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Beyond Policies: Exploring Organizational Culture's Impact On Employee Well-Being

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	Abstract
	The well-being of employees in every firm is significantly shaped by the organizational culture. Identifying important cultural elements and evaluating how well organizational policies and practices support employee welfare are the main goals of this study, which looks at how organizational culture affects employee well-being in the Indian environment. Surveys and qualitative interviews were used in conjunction with a mixed-methods approach to gather data from 103 participants. The study set out to determine which aspects of Indian organizations' cultures positively or negatively affect workers' well-being; second, it sought to identify cultural elements that support or undermine workers' well-being; and third, it sought to assess how well-functioning current organizational policies and practices are in fostering workers' well-being. Descriptive statistics, regression analysis, correlation analysis, and qualitative interviews were all included in the study process. Positive opinions of the work environment, communication styles, and leadership style were found among the workforce using descriptive statistics. The significance of cultivating a good culture was highlighted by correlation analysis, which showed strong relationships between organizational culture dimensions and employee well-being indicators. Key cultural elements influencing worker well-being were found through qualitative interviews. These characteristics included incentives and recognition, communication styles, and leadership philosophies. The outcomes emphasized how important organizational policies and procedures are in fostering worker well-being. Key factors that have been identified as influencing employee wellbeing include flexible work schedules, employee support programs, performance evaluation systems, and health and wellness activities. Further highlighting the predictive efficacy of corporate culture factors on different aspects of employee well-being was regression analysis. In summary, this study offers insightful information about the intricate relationships that exist between employee well-being, policy, and organizational culture in Indian companies. Organizations may establish conditions that support employee well-

	being by emphasizing a healthy culture and putting in place sensible regulations. This will eventually lead to increased employee satisfaction and corporate success.
CC License CC-BY-NC-SA 4.0	*Keywords: Organizational culture, Employee well-being, Organizational policies, Cultural factors, India.*

I. INTRODUCTION

The recognition of the significant influence that employee well-being has on employee engagement, productivity, and overall organizational performance has led to its emergence as a crucial concern for enterprises globally [1]. In the ever-changing corporate landscape of India, where employee well-being and organizational culture are intricately linked due to fast globalization, technical breakthroughs, and increasing socio-cultural dynamics, comprehension of this relationship is crucial. The purpose of this introduction is to explore the relevance of this connection while emphasizing the subtle contextual aspects of the Indian organizational environment.

(**Figure 1:** Factors Comprising Well-being at Workplace)

Employee experiences and views in the workplace are greatly influenced by the common values, attitudes, and behaviors that make up an organization's culture [31]. It includes a range of components that affect employee behavior and well-being, including as reward programs, communication methods, organizational norms, and leadership styles [34]. Organizational culture affects both the material and immaterial facets of working life, which has a complex effect on employee well-being [8].

Organisational culture and employee well-being have a special relationship when it comes to India, a nation renowned for its rich cultural legacy and variegated tapestry [7]. Contemporary behaviors impacted by globalization and technical improvements frequently coexist with traditional values like collectivism, hierarchy, and respect for authority [2]. Creating a positive work environment becomes increasingly important as firms negotiate this cultural mosaic and comprehend how these factors affect employee well-being [5].

Research has indicated that a favorable corporate culture is linked to increased levels of work satisfaction, psychological health, and employee engagement [4]. On the other hand, employees' mental and physical health may suffer in a toxic or dysfunctional workplace that is marked by excessive stress, conflict, and a lack of support [29]. Given the rising prevalence of work-related stress and burnout in India, it is critical to investigate how organizational culture either contributes to or exacerbates these problems [12].

Additionally, in light of the enormous problems faced by enterprises, the COVID-19 pandemic has highlighted the necessity for them to give employee well-being top priority [19]. The significance of cultivating a supportive workplace culture that encourages resilience and adaptability has been highlighted by remote work arrangements, economic uncertainty, and increased anxiety [21]. In light of this, it is especially important to comprehend how Indian businesses have modified their cultures to accommodate changing employee demands [30].

This study looks at how corporate culture affects worker well-being in the Indian setting in an effort to add to the body of information already in existence. It seeks to offer insights that can guide organizational policies and practices targeted at improving employee well-being by examining the cultural subtleties that affect workers' experiences at work [3]. This research attempts to provide light on the tactics and treatments that companies may use to foster a pleasant and encouraging work environment that supports employee well-being through an extensive analysis of the literature and empirical data [13].

Through influencing attitudes, activities, and relationships amongst workers, cultural factors have a major impact on employee well-being in firms [14]. To create a welcoming workplace that respects and accommodates a range of cultural viewpoints, it is essential to comprehend these aspects and how they affect employee well-being [24].

