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Research Article

Decoding the Relationship between Organizational Culture and Workplace Happiness in India: An Empirical Investigation

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Abstract: Sustainable Development goals initiated by the United Nations Organizations (UNO) have made it vital for survival and growth organizations to modify and revamp the ways in which they used to conduct business. Circular Economy is an economic system focusing on reducing, reuse and recycling [1]. Thus, sustainability is the focal point for achieving and implementing CE principles. Organizations cannot be expected to immediately transition and adopt CE principles. The adaptation and transformation need to be accompanied by changing organization culture and practices. The study undertaken is an attempt to implore the impact and analyze the vital relationship between Organizational Culture (OC) on Workplace Happiness (WPH), This is done with a view to suggesting strategies for organizations to create an inclusive culture at workplace. The research uses a methodology of exploratory nature and employs a questionnaire to collect responses from professionals employed in IT sector in the North India region. Responses were collected from a sample consisting of 250 respondents through Google Forms and face-to-face interaction. The collected data was analyzed using SPSS 23.0, through application of descriptive statistics and regression analysis. The results reveal that workplace happiness is largely and in a positive manner impacted by the culture prevalent at the workplace. Thus, bringing forth the role that an inclusive and positive culture plays in enhancing the well-being and satisfaction of employees. Moreover, to accomplish this need of the hour is to invest in a value-based culture which goes in line with the expectations and aims for which an employee comes to the workplace. This kind of workplace not just makes the employee feel valued but also contributes to motivation and employer branding for a concern done by employees. Consequently, this study points out the role organizational culture plays in developing, enhancing and cultivating happiness at work experienced by an employee and advice upon how businesses can lastly enhance employee satisfaction.

Keywords: Organizational Culture, Happiness, Workplace Culture, Workplace Happiness, Well-Being, Organizational Commitment

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INTRODUCTION

The initiation of the Sustainable Development Goals by UNO around the world has shifted nations towards being Circular Economies. Economies which provide firms in its countries a framework to deal with issues which are global but in the long run will impact every business around the global. Issues like depleting resources, changing climate and the economic-social divide seem to be addressed when a nation moves towards being a Circular economy through changes in the way its forms carry business within and outside the nation [2]. In this endeavour to implement CE principles organisations have focussed on Supply Chain Management and Product Development and Design but have still not analysed the role their human resources play in the same. This unexplored avenue thus hampers the complete understanding of how this implementation of CE principles impacts Human Resources and vice versa.

European Union in 2015 clearly emphasized the inclusion of training programs at workplaces which aims at enhancing the skills of the people of an organization thus slowly and steadily shifting towards being a CE. [2]. Thus, the way an organization molds its culture to fit into being a CE HR practices becomes a crucial focus area.

This paper is one such attempt to study the transformation of organizations into CE principles by analyzing the impact of the effect of Organizational Culture (OC) on Workplace Happiness (WPH). Organizational culture consists of shared values, customs and beliefs that govern an employee's behavior at workplace in turn reflecting upon their Workplace Happiness. An OC, which is characterized by supportiveness in turn enhances the positive feelings of an individual. In the current scenario when organizations are aiming at putting in place the SDG goals the culture and its impact of employee's happiness becomes a crucial factor to be analyzed. An organizational culture which does not fall in line with SDG and CE can hamper employee WPH and morale. Hence, moving towards creation of a positive OC does not seem to be an option anymore instead has become need of the hour for an organization moving towards this transition.

The VUCA factors have made the business environment more competitive and difficult to deal with. The common values, attitudes, practices and beliefs that separate an organization and the way it carries business from its counterparts are defined as its organizational culture. It is inclusive of its mission and values, the work atmosphere, leadership style and how the members of the firm communicate with each other [3]. The impact of an organization's culture can be seen through the figures for its sales, profit hiring and sourcing practices and the way employees feel about its firm. A positive and conducive culture helps an organization to attract employees and partners as well. Enhanced employee organizational culture attracts qualified prospective candidates [4].

