

Organizational Culture & Employee Well Being (With Special Reference to Automotive Sector)

Revista Review Index Journal of
Multidisciplinary | e-ISSN: 2583-0031
Double-blind peer-reviewed | Refereed
Quarterly Online Journal
4(1) 55-65, 2024
©The Author(s) 2024
DOI: 10.31305/rrijm2024.v04.n01.007
<https://rrijm.com/>



Date of Publication: 31 Mar, 2024

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Abstract: In contemporary workplaces, organizational culture (OC) plays a pivotal role in shaping the experiences and well-being of employees (Belias & Koustelios, 2014). Impact of OC on employee well-being cannot be overstated, as it serves as a cornerstone for fostering a supportive and thriving work environment. OC shapes the attitudes, behaviours, and experiences of employees, influencing their satisfaction, engagement, and overall quality of life. A positive organizational culture can enhance employee morale, motivation, and resilience, leading to higher levels of job satisfaction, lower stress levels, and improved mental health outcomes (Simeli, Theocharis, Vasileiou, & Tsekouropoulos, 2024). On the other hand, a negative or toxic culture can breed disengagement, burnout, and even physical and psychological health issues among employees. Recognizing and nurturing a conducive organizational culture is essential for promoting employee well-being, driving productivity, and sustaining organizational success in the long run (Assoratgoon & Kantabutr, 2023). So, this paper tries to analyse the impact of organizational culture on well-being of employees with the help of literature review a qualitative research approach.

Keywords: Organizational culture, OC, Employee Well-being, EWB, Job satisfaction, Mental health

1 | INTRODUCTION

The majority of adults are employed in some form, and the average adult works more hours than they do any other type of job. Workplaces have a significant role in society. They directly impact a number of elements at the individual, group, and social levels. Fostering a culture that puts employee well-being first is crucial for an organization because it directly affects worker productivity, retention, and general pleasure. Additionally, it guarantees appropriate worker motivation and output. Culture is like a big colourful tapestry that weaves together all the unique aspects of the community. It can be seen as a way of life of a group of people including their behaviours, beliefs, traditions and social institutions. Cultures

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have their own unique characteristics that make them special. Culture has different dimensions that affect the standard of well-being of employees in the organization.

2 | HOFSTEDE VIEW AND CULTURE

A shared set of values and methods of thinking that an organization's founders and executives have created and that its members have come to embrace is its culture. Hofstede compares culture to software, which makes individuals perform like hardware. It works like the personality of a company. It includes the values, beliefs, behaviors, and norms that guide how people work together within an organization. Companies like Google, Zappos and Southwest Airlines are often cited as having strong organizational culture because these companies prioritize employee well-being, innovation and customer service which is reflected in how they operate and interact with their employees. The workplace culture of an organization shapes how its members do their responsibilities, comprehend its goals and events, and communicate with one another. For this reason, organizational culture is crucial. Any organization's norms and customs are very important and have a big impact on both the individual employee and the organization as a whole.

So, we can say organizational culture is the heartbeat of any company, pulsating through every interaction, decision, and initiative. The common values, attitudes, customs, and behaviors that characterize how people behave and engage with one another inside an organization are represented by its culture. Much like the DNA of an organism, organizational culture shapes its identity, influences its growth, and ultimately determines its success or failure in the dynamic landscape of business. At its core, organizational culture embodies the collective personality of an organization, reflecting its history, mission, and vision. It manifests in the way employees communicate, collaborate, and problem-solve, shaping the overall work environment and employee experience. From the way meetings are conducted to the way decisions are made, organizational culture permeates every aspect of the organizational ecosystem.

Company culture fundamentally embodies the history, values, and leadership style of the organization. As a result of their collective alignment with the set norms and expectations, these cultural aspects provide employees a sense of identity and belonging. Office culture can be overt, with ideals that are expressed and articulated in obvious terms. Alternatively, this culture may be implicit and present in staff members' unstated views and behaviors. In any case, this system has a significant impact on how employees view their responsibilities, teamwork, friendship, and methods for solving problems as well as the organization's standing in the community.

A positive organizational culture is critical to advancing innovation, increasing employee engagement, and accomplishing strategic goals. A strong culture can inspire loyalty, creativity, and resilience among employees, fuelling organizational performance and adaptability in an ever-evolving marketplace. On the other hand, a poisonous or dysfunctional culture can cause decline and stagnation by undermining employee morale, preventing collaboration, and stifling productivity.