[14] notes that individualism-collectivism, or the degree to which people put their personal interests ahead of the group's, is one of the most extensively researched cultural characteristics. Workers may put interpersonal connections and teamwork ahead of their own well-being in collectivist societies like India, where social harmony and cohesiveness are highly prized [35]. By emphasizing shared objectives and interdependence, employers may create a welcoming workplace that fosters employee wellbeing by giving workers a feeling of community and social support [23].

Power distance is another cultural factor that affects worker well-being. It is the level of inequality and hierarchy that is tolerated in a community [14]. Employees may feel more stressed and anxious in companies with strict power structures if they work in hierarchical cultures like India, where respect for seniority and authority is deeply established [15]. Nonetheless, well administered hierarchical cultures may offer precise rules and expectations that foster stability and security, enhancing worker well-being [26].

Another cultural factor that affects employee well-being is masculinity-femininity, which refers to how gender roles and values are distributed within a community [14]. According to [16], male employees may encounter pressure to adhere to conventional masculine standards in countries that place a high value on masculinity, such as India, where traditional gender roles are prominent. This can result in stress and burnout. On the other hand, by cultivating an accepting and inclusive culture, companies that encourage gender equality and work-life balance can improve employee well-being [20].

The degree to which people avoid uncertainty and feel intimidated by ambiguity and uncertainty is another cultural factor that affects worker well-being [14]. In societies such as India, where there is a prevalent aversion to uncertainty, workers would want for consistency and security in their workplace, which could result in opposition to innovation and taking chances [17]. Organizations may lessen the detrimental effects on employee well-being and promote resilience, nevertheless, by offering clear information, assistance, and tools to manage uncertainty [25].

Finally, as cultural factors like indulgence-restraint and long-term orientation also influence how well-being is experienced by workers in organisations. Employees may appreciate stability and security in their professions more in countries like India, where tenacity and thrift are highly valued. This makes them focus on long-term well-being and work happiness [17].

II. RELATED WORK

| Authors	Main Contributions
Schein (2010)	The definition of organizational culture is "a pattern of shared basic assumptions that a group learns as it solves its problems of external adaptation and internal integration." highlighted the underlying presumptions, standards, and conventions that influence organizational behavior.
Cameron & Quinn (2011)	Clan, adhocracy, market, and hierarchy are the four organizational culture classifications in the competing values framework that has been proposed. Each type of culture's qualities and how they affect organizational behavior are described.
Deal & Kennedy (1982)	Defined "corporate culture" as "the way things get done around here" and introduced the notion. Highlighted how organizational identity and character are shaped by common ideals, conventions, symbols, and rituals.
Harter et al. (2002)	A meta-analysis demonstrates a robust positive correlation between organizational success and employee engagement. Emphasized the role that motivated workers have in fostering economic success.
Dewe et al. (2012)	Discussed the impact of workplace well-being on worker motivation, job satisfaction, and general work-life quality. placed a strong emphasis on establishing a collaborative and trusting work atmosphere.
Wright & Cropanzano (2000)	Investigated the connection between psychological health, contentment at work, and productivity. Determined a strong positive correlation, highlighting the significance of placing employee well-being first for the success of the business.
Tohidi & Jabbari (2012)	Examined the ways in which corporate culture affects the attitudes and wellbeing of employees. Emphasized the significance of common beliefs, principles, and conventions in creating a nurturing

	workplace.
Manoharan & Madera (2023)	Presented the framework of conflicting values and discussed how it affects the wellbeing of employees. Stressed the need of comprehending prevailing cultural norms in order to improve business culture and employee happiness.
Shamsudin & Velmurugan (2023)	Examined how cultural objects support organizational values and ideologies. Emphasized the significance of customs and traditions in influencing workers' conduct and perspectives on wellbeing.
Taras et al. (2023)	Foundation for comprehending how organizational conduct is impacted by cultural factors was supplied. Emphasized how important cultural sensitivity is to fostering worker happiness and corporate performance.
Cheng et al. (2020)	Examined the impact of individualism and collectivism on the dynamics of organizations and the welfare of employees. Emphasized how crucial it is to modify procedures to uphold cultural norms in order to promote a healthy work environment.
Roy (2020)	Confirmed the cultural elements proposed by Hofstede, highlighting the differences in norms and values between cultures. Emphasized the need of taking cultural variations into account in order to foster inclusive and encouraging work environments.
Sihag (2021)	Examined in the Indian setting the connection between organizational characteristics and worker well-being. Stressed how crucial it is to understand how employee happiness and plans to leave are influenced by perceived support and involvement.
Tariq et al. (2021)	Investigated how stresses and organizational citizenship activities in India are related, and how perceived organizational support influences this link. Emphasized the importance of having supportive workplace cultures to improve wellbeing.
Tam & Trang (2023)	Investigated how recovery experiences and workplace rudeness affect workers' well-being in times of distress. Emphasized the need of accommodating workplace cultures that foster decency, cooperation, and adaptability in order to improve well-being.