WH encompasses employee satisfaction and overall well-being together make up for Workplace happiness an increased level of WH correlated with a positive OC thereby positive OC correlates with heightened levels of increasing employee retention and performance. Deloitte in its study shares the fact that businesses based on strong OC experience a 72% higher rate of employee retention and vice versa. This depicts that employees feel content with their job profiles and hence stay committed to the organization. This proves to be an advantage for firms in the current competitive landscape as candidates tend to gravitate to such which give them prospects to grow, offer flexibility and value work-life thereby creating a happier workforce for themselves.

An inclusive organizational culture helps an organization in reducing its expenses by fostering related to acquiring and training human resources, while at the same time enhancing morale and revenue of the workforce [4].

The assimilation of OC, WPH and CE initiatives are deeply rooted into Sustainable Development Goals (SDGs). OC encompasses shared values and practices within an organisation, impacts WPH, consequently Aligning OC with CE principles, leads to sustainability, innovation and ethical conduct, it enables achievement of SDGs namely sustainable consumption and production (SDG 12). Not only this, but a positive OC also helps an organisation to improve employee retention and productivity, thereby aligning with SDG 8 of promoting decent work and economic growth. SDG3 can be achieved in an organisation by focussing on cultivating a supportive culture thereby promoting well-being at workplace. Through the achievement of SDG3 a firm head towards achievement of SDG 11 of inclusivity and sustainable communities (SDG 11). Thus, by creating a positive OC in line with CE principles and enhancing WPH an organisation can accomplish multiple SDGs, thereby moving towards the path of a and equitable future. The present research focusses on the research gap by paving way for an inquiry into the relationship between Organisational Culture (OC) and Workplace Happiness (WPH) keeping in view the principles of CE from a Human Resource Management (HRM) perspective. This study aims to reflect upon how OC influences WPH and, in turn the capability of a firm moves towards CE principles thus catering to an untapped area as to how culture of an organisation shapes employee attitudes towards sustainability and innovation. This study is an attempt towards bridging the gap and focus on the dynamics between OC and WPH, within the CE affecting organisational settings.

Literature Review

Organization Culture (OC): OC sums up the shared understanding and interpretation of cultural attributes within an organization. It functions as a key tenet that can be laid down into formal organizational policies and regulations, serving as a consistent force within the organization [5]. While an organization's management is one side of organizational functioning, other factors, including organizational culture, play equally fundamental roles in fostering unity and integration within the growing organizational framework [6]. Research by Hapsari *et al*. [7] emphasizes the significance of creating an OC filled with values favorable for high levels of productivity. This productivity, subsequently, enables the integration of company values in the employees [8]. Culture imbues employees with a sense of identity and amplifies their commitment to the organization. As members internalize organizational values, they develop a profound connection with their roles and fellow employees, leading to heightened motivation and commitment [9]. Enhanced motivation contributes to improved employee performance, thereby enhancing overall organizational quality [10,11]. OC serves as a conduit for shared meaning among organizational members, perpetuating cultural values and acting as

a mechanism for organizational control [12]. Strategic cultural transformation initiatives enable leaders to navigate organizational transitions towards sustainability [13]. OC shapes how people in a company behave. It's like the unwritten rules that everyone follows. For example, if teamwork is a big deal in a company, it's because the OC says so. Strengthening these norms, like teamwork, makes the culture even stronger [14]. The belief in the influential role of a robust and distinct culture is pervasive, with successful organizations often characterized by cohesive cultural frameworks that reinforce organizational identity [15]. Conversely, failed organizations exhibit fragmented subcultures or historical cultures that impede adaptation to changing environments [16]. Organizational growth entails the emergence of new cellular structures, a phenomenon termed expansion. However, growth alone may lead to disintegration, necessitating developmental processes to reintegrate and consolidate new cells [17]. Notably, significant heterogeneity exists among workers across different management levels [18]. Organizational culture functions as a software of integration, providing cohesion amidst organizational growth and change [19].

Workplace Happiness (WPH)

Defining happiness has posed a challenge for researchers across various cultures [20]. It encompasses a range of feelings, including contentment, joy and satisfaction with life [21]. Psychologists highlight the importance of reduced anxiety and negative emotions in achieving happiness [22].