In today's interconnected and rapidly changing world, organizational culture plays an increasingly critical role in attracting and retaining top talent, differentiating brands, and sustaining competitive advantage. As organizations navigate challenges and opportunities on the path to success, cultivating a vibrant and values-driven culture emerges as a strategic imperative, guiding decision-making and shaping the future of work.

3 | ORGANIZATION CULTURE AND EMPLOYEE WELL BEING

When each person reaches their full potential, is able to handle everyday stressors, can work efficiently and successfully, and is able to contribute as best they can to the community and society, they are said to be in a state of well-being (WHO). Workplace dynamics can have an impact on workers' well-being.

Workplace or job-related stress is a type of stress that people experience that lowers their quality of life and frequently results in fatalities or serious illnesses.

Both emotional and physical healths are impacted, which increases the risk of burnout syndrome. It directly affects the costs incurred by the employer as a result of presenteeism and absenteeism, productivity loss, health care expenses, and the social welfare costs associated with disability benefit payments. In contrast, a toxic or negative culture can cause stress, burnout, and a decline in job satisfaction. A positive and supportive culture can foster a healthy work environment where employees feel valued, motivated, and engaged.

The concept of well-being is complex, and different organizations and nations have different ideas about what it means. Prior research has repeatedly identified elements such as a values-based work environment, an open communication style, a leadership style, teamwork and cooperation, etc. that have an impact on employees' well-being. None of the employees are equal in their work and they have different modes of working in that field so it is important that they are treated with equality and fairness which would increase their morale and contribution towards accomplishment of objectives of the organization. They will be transformed into more loyal and trustworthy employees and will lead the organization towards excellent results. The relationship between organizational culture and employee well-being is profound and multifaceted, impacting various aspects of individuals' physical, emotional, and mental health. This study has analysed some previous works which have explained how organizational culture influences employee well-being:



Fig.1 Relationship between Organization Culture and Employees Wellbeing
(Source - Scholar)

Supportive Environment (SE): Employees that work in a supportive and nurturing workplace where they feel valued, respected, and cared for are more likely to have positive organizational cultures. Such an environment can enhance employees' sense of belonging, reduce stress, and contribute to their overall well-being.

Work-Life Balance (WLB): Employees at companies who value work-life balance and encourage it by providing flexible work schedules, encouraging vacation time, and discouraging lengthy work hours are typically happier and healthier. Workers who believe they can successfully balance their personal and professional life report feeling less stressed and more overall happy.

Recognition and Appreciation (R&A): Employees who work in cultures that value acknowledging and appreciating their contributions feel validated and fulfilled. Employees' self-esteem and general well-being are increased when they feel that their labor is respected and appreciated.

Communication and Transparency (C&T): Open communication and transparency are key components of a healthy organizational culture. When information flows freely and transparently throughout the organization, employees feel more engaged, empowered, and informed, leading to reduced anxiety and improved well-being.

Opportunities for Growth and Development (G&D): A culture that prioritizes learning, growth, and development provides employees with opportunities to enhance their skills and advance their careers.

Job satisfaction and general well-being are more likely to be experienced by staff members who feel encouraged in their professional development.

Inclusion and Diversity (I&D): All employees, regardless of their identity or background, feel a sense of belonging in workplace cultures that value diversity and inclusiveness. Employees' mental health and general wellbeing are positively impacted when they feel valued and included.

Health and Wellness Initiatives (H&W): Some organizational cultures proactively promote employee health and wellness through initiatives such as wellness programs, gym memberships, and mental health support services. These initiatives contribute to employees' physical and mental well-being, fostering a culture of care and support.

4 | OBJECTIVE OF THE STUDY

This study uses a review of the literature to analyze how corporate culture affects workers' well-being. For analysing the objective following Research Question has been framed -

RQ1: What is organization culture (OC) and employee well-being?

RQ2: What is the relation between OC and employee well-being in automotive industry?

RQ3: How OC impacts employee well-being in automotive industry?

5 | METHODOLOGY

For analysing the objective of this study an exhaustive literature review has been taken in to consideration. The entire literature review was completed in its entirety by adhering to the Laplume et al. (2008) article selection methodology and selecting journal papers by looking at the impact factors included in Harzing's (2011) journal quality list (Srivastava, Gupta, Singh, & Srivastava, 2017).