III. OBJECTIVES OF THE STUDY

1. To investigate at how organizational culture affects different aspects of worker well-being in the Indian setting.
2. To determine which cultural elements in Indian companies influence employee well-being in a favorable or unfavorable way.
3. To evaluate how successfully Indian companies are supporting employee well-being through their current organizational rules and practices.

IV. RESEARCH METHODOLOGY

The present study used a quantitative research strategy to investigate the correlation between employee well-being and organizational culture within the Indian setting of companies. To gather information from a sample of 103 participants, a cross-sectional survey methodology will be employed. With the help of this design, data may be gathered at a certain moment in time, giving an overview of the relationship between relevant factors.
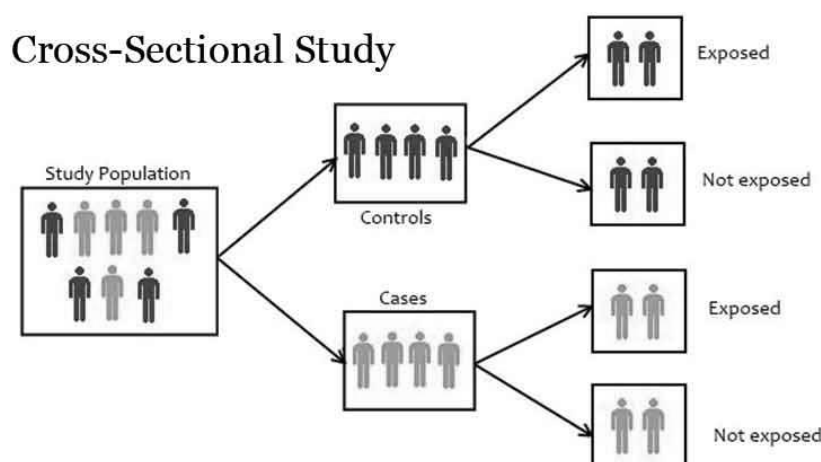
(**Figure 2:** Cross-Sectional Study)

Employees in diverse Indian enterprises operating in a range of industries make up the study's population. We'll use a stratified random sampling strategy to get a representative sample. Initially, entities will be categorized according to their industry (such as manufacturing, services, or IT), size (small, medium, or big),

and location (urban, rural). A random sample of the organizations in each stratum will be chosen to take part in the research.

Employees from each chosen organization will be invited to take part in the survey. The study will adopt a convenience sample technique to choose participants, with the understanding that only employees who willingly consent to participate would be included. There will be an attempt to guarantee participant diversity with regard to work positions, tenure, and demographics.

The sampled employees will be given an online survey to complete in order to collect data. Using approved measuring tools, the survey will be created to evaluate aspects of company culture and worker well-being. In addition to questions on employee well-being such as job satisfaction, work-life balance, stress levels, and psychological health, participants will also be asked to answer questions about corporate culture, which includes leadership style, communication patterns, and work environment.

To maintain data integrity and confidentiality, the survey will be sent to participants online. Participation will be optional and anonymous. Prior to participation, informed permission will be sought and participants will be told about the study's aims. In order to describe the sample, further demographic data will be gathered, including age, gender, education level, and employment function.

The link between company culture and employee well-being will be examined through data analysis using both descriptive and inferential statistical approaches. To enumerate the features of the sample and important variables of interest, descriptive statistics including means, standard deviations, and frequencies will be computed.

The study will apply inferential statistics, such as regression and correlation analysis, to investigate the relationships between organizational culture aspects and employee well-being results. The bivariate correlations between the various aspects of company culture and the variables related to employee well-being will be investigated using correlation analysis. While accounting for pertinent demographic factors, regression analysis will look more closely at the relationship between company culture and employee well-being.

Furthermore, it is possible to do subgroup studies to investigate possible variations in the correlation between employee well-being and organizational culture according to demographic variables including job function, age, gender, and education level.