Work plays a significant role in people's lives, with happiness at work reflecting positive attitudes and experiences [23]. Professional happiness contributes to creativity, goal achievement, positive interactions and learning [24], ultimately enhancing employee performance [25]. Happy healthcare staff, like nurses, demonstrate increased task focus, engagement and retention [26,27].

Given its positive impact on organizations, WPH has garnered attention in organizational behavior research [28]. WPH encompasses affection for one's job, job characteristics and organizational environment [29]. Happy employees exhibit traits like self-control, better coping abilities and enhanced creativity, contributing to productivity across societies [26,30]. Measuring employee happiness requires distinct approaches, differentiating it from job satisfaction, work engagement, or organizational commitment [31]. Happy workplaces imply that endorse employee enjoyment, like social gatherings and recognition of employees. Considering the Quality of Work-Life (QWL) and Work-Life Balance (WLB) is vital for businesses aiming to charm and retain talented employees [32,33]. QWL includes factors like job security, training and career advancement, while WLB talks about employee well-being and reducing work stress. The relationship between health, happiness and work efficiency emphasizes the significance of promoting a positive workplace environment [32,33].

Resulting from a wide review of the prevailing literature, the study has been framed around comprehensive research objectives and hypotheses intended at studying the complex relationship between Organizational Culture (OC) and Workplace Happiness (WPH), as well as recommending strategies to enhance organizational culture:

- **RO1:** To study the influence of Organisational Culture (OC) on Workplace Happiness (WPH) among employees empirically
- **RO2:** To recommend strategies and suggestions for refining Organisational Culture (OC) to enhance Workplace Happiness (WPH)

Hypotheses:

- **H1:** There is a significant relationship between Organisational Culture (OC) and Workplace Happiness (WPH) among employees
- **H2:** Implementation of targeted strategies to enhance Organisational Culture (OC), consisting of developing a culture of transparency, encouraging employee well-being initiatives and promoting open communication thereby improving Workplace Happiness (WPH) in the organization

Keeping in line with the objectives and hypotheses, a conceptual framework has been developed for analyzing the relationship amongst Organizational Culture and Workplace Happiness thereby aiding organizational leaders and managers in developing a positive work environment and improving well-being of workforce.

MATERIALS AND METHODS

Research Methodology

Conceptual Framework: In the conceptual framework for this research OC is an independent variable and WPH is the dependent variable. Thus, OC influences the level of WPH in an organization. OC apart from values, norms and practices also consists of leadership styles, patterns of communication prevalent in the organization.



Figure 1: Conceptual Framework of Study

Contrarily, WPH signifies the subjective well-being an employee through factors like job satisfaction, work-life balance and morale experienced at the workplace. The conceptual framework suggests that any modifications in OC alternatively changes WPH as well. By creating and maintaining a inclusive OC, companies can increase WPH of employees, as resultant in better performance and engagement.

Study Design and Population

The study is based on a descriptive design, wherein every participants privacy with reference to with names and any other information has been kept confidential. Data were gathered through both offline and online questionnaires circulated through Google Forms, along with a consent form. The study ranged from November 2023 to February 2024, aimed at senior-level IT professionals having at least 15 years of experience in IT sector in the region of Northern India, with reference to major hubs like Delhi NCR and Chandigarh. Purposive convenience sampling techniques was used to include respondents meeting the condition of ten years of experience in a company, consequential in a sample size of 250 adults with a 100% response rate.

Measures

Demographic Information: For the purpose of the study, socio-demographic data was collected including variables such as age, gender, marital status, residential locality, educational attainment and monthly income.

OC Scale

To analyze organizational culture, the Organizational Culture (OC) scale developed by Suvaci [34] was used. This scale is made up of 24 items designed to measure various facets of organizational culture. Participants registered their response with each statement on a 5-point Likert scale.

WPH Scale

The Workplace Happiness (WPH) scale developed by Zaffar [35] was used to evaluate participants' level of happiness in the workplace. This scale consists of 15 items intended at capturing different dimensions of workplace happiness. Responses were collected on a 5-point Likert scale.

Data Analysis

Results: For data analysis and to achieve the research objective, statistical software, SPSS version 23.0 was used allowing for comprehensive analysis, exploration of relationships, trends and patterns within the collected data. Utilizing SPSS ensured rigorous statistical treatment, aiding in robust interpretation and inference drawn from the findings.