6 | ANALYSIS AND INTERPRETATION

Analysis - 1

RQ1: What is organization culture (OC) and employee well-being (EWB)?

OC and EWB -

The collective identity of an organisation is defined by its common values, beliefs, standards, and practises, or organisational culture (Fiol, 1991). The general culture is influenced by factors including leadership philosophies, communication techniques, and staff participation. For instance, a culture that values collaboration and open communication helps to build employee trust and inclusivity.

Businesses that prioritize the well-being of their employees have found success and sustainability, even in challenging circumstances (Kaplan & Norton, 2001). In addition to raising employee happiness, a positive workplace culture also raises productivity, engagement, retention, and, eventually, client satisfaction. There was a lot of clamor about employee wellbeing during and after the pandemic, with a particular emphasis on mental health. Employee wellbeing is more than just mental health, according to research. In addition to mental health, it encompasses physical, emotional, social, professional, and—most importantly—financial health.

Employee work stress, satisfaction with their jobs, and self-perceived productivity has all varied, according to a study. Numerous researches indicate that social support inside the organization's culture is the most protective factor (Janna, 2016). Cultural configurations within organizations vary across different industries in India as some sectors are high on a particular aspect, which may be found to be low in other sectors. A study on organizational culture tells that culture of an organization lies at the heart of organizational innovation.

Implicitly, a study has explored how management might use OCTAPACE Culture as a technique to foster employee engagement and dedication towards their firm (Jafri, 2012). Another way to conceptualize workplace social support is as a certain type of organizational culture, such as work-family or family-friendly culture. These ideas speak to how much an organization's culture encourages staff members to balance work and personal obligations at the same time (Bobbio, Canova, & Manganeli, 2022).

So, in our analysis we have observed in every form culture provides the energy needed to function well by ensuring as it were a proper circulation of blood through all the organs.

Analysis - 2

RQ2: What is the relation between OC and employee well-being (EWB) and automotive sector?

Four categories of organizational culture were identified in a study conducted in the Indian manufacturing sector: support, role, achievement, and power cultures (Soni, 2019). By raising employee engagement and productivity, each of the aforementioned cultures has a different influence on the EWB. The study's conclusions showed that employee engagement and effectiveness were significantly and majorly impacted by the organizational culture. Researchers have also shown that workers who are allowed to exercise discretion inside their companies exhibit more energy, which is undoubtedly a sign of a fully engaged worker.

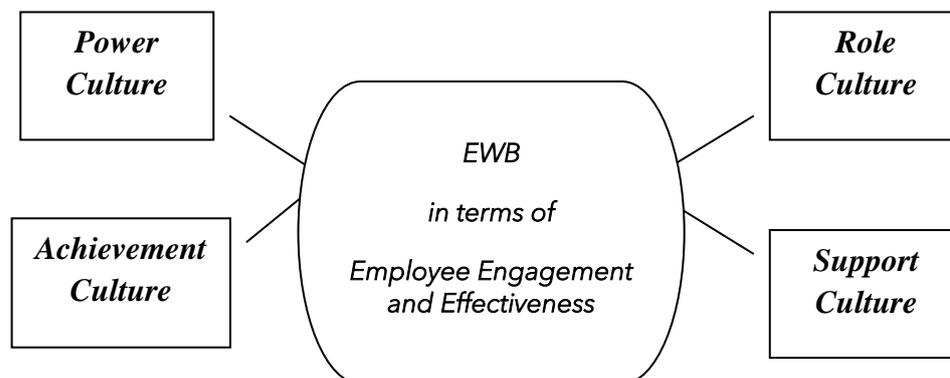


Fig.2 EWB in terms of Employee Engagement and Effectiveness
(Source - Author)

A study has highlighted that a good OC strengthen the organizational commitment which creates a condition in which an employee favors a particular organization and its goals and desires to maintain membership in the organization (Reicher's, 1985; Yahaya, Ebrahim, 2016). When a company finds difficulties to find employees who have very good qualifications in doing their jobs, organizational commitment with sound OC is one way to determine employees who have qualifications, loyalty and good performance (Osa & Amos, 2014).