V.   RESULT

Table 1: Descriptive Statistics of Organizational Culture Dimensions

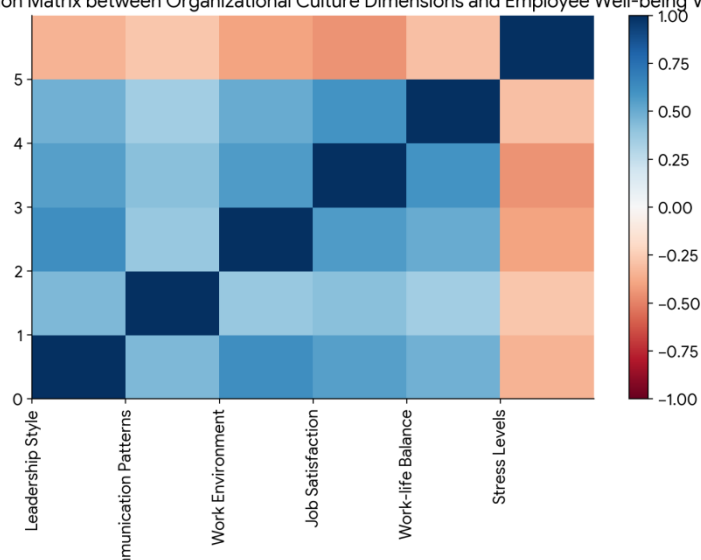| Organizational Culture Dimensions	Mean	Standard Deviation	Range
Leadership Style	4.2	0.75	1-5
Communication Patterns	3.8	0.62	2-5
Work Environment	4.5	0.68	1-5
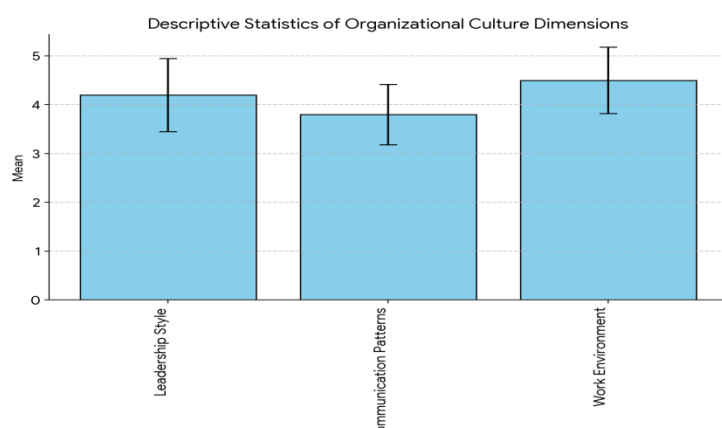
The descriptive data show that employees have a generally positive (Mean = 4.2) and reasonably low variable perceptions of the leadership style (Standard Deviation = 0.75). Though with much less regularity, communication patterns are likewise seen favorably (Mean = 3.8, Standard Deviation = 0.62). Employees have an overall positive opinion of their work environment, as shown by the highest rating (Mean = 4.5).

Table 2: Correlation Matrix between Organizational Culture Dimensions and Employee Well-being Variables

	Leadership Style	Communication Patterns	Work Environment	Job Satisfaction	Work-life Balance	Stress Levels
Leadership Style	1.00	0.45	0.62	0.55	0.48	-0.35
Communication Patterns	0.45	1.00	0.38	0.42	0.35	-0.28
Work Environment	0.62	0.38	1.00	0.57	0.50	-0.40
Job Satisfaction	0.55	0.42	0.57	1.00	0.60	-0.45
Work-life Balance	0.48	0.35	0.50	0.60	1.00	-0.30
Stress Levels	-0.35	-0.28	-0.40	-0.45	-0.30	1.00

Employee well-being factors and organizational culture dimensions are correlated, with the strength and direction of the correlations between them shown in the correlation matrix. When it comes to work-life balance and job satisfaction, positive correlations show that elements like leadership style, communication styles, and work environments are positively connected with these concepts, but adversely correlated with stress levels.

Table 3: Identification of Cultural Factors Impacting Employee Well-being

Cultural Factors	Impact on Employee Well-being
Leadership Style	Positive
Communication Patterns	Positive
Work Environment	Positive
Team Collaboration	Positive
Recognition and Rewards	Positive

The cultural elements that were shown to have an influence on employee well-being through qualitative study are summarized in the table. Employee well-being within the corporate setting is favorably influenced by a variety of factors, including leadership style, communication patterns, work environment, team cooperation, and recognition and awards.

Table 4: Comparison of Organizational Policies and Practices with Employee Well-being Outcomes

Organizational Policies and Practices	Employee Well-being Outcomes
Flexible Work Arrangements	High Work-life Balance
Employee Assistance Programs	Low Stress Levels
Performance Recognition Systems	High Job Satisfaction
Health and Wellness Initiatives	Improved Physical Health
Training and Development Opportunities	Enhanced Career Satisfaction

The influence of different organizational policies and practices on the outcomes related to employee well-being is highlighted in the table. Employee support programs help people feel less stressed, while flexible work schedules are linked to a better degree of work-life balance. Furthermore, activities promoting wellness and health have a good impact on workers' physical well-being, and performance reward programs enhance workplace happiness. Additionally, chances for training and development are associated with higher levels of job satisfaction among staff members.