DISCUSSION

Cronbach's alpha coefficient was used to judge the reliability and internal consistency of the scales used in the research. The results obtained confirm the high reliability and internal consistency of both the OC and WPH scales, with coefficients exceeding the threshold of 0.70, indicative of strong reliability. Precisely, Table 1 illustrates Cronbach's alpha coefficient of 0.972 for the OC scale, underlining its internal consistency. Likewise, Table 2 depicts a Cronbach's alpha coefficient of 0.939 for the WPH scale, further confirming its reliability and consistency in measuring WPH among participants. These findings strengthen the trustworthiness and validity of the scales used, strengthening the credibility of subsequent investigation and interpretations.

Descriptive Statistics

Table 3 offers a summary of the descriptive statistics, including the mean and standard deviation, relating to the competencies of IT professionals. The analysis tells that the mean scores for the majority of items are approximately equal to or greater than 4, whereas the standard deviation values are close to 1. This pattern proposes a consensus among respondents concerning various aspects of their organization's culture. Specifically, respondents tend to agree that their organisation displays features such as a hierarchical structure, well-defined policies and procedures and a high level of trustworthiness across different facets.

Table 1: Reliability Statistics (OC)

Construct	Cronbach's Alpha	N of Items
OC	0.972	24

Source: SPSS output, OC- Organisational Culture, WPH- Workplace Happiness

Table 2: Reliability Statistics (WPH)

Construct	Cronbach's Alpha	N of Items
WPH	0.939	15

Source: SPSS output, OC- Organisational Culture, WPH- Workplace Happiness

Table 3: Descriptive Statistics

	N	Min.	Max.	Mean	Std. Dev.
OC1	202	1	5	3.18	1.254
OC2	202	1	5	3.35	1.261
OC3	202	1	5	3.41	1.224
OC4	202	1	5	3.24	1.328
OC5	202	1	5	3.23	1.288
OC6	202	1	5	3.25	1.142
OC7	202	1	5	3.18	1.25
OC8	202	1	5	3.17	1.244
OC9	202	1	5	3.27	1.349
OC10	202	1	5	3.29	1.237
OC11	202	1	5	3.32	1.245
OC12	202	1	5	3.28	1.271
OC13	202	1	5	3.12	1.375
OC14	202	1	5	3.29	1.28
OC15	202	1	5	3.4	1.235
OC16	202	1	5	3.23	1.308
OC17	202	1	5	3.22	1.263
OC18	202	1	5	3.3	1.246
OC19	202	1	5	3.23	1.233
OC20	202	1	5	3.21	1.212
OC21	202	1	5	3.23	1.292
OC22	202	1	5	3.33	1.301
OC23	202	1	5	3.33	1.255
OC24	202	1	5	3.27	1.277
WPH1	202	1	5	3.24	1.223
WPH2	202	1	5	3.28	1.291
WPH3	202	1	5	3.21	1.265
WPH4	202	1	5	3.26	1.283
WPH5	202	1	5	3.3	1.282
WPH6	202	1	5	3.04	1.354
WPH7	202	1	5	3.07	1.289
WPH8	202	1	5	3.08	1.317
WPH9	202	1	5	3.06	1.256
WPH10	202	1	5	3.17	1.236
WPH11	202	1	5	3.11	1.297
WPH12	202	1	5	3.19	1.314
WPH13	202	1	5	3.11	1.36
WPH14	202	1	5	3.16	1.315
WPH15	202	1	5	3.07	1.331

Source: SPSS output, OC- Organisational Culture, WPH- Workplace Happiness

Additionally, the majority of participants express agreement concerning the absence of proper guidelines for regulating team behavior and collaborative work efforts, as well as a collective commitment to inspiration and motivational endeavors in the organisation. Also, respondents specify a perception of fairness and impartiality in the decision-making processes within their companies. These results reflect upon the sentiments and perceptions among IT professionals about the organisational culture within their workplaces, showing areas of strength along with potential areas for improvement. Such insights are contributory in framing strategies intended at encouraging a positive and conducive work environment in the IT sector.