Relationship between OC and EWB in Automotive Industry -

The degree to which innovative ideas are accepted, supported, and put into practice varies depending on culture (Tuchman and O'Reilly 1997). Compared to the consulting and services industries, the automotive and manufacturing sectors are reported to have higher levels of trust and collaboration. It appears that all industries value experimentation equally (Agrawal & Tyagi, 2010). They are satisfied with the OC because it is improving EWB, according to a study that sought to ascertain and analyze the impact of organizational culture and work environment on employee engagement and its implications on employee performance. The entire workforce of the automobile sector served as the study's population, and its sample consisted of 86 respondents. The study's findings demonstrated that employee engagement is directly, favorably, and statistically significantly impacted by organizational culture. Additionally, it demonstrated that employee engagement has a direct, positive, and statistically

significant impact on the work environment, and that employee performance is directly impacted by employee engagement (Ganyang, 2019).

A study looked at how job satisfaction among workers in the Karawang Automotive Industrial Park affected work productivity and organizational culture. The results underscore the significance of developing a supportive work environment and organizational culture to produce job satisfaction, which is a valuable contribution for practitioners and policy makers in the automotive components sector (Sabil, Hakim, Lestingsih, & Widodo, 2024). The aim of the research was to ascertain the influence of organizational communication on work satisfaction among employees in automotive industries. Participants in this study were all internal employees of companies that deal with automobiles. Questionnaires, recordkeeping, and observation were the research's instruments. The outcomes of statistical studies demonstrated that employee work satisfaction was positively and significantly impacted by an effective organizational communication culture (OC) that prioritizes transparency. According to a study, organizations should aim to foster a transparent communication culture by establishing a flexible work environment. This is because a restrictive work environment might impede communication between managers, employees, and the company (Sarief, Alisyahbana, & Isma, 2023).

On the basis of above exhaustive literature review our study came to a conclusion that in automotive industry organizational culture has a prevalent role in maintaining the employee well-being which have been discussed critically in the figure - 3 and figure - 4.

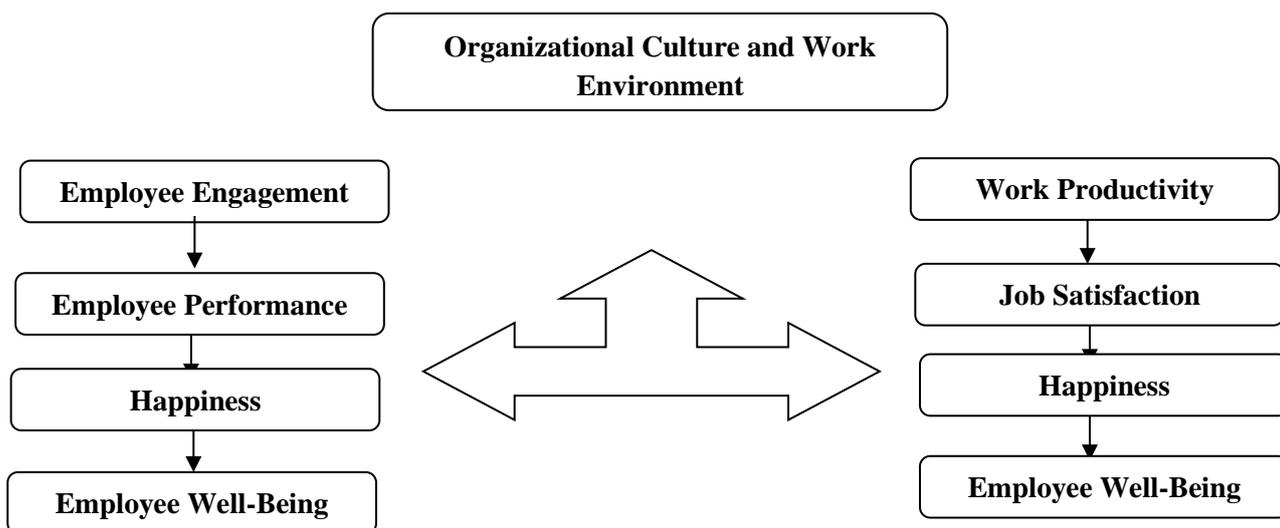


Fig - 3 Relationship between OC and EWB in Automobile Industry
(Source - Author)

Analysis of Figure - 3

Our critical analysis tells that organizational culture (OC) and work environment (WE) plays a vital role in increasing the engagement of employees and improving the work productivity in an organization. It has been observed in the researches that if, employees feel engaged with their workplace, they feel motivated to perform better and contribute more to the organization (Markos & Sridevi, 2010). In context to same every improved performance of the employees provides them feeling of recognition and appreciation for it. Then this feeling of recognition and appreciation creates a sense of happiness in them and all happiness among the employees indirectly or directly narrates the story of their well-being in the organization (Adler & Fagle 2005). Similarly, a positive work environment where the employees feel supported leads them to upsurge their work productivity and if their work productivity improves

then they feel satisfied about their work and job which again plugs them with happiness and improved well-being.

