic competition, which included backstabbing of fellow employees. Companies can use multiple tactics to foster this kind of culture, including offering mental health resources, encouraging work-life balance, and including staff members in decision-making. In the ambit of providing or creating an impact that takes care of employee well-being, mental health, and culture we also should consider the leadership principles that are followed in the company, some companies the leaders are very authoritative but in some companies, the leader might practice servant type or transformational leadership, thus if we consider these segments of research which this particular paper is not covering we can understand more about on how organizational culture, employee well – being- and mental health affects the overall production of the organization and their own.



Companies need to understand the relationship between their employees' mental health and the performance of their business operations. By giving employee well-being first attention, organizations may foster a more productive and healthy workplace that benefits both individuals and the company's overall performance. Some of the ways we can do it can be learned by organizations like Netflix where the culture speaks about transparency and the employees are given freedom with responsibility. Even things that are not usually practiced in the general scope of management like a junior mentoring a senior, is what exactly happens in General Electric company where people who are in lower positions mentor people at higher positions, this process is called “reverse mentoring”. To sum everything up creating an environment where people are growing or flourishing without getting burn –out is something that depends on multiple micro and macro factors and this paper covers the factors on how these factors affect those.

## **Implications**

Given amount of study that be done for establishing workplace culture prioritise employees' psychological and mental health would be best course of action in light of influence of workplace culture on mental health and overall good. To accomplish this goal, number of tactics could be used, including advocating for positive work-life balance, offer social support, motivating people to take on leadership roles, enforcing justice and fairness, make best use of workplace resources, and lessening stigma attached to mental illness. If want to achieve required results, they must place highest priority on mental and good-being of their workforce and take proactive steps to lessen negative consequences of toxic work environments. This calls for change in company's principles and culture to make it more supportive and employee-focused. With all these, it is important that Constant research and analysis of how organizational culture influences employee's wellbeing, including physical and mental health, should remain an important change. There is also a notable lack of training given to managers and supervisors in identifying and handling mental health matters. In addition, resources and services must be accessible by clients and patients, in the event that they require the assistance of specialist professionals. Emphasis on these aspects makes sure that the employees have good well-being, thus enabling organisations to put in place, conditions of working, which are beneficial to workforce and firm in general. Regularly analyse workplace culture: Employers have to evaluate the standards of workplace culture at least periodically to discover the aspects of necessity for development and estimate the further advancements. Today's workplace is highly competitive and the flow of work is fast and constantly changing; thus, it is crucial for employers to pay keen attention to the cultures prevailing in their workplace and continuously check on the extent to which they are supporting the growth of their employees. This may guarantee changes of the organizational success that is aimed at changing the culture of the workplace and the subsequent build-up of the encouraging and upbeat environment in the task environment. A good workplace culture may enhance workers' morale, commitment and self-esteem which in turn enhances productivity, innovation and satisfaction among workers. All these aspects can only be developed where the employees working in the organization are in a positive environment to encourage collaboration, work, and creativity cooperatively. This conclusion can be useful in cases where businesses want excellent employees to be attracted to and committed to it in case it creates a sense of some people's unity. By regularly analysing the employer's culture, they stand to gain massive insights on what works and fails in their

work setting, hence inform decisions towards promoting a favourable work environment for everyone in the workplace.

Management should adhere to the provision of healthy lifestyle interventions, working hour's flexibility and well-being interventions. They have a possibility to contribute positively to the increase of psychological well-being and general health of workers while at the same time providing means to reduce Syndicated Stress associated with employment sphere. In the context of the swift and constant transformations of the work environment, the impact of the workplace culture tends to remain rather influential; thus, it should be examined and evaluated systematically. This can ensure that workers are in good and encouraging stance and help to locate areas of concern. The corporate culture which is well planned and implemented can be a great motivator to the employees in terms of their employment. General Job satisfaction as well as creativity and innovation and general job satisfaction can be boosted through this. An effective organizational environment at the workplace is crucial for facilitating cooperation, inspiration and synergy among the workers. By doing so it can create a sense of people-hood and this is useful for attracting and retaining good employees. By periodically assessing the organizational climate of their workplace, employers are able to accumulate a lot of valuable knowledge on what works and what is undesirable so that informed decisions which seek to enhance the welfare of every individual while at work can be made. Businesses should implement workplace culture interventions that focus on components that research has indicated are good for employees' mental health.

### **Directions for future research**

It's crucial to pinpoint and investigate the preciseness mechanisms on which workplace culture affecting mental health outcomes to grab a deeper understanding of the relationship between them two variable. This can be completed by focusing on certain elements of workplace customs, which may have a substantial impact on workers' mental health. These elements comprised of organisational values or culture which can be from Hofstede culture, the leadership style of the manager and the diversity in the work group

It's crucial to recognize, however, that different employee subcategories may be affected by workplace culture in distinct ways. Employees' experiences with workplace culture may vary from their colleagues for older, minority, and disabled workers, for an example, and this may impact their mental health consequences. Future studies should, hence concentrate on how workplace culture affects the mental health consequences of these subcategories and offer interventions that are specially aimed at their demands.

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