Table 4 depicts the descriptive statistics for WPH and OC. The mean score for WPH is 3.1581, with a standard deviation of 0.94941. In contrast, the mean score for OC is slightly higher at 3.2628, with an S.D. of 0.98881. These statistics provide information into the perceived levels of WPH and OC among the participants. While both dimensions show moderate mean scores, representing a generally positive outlook, the standard deviations advocates variability in

Table 4: Descriptive Statistics

	Mean	Std. Dev.	N
WPH	3.1581	0.94941	202
OC	3.2628	0.98881	202

Source: SPSS output, OC- Organisational Culture, WPH- Workplace Happiness

Table 5: Correlations

WPH			OC
Pearson Correlation	WPH	1.000	0.783
	OC	0.783	1.000
Sig. (1-tailed)	WPH	0.000	0.000
	OC	0.000	.

Source: SPSS output, OC- Organisational Culture, WPH- Workplace Happiness

Table 6: Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	0.783a	0.613	0.611	0.59181

Source: SPSS output, Predictors: (Constant), OC, Dependent Variable: WPH

Table 7: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	111.130	1	111.130	317.293	0.000b
	Residual	70.049	200	.350		
	Total	181.178	201			

Source: SPSS output, Predictors: (Constant), OC, Dependent Variable: WPH

respondents' perceptions. Overall, these findings add to our understanding of the prevailing sentiments and perceptions in the workplace, acting as a foundation for further analysis and intervention to enhance both WPH and OC.

Regression Analysis

Table 5 presents the correlation coefficients, offering a quantitative summary of the direction and strength of the linear relationship between OC and WPH. The Pearson correlation coefficient indicated as 0.783 with a significant value of <0.05 (0.00), demonstrates a positive association between the two variables. This suggests that as the level of OC increases, so does WPH. This finding underscores the direct and positive influence of OC on the attainment of WPH. Recognizing the symbiotic relationship between employees and employers, it becomes evident that fostering a positive organizational culture contributes significantly to employee well-being and satisfaction. Indeed, previous studies have highlighted the link between employee happiness and performance, emphasizing the importance of nurturing a conducive work environment [36]. While OC undoubtedly plays a pivotal role in promoting happiness, it is essential to acknowledge the presence of other contributing factors [37]. By acknowledging the interplay between OC and WPH, organisations can adopt strategies to cultivate a positive culture that enhances employee morale, engagement, and overall performance. This holistic approach to employee well-being has the potential to enhance organisational success and sustainability in the long run.

Co-Efficient of Determination

The Model Summary, presented in Table 6, provides insights into the relationship between OC and WPH. R^2 is reported as 0.611, suggesting that approximately 61.1% of the variance in WPH can be accounted for by OC. This substantial value underscores the strong correlation between these two variables, affirming the pivotal role of OC in fostering WPH. Moreover, the ANOVA results, depicted in Table 7, reinforce the significance of the regression model. With a highly significant p-value (<0.001), the ANOVA analysis specifies that the regression model effectively explains the variation within WPH. The F-statistic of 317.293 surpasses the threshold of 1, suggesting that regression model is indeed a good fit for the data. Additionally, the Residual Mean Square of 0.350 represents the average unexplained variance within the model. This further supports the effectiveness of the regression model in capturing the relationship between OC and WPH. In conclusion, the ANOVA results confirm the statistical significance of the model, indicating that the regressor variable, OC, significantly influences the response variable, WPH. These findings highlight the importance of fostering a positive organisational culture to enhance employee happiness, thereby creating social value within companies [38].

In Table 8, the regression coefficients provide valuable insights into the relationship between OC and WPH. The constant (intercept) value of 0.705 represents the baseline level of WPH when all independent variables are zero, while the coefficient for OC (0.752) suggests that, on average, each one-unit increase in OC corresponds to a 0.752-unit increase in WPH, keeping other variables constant. The Beta value (standardized) of 0.783 indicates a strong positive impact of OC on WPH, measured in standard deviations, with the highly significant t-statistic (p<0.001) confirming the statistical

Table 8: Coefficients

Model		Unstd. Coefficients		Std. Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.705	0.144	0.783	4.896	0.000
	OC	0.752	0.042		17.813	0.000