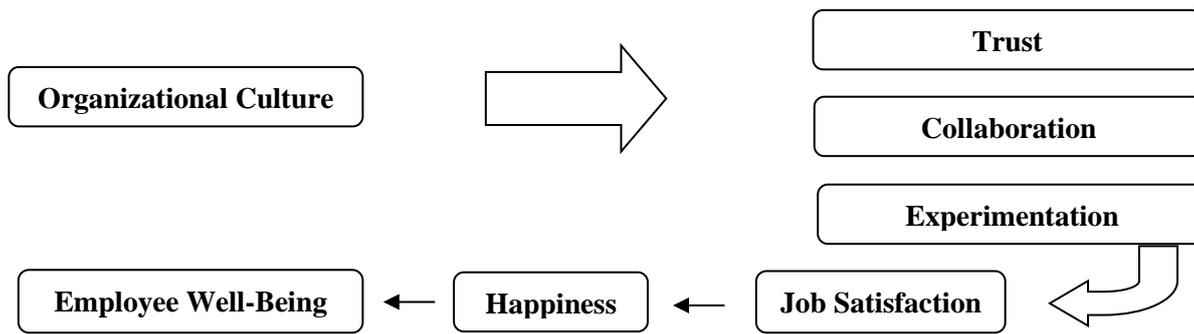


Fig - 4 Relationship between OC and EWB in Automobile Industry with OCTAPACE
(Source - Author)

Analysis of Fig - 4

We have observed in our analysis that automobile industry working on OCTAPACE culture and working on the parameters of creating trust in employees make them feel that their overall efforts are being measured with full validity which gives them an urge to do it better (Cook, & Wall, 1980). On the other hand, organizations working on creating a culture of collaboration will results to harmonise their employees and their collaborative efforts in work will ensure a higher level of mental, emotional and professional attachments with their work place, people and work (Harms, 2011).. In addition to this, a culture of promoting creativity and innovation attracts employees towards experimentation. These three variables simultaneously trust, collaboration and experimentation lead the employees to be satisfied with their job and all their job satisfaction represents an inclusive happiness which further leads to their well-being in the organization.

Analysis - 3

RQ3: How OC impacts employee well-being?

Impacts of OC on EWB -

During the literature review we have analysed the different dimensions of well-being. Providing only good salary and environment is not all about the well-being. Shaping the behaviour of employees is also a part of their well-being. Corporate culture, then, is the implicit, unseen, intrinsic, and informal consciousness of the corporation that influences individual behavior while also forming its own identity from that behavior (Scholz, 1987).

In the same way creating a culture of knowledge management is pushing the organization towards innovation and as a result productivity of employees will increase which is also part of working on their well-being. Peyman, Kamran, and Abedin (2015) conducted a study that examines the effects of knowledge management, organizational innovation, and strong and weak cultures on worker productivity. A study has shown that a culture that values creativity rewards creative problem-solving and representation, views innovation as normal and desirable, and views innovators as role models to follow (Lock and Kirkpatrick's, 1995).

Stakeholder theory of management focuses on the well-being of all stakeholders. If we apply it on the grass root level then every small step towards the well-being of a customer by creating better quality products will enhance the business profit and indirectly all the profit will be realised by the company and also distributed among the employees. According to a PROTON Company study, implementing an effective corporate culture might be particularly challenging, but in the long run, it can lead to better

goods. A sample of 210 employees participated in an online survey that was used to collect data for this study. Due to cross-cultural variances, PROTON, an international enterprise, discovered that organizational culture always has a significant impact on business processes and staff performance. (Zahra, Kee, Aqilah, Lin, Vashishth, Quttainah, 2020).

A study focuses on the contributions of automobile industry in the growth of human-wellbeing all across the world, and how automobile industry has staggeringly changed the human lifestyle and quality-of-life over the decades (Egor, Muhammad Imtiaz and Denis 2020). This study has also highlighted a high positive inter-correlation between work culture and subjective wellbeing (SWB) of employees.