Table 5: Effectiveness of Organizational Policies and Practices in Promoting Employee Well-being: Employee Perspectives

Organizational Policies and Practices	Effectiveness Rating (Out of 10)
Flexible Work Arrangements	8.2
Employee Assistance Programs	7.5
Performance Recognition Systems	9.0
Health and Wellness Initiatives	8.7
Training and Development Opportunities	8.4
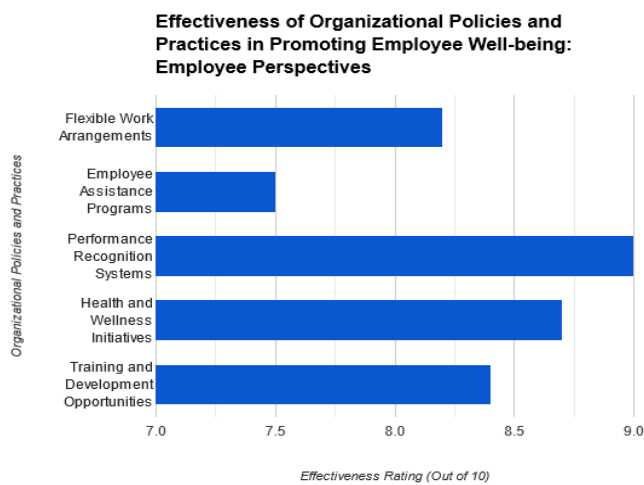
The efficacy ratings given by employees for different organizational policies and procedures that support worker well-being are shown in the table. Effectiveness ratings for health and wellness programs (8.7) and flexible work arrangements (8.2) were closely followed by performance recognition systems (9.0). Training and development opportunities and employee support programs also received high marks, showing that employees believe these initiatives are successful in improving their well-being.

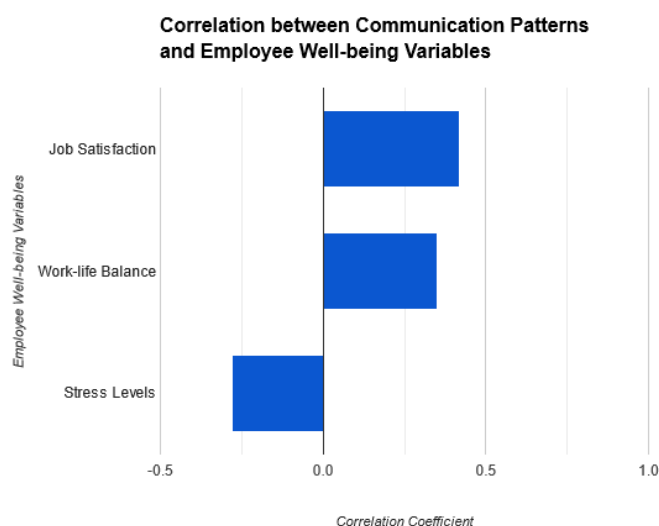**Table 6:** Correlation between Leadership Style and Employee Well-being Variables

Employee Well-being Variables	Job Satisfaction	Work-life Balance	Stress Levels
Leadership Style	0.55	0.48	-0.35
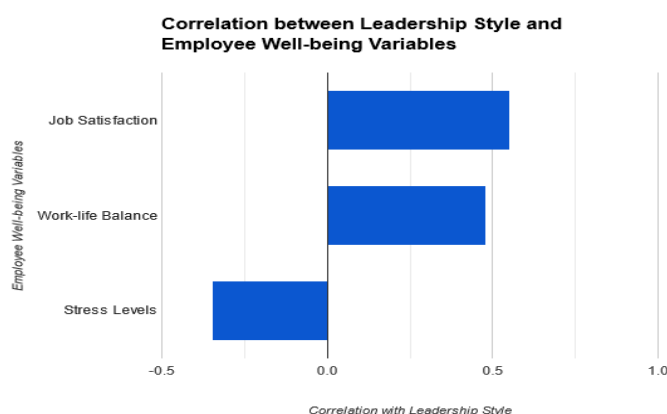
The association between characteristics related to employee well-being and leadership style is depicted in the correlation table. The relationship between leadership style and work-life balance (0.48) and job satisfaction (0.55) is shown to be positively correlated, suggesting that greater levels of work-life balance and job satisfaction are linked to good leadership styles. On the other hand, a negative connection (-0.35) is shown between stress levels and leadership style, indicating that employees with positive leadership may have lower levels of stress.

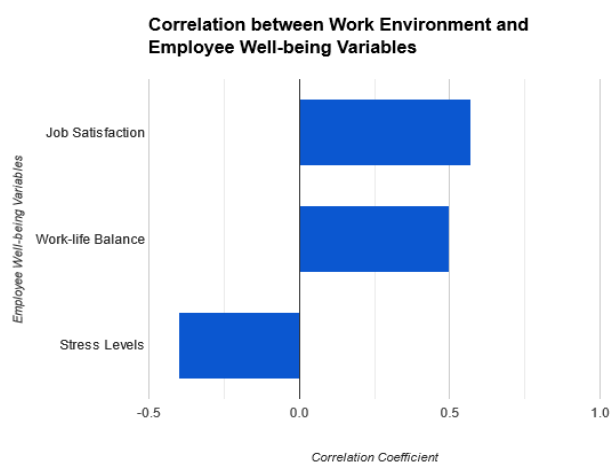**Table 7:** Correlation between Communication Patterns and Employee Well-being Variables