Source: SPSS output, Predictors: (Constant), OC, Dependent Variable: WPH

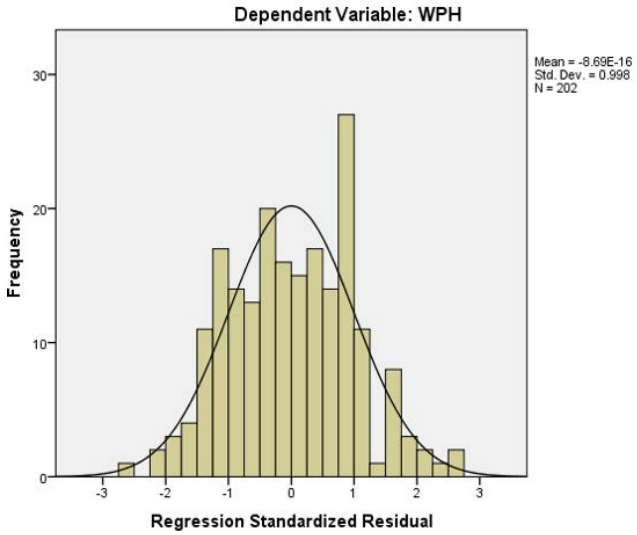

Figure 2: Histogram Chart
Source: SPSS output

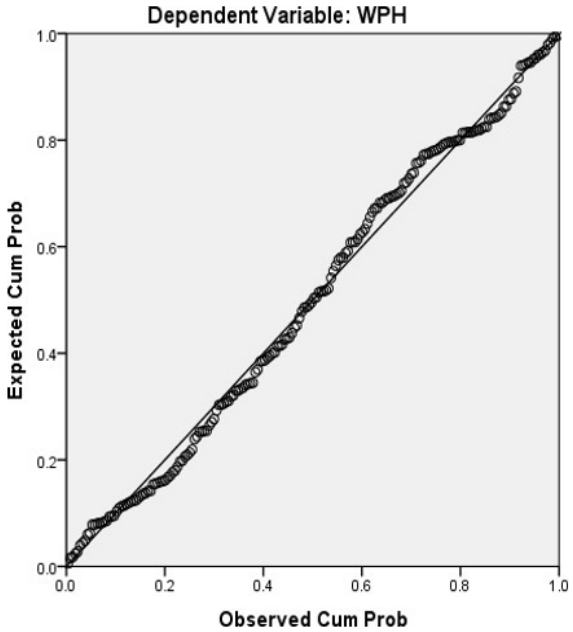

Figure 3: Regression Standardized Residual Normal Probability Plot
Source: SPSS output

significance of this relationship. This regression analysis underscores the importance of OC as a significant predictor of WPH, aligning with research indicating the multifaceted benefits of employee happiness, including improved health, creativity, productivity and commitment to work [39]. Ultimately, these findings emphasize the critical role of fostering a positive work environment through organisational culture in promoting employee well-being and organisational success.

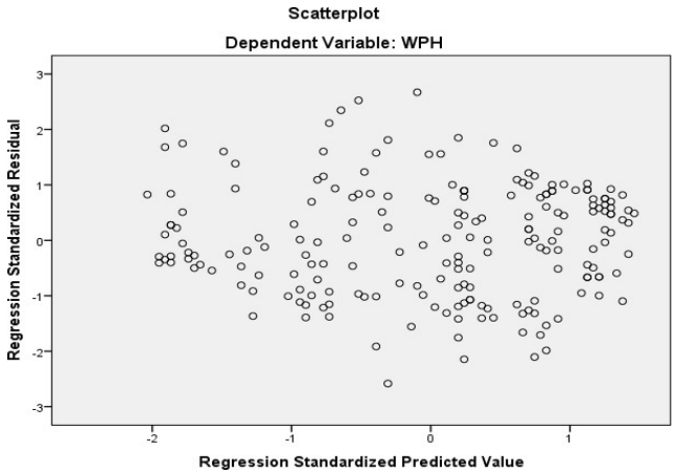

Figure 4: Standardized Residuals Scatterplot against Predicted Values
Source: SPSS output

Charts

Figure 2, illustrating the histogram of the regressor variable, OC and the response variable, WPH, reveals a distribution pattern largely adhering to normality, with only a few outliers. This observation corroborates the findings presented in the preceding tables, further supporting the robustness of the analysis. Additionally, Figure 3, showcasing the normal probability-probability (p-p) plot of regression standardized residuals for OC and WPH, provides visual confirmation of the normal distribution of data.