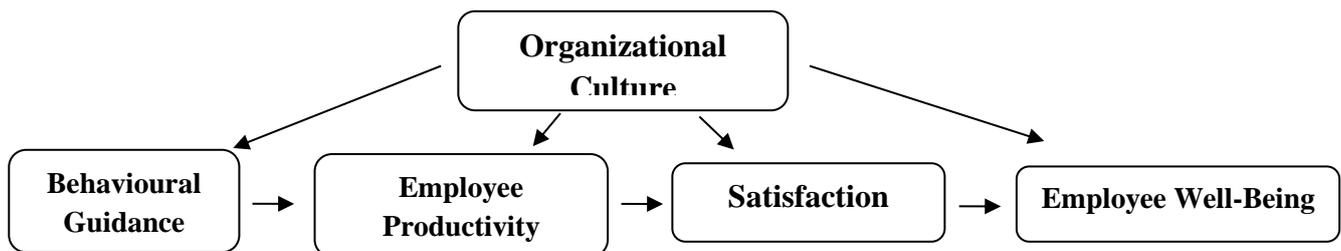


Fig - 5 Organizational Culture of Improved Employee Behaviour
(Source - Author)

Analysis of Figure - 5

It has been studied that culture of an organization have a direct influence on the behaviour of its employees. Organizational culture profoundly influences employee behaviour by shaping their values, norms, expectations, and perceptions of the work environment. Employees tend to adopt behaviours that are consistent with the prevailing culture of the organization, guided by the example set by leaders, the communication style, and the reinforcement provided through rewards and recognition. It has been found in the study that a positive impact of values and norms of OC on the employees increases their overall output and productivity. Enhanced productivity of employees provides them all levels of satisfaction which represents a good level of their well-being in the organization.

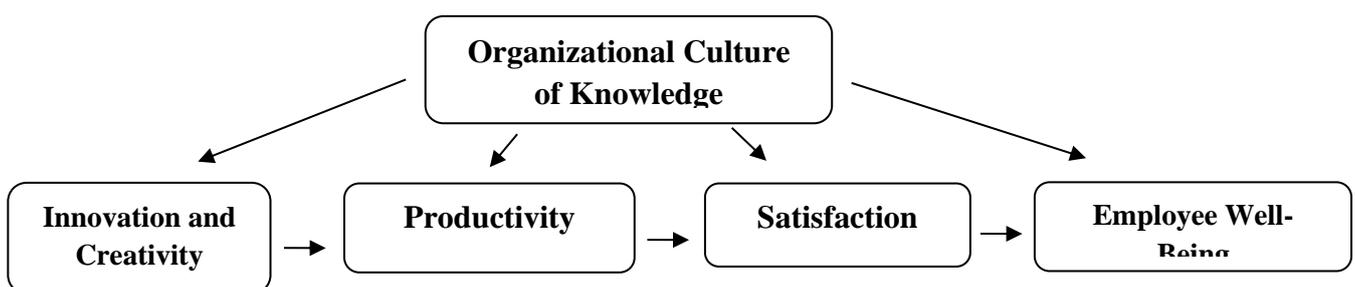


Fig - 6 Organizational Culture of Knowledge Management
(Source - Author)

Analysis of Figure - 6

A study has detected that the organizational culture which encourages and facilitates knowledge sharing fosters innovation and creativity. Researches shows that a culture which provides opportunity to employees to freely share their ideas, experiences, and expertise creates a new insights and innovative solutions to emerge with the current situations. When new concepts and ideas are on-board then it increases the productivity and yields for both employer and employee. Opening the opportunities of

every kind of innovation increases the satisfaction of employees in the form of their career development and this level of satisfaction is also witnessing their well-being in the organization.

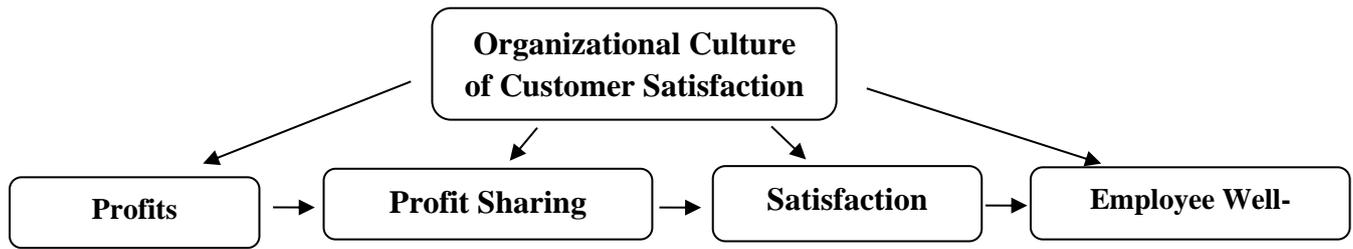


Fig - 7 Organizational Culture of Customer Satisfaction
(Source - Author)