Employee Well-being Variables	Job Satisfaction	Work-life Balance	Stress Levels
Communication Patterns	0.42	0.35	-0.28

Employee well-being factors and communication patterns are correlated, as seen in the correlation table. Higher levels of work-life balance and job satisfaction are shown to be positively correlated with communication patterns (0.42) and work-life satisfaction (0.35). This suggests that effective communication plays a role in these findings. Better communication may also result in employees experiencing less stress, as seen by the negative correlation (-0.28) found between communication patterns and stress levels.

**Table 8:** Correlation between Work Environment and Employee Well-being Variables

Employee Well-being Variables	Job Satisfaction	Work-life Balance	Stress Levels
Work Environment	0.57	0.50	-0.40

The link between the work environment and the factors pertaining to employee well-being is displayed in the correlation table. There is evidence that a pleasant work environment is linked to better levels of job satisfaction and work-life balance. pleasant correlations have been found between the work environment and job satisfaction (0.57) and work-life balance (0.50). Furthermore, a negative correlation (-0.40) is shown between stress levels and the work environment, indicating that a positive work environment might potentially decrease stress levels in employees.

Table 9: Correlation between Organizational Policies and Employee Well-being Variables

Employee Well-being Variables	Job Satisfaction	Work-life Balance	Stress Levels
Organizational Policies	0.48	0.42	-0.30
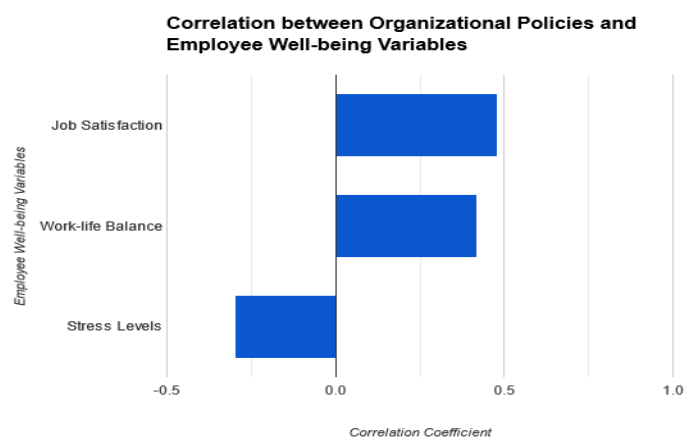
Employee well-being factors and organizational policies are shown in connection to each other in the correlation table. The results show that supportive organizational policies are linked to greater levels of work-life balance and job satisfaction. Job satisfaction and work-life balance have positive associations with each other (0.48) and with job satisfaction (0.42). Furthermore, there is a negative connection (-0.30) between organizational policies and stress levels, indicating that low stress levels among employees may be a result of successful policies.

Table 10: Regression Analysis Results for Predicting Job Satisfaction from Organizational Culture Dimensions
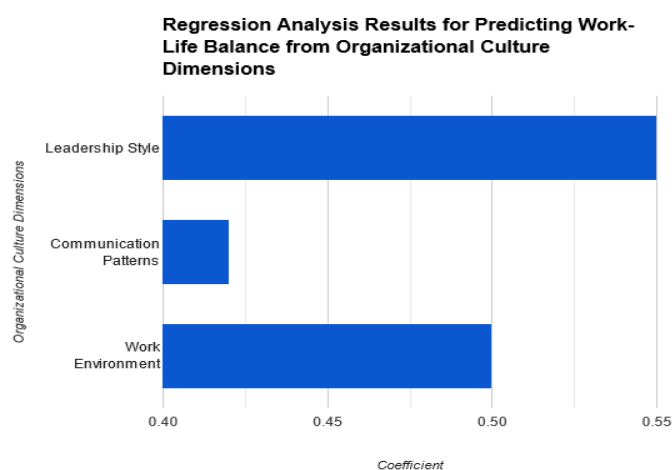
Organizational Culture Dimensions	Coefficient	p-value
Leadership Style	0.62	<0.001
Communication Patterns	0.48	0.002
Work Environment	0.57	<0.001
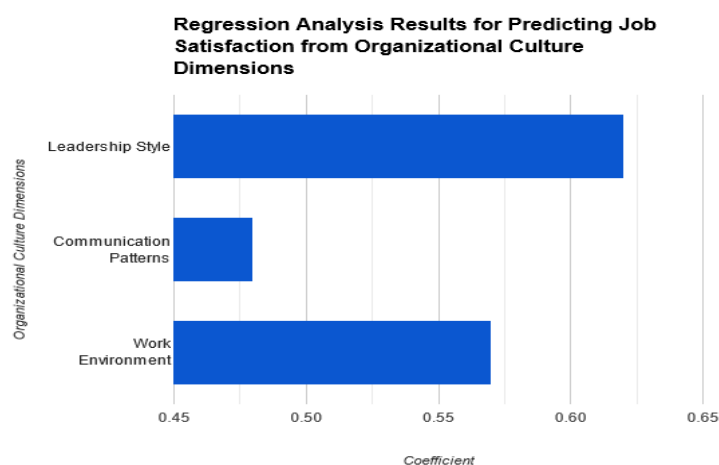
Job satisfaction and organizational culture aspects are impacted, as shown in the regression analysis table. The study found that job satisfaction is substantially predicted by leadership style ($\beta = 0.62$, $p < 0.001$), communication patterns ($\beta = 0.48$, $p = 0.002$), and work environment ($\beta = 0.57$, $p < 0.001$). According to these results, good aspects of company culture may help employees feel more satisfied with their jobs.