The majority of data points align closely with or near the regression line, indicating a good fit between the observed and expected values. Together, these visualizations offer supplementary evidence of the credibility and accuracy of the linear regression outcomes, reinforcing the notion of a strong and statistically significant relationship between OC and WPH.

The SPSS output revealed a rectangular residual plot, as depicted in Figure 4, with a concentration of points along the center. This distribution indicates that the residuals are unbiased and homoscedastic, meeting the assumptions of linear regression. As described by DePaul University, the residuals centered around an average value of zero within a thin vertical strip, suggesting that, on average, the predictions were correct. Furthermore, the spread of residuals looked consistent across the plot, indicating uniform variability. In this context, a residual value of zero indicates a correct prediction, while positive and negative values signify underestimation and overestimation, respectively, of the actual values. Overall, these findings support the reliability and accuracy of the regression model, providing confidence in the validity of the results and the relationship between OC and WPH.

Implications

The inferences resulting from this study highlight the importance of Organisational Culture (OC) in impacting Workplace Happiness (WPH). Organizations promoting a healthy work culture not only appeal to potential job seekers looking for stability and growth prospects but also encourage a positive and organized work environment favorable in accomplishing organizational objectives. OC acts as a building block within workplaces, is deeply rooted within shared values, beliefs, norms and policies that predominantly form the attitudes and behaviors of its members [40]. Concurrently, WPH appears as a key factor indispensable for individual and organisational success. Satisfied employees, intrinsically more productive, engaged and loyal, become vital contributors to the organization's success [41]. This focusses on impact of OC on WPH, highlighting its importance for individual members and organization as a whole. A culture that promotes employee happiness relates with increased job satisfaction, resulting in decreased turnover rates and related recruitment costs [42], at the same time leading to long-term employee retention, consequently boosting organisational stability and expertise. Additionally, a positive OC acts as a catalytic agent for enhanced employee efficiency by inculcating motivation and firming commitment to work [43], leading to an overall improvement in organisational performance. Cultures that allow for collaboration and open communication kindle innovation, allowing its employees to share ideas and undertake risks, thus enhancing the adaptability and competitive capacity of the organization [44,45]. WPH, closely linked with employee well-being, finds solace in organisational cultures which value employee health and wellness, thereby reducing stresswork absence behaviour and healthcare costs [46]. Also, a company's reputation largely depends on its OC, with WPH acting as an important factor in appealing to top talent,

customers and investors, strengthening its competitive advantage [47]. Engaging employees through a goal-focused culture nurtures commitment, longevity and enhanced productivity, eventually leading to organisational profitability [48]. A healthy organisational culture, which promotes diversity and inclusion, takes care of the fact that all employees feel valued and respected, thus creating an improved workplace environment. Happiness for all creates a sense of belongingness in employees coming from differing backgrounds viewpoints [49], resulting in more ground-breaking solutions and an improved understanding of varied customer needs. Moreover, a work culture that gives value to work-life balance supports workplace happiness by allowing employees to maintain a healthy balance between their professional and personal lives. Effective leadership and management play a critical role in shaping OC. Leaders who believe in WPH and actively support a positive culture can deeply impact organisational success by setting the stage and being as role models for employees. In addition, how an organisation adapts to change also depends on its OC. A culture that adapts to change and inspires adaptability will possibly flourish in an ever-growing business landscape [50], with WPH playing a significant role in this adaptability as contented employees are usually more open to change and innovation. Ultimately, the effect of OC on WPH are many-sided and deep. A positive culture can bring about improved employee satisfaction, retention, productivity and collaboration, also cultivating employee well-being, improving the organization's goodwill, encourage diversity and inclusion and fostering a healthy work-life balance [49]. Effective leadership and management are important for OC and a culture that gives importance to WPH can better cope with change to stay competitive. These implications are vital for businesses trying to create a work environment that does not solely attracts top talent at the same time retains and augments their employees' potential. OC holds an important place in employee happiness and satisfaction in corporate settings. Studies show that a positive culture, which emphasizes on employee well-being and promotes a supportive work environment, can reinforce happiness and job satisfaction among staff [51]. On the other hand, a negative or toxic culture can have damaging effects, resultant in reduced morale and diminished happiness. Empowering employees and giving them autonomy in their roles can instill a sense of purpose and control, thus contributing to enhanced levels of happiness [52]. Trust and transparency are vital factors in fostering a positive company culture, influencing employee happiness by creating feelings of value and respect [53]. Furthermore, promoting social connections and relationships among employees can largely raise happiness levels in the workplace [54]. Furthermore, recognizing and praising employee contributions are important for fostering happiness and motivation among staff [55]. Companies can accomplish this by various methods like, including bonuses, promotions, public recognition and career advancement opportunities [56]. By developing empowerment, trust, transparency, social connections and recognition and appreciation, organisations can create a positive culture that increases employee happiness and satisfaction, at last leading to higher productivity, retention rates and business success [57]. It is clear that a strong OC that prioritizes WPH as a fundamental driver will enjoy long-term success and growth. As organizations continue to progress, the role of OC in developing WPH remains as important as ever.