Analysis of Figure - 7

This part of analysis has been done on the basis of stakeholder theory of management which focuses on the happiness of all stakeholders of an organization. So, here our analysis tells that making an organization culture of promoting the well-being of a single stakeholder like customer by producing better quality products increases the businesses’ profit. Once this profit is realised by the company it will be distributed among the employees in the form of incentives, bonuses and other benefits. This increases their satisfaction which leads to the maintenance of their well-being.

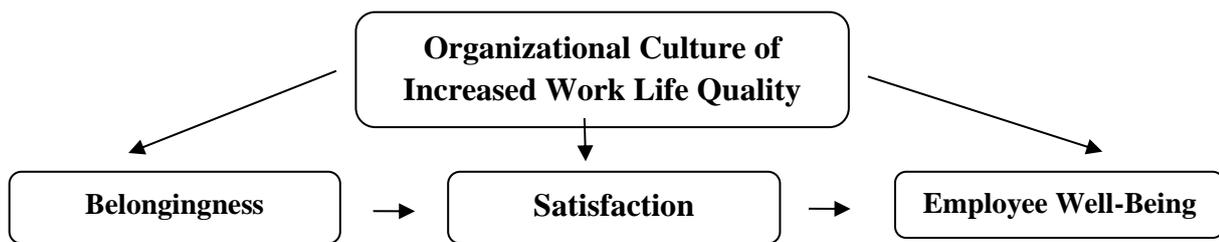


Fig - 8 Organizational Culture of Increased Work Life Quality
(Source - Author)

Analysis of Figure - 8

This part of the study critically analyses that organizational culture of advancing the work-life quality of employees by supporting work-life balance, wellness initiatives, positive work environments, autonomy, and social connections bind them emotionally with their organization and ensure their emotional well-being. When employees feel valued, supported, and have control over their work, they experience greater satisfaction and fulfilment in their roles. If the employees feel socially secure, they tend to have a feeling of belongingness towards their organization which again adds to their satisfaction level and ensures their well-being in the organization.

7 | CONCLUSION

Based on the research of this study, it is evident that an atmosphere where employees feel appreciated, motivated, and engaged is fostered by a good and supportive culture. When employees feel psychologically safe, they are more likely to seek help when needed, manage stress effectively, and maintain a healthy work-life balance. A culture that encourages open communication, flexibility, and empathy contributes to overall well-being. It is also clear from the study that a strong culture enhances job satisfaction and reduces turnover. Workers are more likely to remain dedicated and motivated if they share the company's values and mission. They find purpose in their work, which positively impacts their mental health. Apart from this OC influences work-related stress levels. A culture that prioritizes work-life balance provides resources for stress management, and encourages breaks can significantly reduce

stress among employees. So, organizations should recognize the profound impact of culture on employee well-being. Companies may establish an environment where employees thrive and enhance productivity, retention, and overall performance by cultivating a good, inclusive, and supportive culture. In addition to being good for the workers, investing in a positive culture is crucial for the organization's long-term viability.

As far as automotive industry, it operates in a dynamic and competitive environment. The culture within these organizations significantly influences employee well-being. Shared assumptions, values, and beliefs shape how employees behave, interact, and perform their jobs¹. In the context of the automotive industry, organizational culture plays a crucial role in determining employee satisfaction, productivity, and overall health. Here we can understand the whole scenario by taking examples of Ford's workplace culture which emphasizes results and career development and motivates employees to deliver more to customers and stakeholders, maximizing financial performance and Toyota's culture enables innovation by maximizing human resource capabilities and defines employee responses to market challenges, contributing to the company's global leadership.

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How Cite this article?

Rathi, G., & Srivastava, A. K. (2024). Organizational Culture & Employee Well Being (With Special Reference to Automotive Sector). *Revista Review Index Journal of Multidisciplinary*, 4(1), 55-65. <https://doi.org/10.31305/rrijm2024.v04.n01.007>