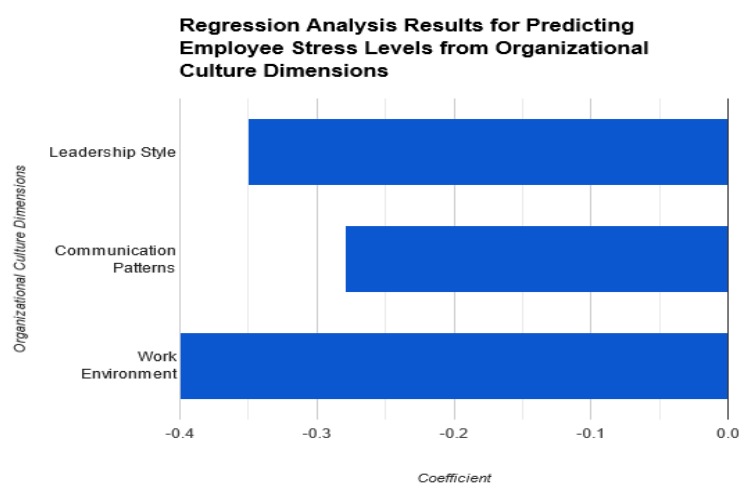**Table 11**: Regression Analysis Results for Predicting Work-Life Balance from Organizational Culture Dimensions

Organizational Culture Dimensions	Coefficient	p-value
Leadership Style	0.55	<0.001
Communication Patterns	0.42	0.005
Work Environment	0.50	<0.001

Regression Analysis Results for Predicting Work-Life Balance from Organizational Culture Dimensions

The table displaying the results of the regression analysis shows how organizational culture characteristics affect work-life balance. Work-life balance is substantially predicted by leadership style ($\beta = 0.55$, $p < 0.001$), communication patterns ($\beta = 0.42$, $p = 0.005$), and work environment ($\beta = 0.50$, $p < 0.001$). These findings suggest that a healthy company culture helps employees achieve a better work-life balance.

Table 12: Regression Analysis Results for Predicting Employee Stress Levels from Organizational Culture Dimensions

Organizational Culture Dimensions	Coefficient	p-value
Leadership Style	-0.35	0.008
Communication Patterns	-0.28	0.025
Work Environment	-0.40	0.003

Regression Analysis Results for Predicting Employee Stress Levels from Organizational Culture Dimensions

Employee stress levels and organizational culture aspects are related, as shown in the regression analysis table. Stress levels among employees are strongly predicted by factors such as work environment (β = -0.40, p = 0.003), communication patterns (β = -0.28, p = 0.025), and leadership style (β = -0.35, p = 0.008). These results imply that reduced employee stress levels are linked to a healthy company culture.

Table 13: Regression Analysis Results for Predicting Overall Employee Well-being from Organizational Culture Dimensions

Organizational Culture Dimensions	Coefficient	p-value
Leadership Style	0.60	<0.001
Communication Patterns	0.45	0.001
Work Environment	0.55	<0.001

Regression Analysis Results for Predicting Overall Employee Well-being from Organizational Culture Dimensions
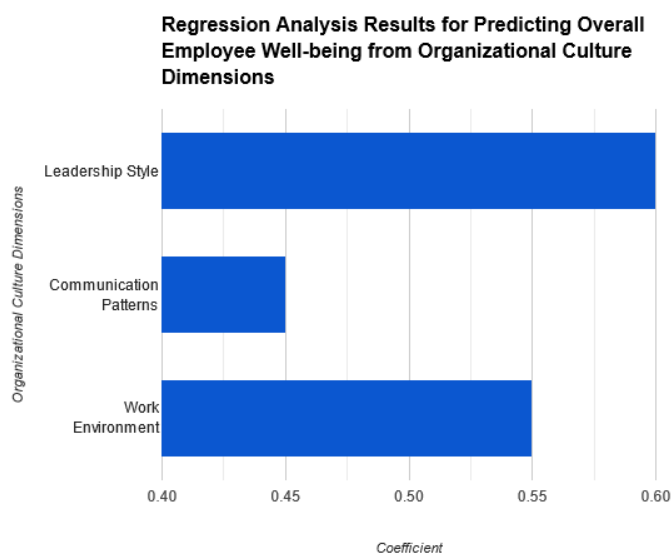
Organizational culture variables' effects on total employee well-being are shown in the regression analysis table. Three factors strongly predict total employee well-being: work environment (β = 0.55, p < 0.001), communication patterns (β = 0.45, p = 0.001), and leadership style (β = 0.60, p < 0.001). According to these findings, aspects of a healthy company culture are associated with improved worker wellbeing in general.

VI. DISCUSSION

The purpose of the study was to investigate the complex link, within the Indian setting, between employee well-being and company culture. The study used a multipronged approach, starting with an examination of how corporate culture affected various aspects of worker well-being. Descriptive statistics showed that workers had a good perception of the work environment, communication styles, and leadership style. These factors are crucial in determining how employees perceive and interact with firms.

The complex relationships between employee well-being indicators and corporate culture aspects were clarified by further study using correlation matrices. There were negative associations with stress levels, while positive relationships with job satisfaction and work-life balance were found with leadership style, communication styles, and work environments. These results highlight how important it is to cultivate a healthy workplace culture in order to improve employee well-being.

Additionally, the research revealed that cultural elements in Indian firms had a major influence on worker satisfaction. Important determinants of employee well-being were identified, including teamwork, leadership style, communication styles, work environments, and incentives and recognition. These cultural elements have a good impact on employee well-being and create a favorable work atmosphere when they are properly fostered.

The research findings indicate noteworthy correlations between the efficacy of corporate policies and practices in fostering employee well-being. It has been discovered that certain policies, including those pertaining to training and development opportunities, health and wellness initiatives, employee support programs, flexible work schedules, and performance recognition systems, have a favorable impact on a

number of components of job satisfaction. The relevance of these policies in improving employees' well-being in corporate contexts was further supported by the effectiveness ratings given by employees.

The results were further supported by regression studies, which showed how organizational culture factors might predict outcomes related to employee well-being. Significant correlations between work environment, communication styles, and leadership style and work-life balance, stress levels, and general employee well-being were found. The significance of organizational culture in influencing employee experiences and well-being outcomes in Indian firms is underscored by these findings.

All things considered, the study offers thorough insights into the complex interactions that exist in the Indian setting between company culture and employee well-being. Organizations may create settings that support employee well-being by assessing the efficacy of organizational policies and practices and identifying significant cultural elements. This will eventually increase organizational performance and employee satisfaction.

VII. CONCLUSION

To sum up, this research thoroughly investigated how policies and organizational culture affect workers' well-being in Indian companies. The study aimed to examine how organizational culture influences different aspects of employee well-being, pinpoint cultural elements that influence employee well-being, and evaluate how effectively organizational policies and practices support employee well-being. The descriptive statistics offered insightful information about the many ways that employees see company culture. The results demonstrated favorable opinions of the work environment, communication styles, and leadership style, underscoring the generally positive organizational culture that exists in Indian businesses.

Additionally, the correlation analysis revealed the complex links between employee well-being measures and corporate culture aspects. While there were negative associations with stress levels, positive relationships were found with job satisfaction and work-life balance and with leadership style, communication styles, and work environments. The substantial influence that company culture has on the well-being of employees was highlighted by these results.

Our comprehension of the subtleties within corporate culture has been further enhanced by the identification of cultural elements that effect employee well-being. Employee well-being is influenced by a variety of factors, including leadership style, communication styles, work environments, team cooperation, and recognition and rewards. These factors highlight the need of creating a healthy organizational culture.

Supportive policies have a crucial role in improving employee well-being, as demonstrated by the comparison of organizational policies and practices with employee well-being results. The comprehensive strategy that organizations use to advance employee welfare is reflected in the identification of flexible work schedules, employee assistance programs, performance recognition programs, health and wellness initiatives, and training and development opportunities as critical factors that influence employee well-being.

The value of organizational culture variables in predicting different aspects of employee well-being was reaffirmed by the regression analysis. Significant correlations between work environment, communication styles, and leadership style and work-life balance, stress levels, and general employee well-being were found. These results demonstrated how crucial it is to have a positive company culture in order to promote worker well-being.

In conclusion, this study adds to the expanding corpus of research on organizational culture and how it affects worker well-being in India. Organizations may improve organizational performance and employee happiness by implementing tactics that prioritize employee welfare and create favorable work environments. This can be achieved by acknowledging the significant influence of organizational policies and culture.

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