Limitations of the Study

Although a comprehensive investigation of the impact of OC on WPH has been done, some limitations need to be considered. Firstly, the study mainly focusses on existing literature and might not include the underlined details of every organisational situation. Furthermore, the cross-sectional design of the study limits the capacity to establish causality between OC and WPH. Additionally, the research might not take into account for external influences that could have an impact on workplace dynamics and employee satisfaction, such as economic factors or sector-specific issues. Last but not the least, the broad applicability of the results may be constrained because of dissimilarities in organisational cultures across diverse industries and geographical locations.

CONCLUSION

In conclusion, this study underlines the important role of Organisational Culture (OC) in impacting Workplace Happiness (WPH). By developing a positive and supportive work environment, organisations can improve employee happiness. The inferences drawn from this study reveal the multiple advantages of promoting workplace happiness by means of a strong organisational culture, together with better talent attraction and retention, greater importance to employee engagement, innovation and improved reputation. In spite of the limitations, the results of this research give vital insights for businesses aiming to foster a positive OC and focus on WPH.

Future Scope of the Study

The study on the "Impact of Organisational Culture on Workplace Happiness" provides insights into a vital aspect of present-day organizations. In future, research on how diverse cultures influence workplace happiness will be vital given

the complex relationship between organizational culture and the culture of nations, regions and generations through which a multinational business operates.

In the current scenario when remote work and digital transformation are the driving forces, studying how organizational culture can flourish in computer-generated environments will be crucial. With ESG and ESG reporting gaining momentum on international platform, evaluating the impact of technology hybrid work models on employee long-term happiness can be the scope of future research. Employees' search of meaning and purpose in their work makes this area predominantly captivating for study. Searching the psychological aspects of workplace happiness, together with the effect of mindfulness, stress and emotional intelligence, can lead to action-oriented interventions for improving employee well-being as a part and parcel of organizational culture.

Utilizing big data and advanced analytics, further research can unfold the causal relation between explicit cultural factors and workplace happiness. This data-driven approach can lead to framing of research-based strategies catering to organizational needs. Evaluating the long-term effects of organizational culture on employee well-being and organizational performance will give an all-inclusive viewpoint. Longitudinal studies can disclose trends and patterns hidden in short-term analyses. Moreover, framing and testing of strategies to enhance workplace happiness through cultural change can be explored. Practical tools and methodologies can be designed to help businesses bring into line their cultures with the well-being requirements of their human resources.

Further, analyzing the role of a leader in determining and disseminating organizational culture and its effects on workplace happiness, is important. It can help in modifying Leadership development initiatives. Examining how organisational culture influences not solely employees but also customers, suppliers and the society has become extremely crucial.

This research promises for considerable growth and innovation in the upcoming years. Given the dynamically changing workplace, realizing the impact of culture on well-being of human resources will continue to be a research area, with implications on individual job satisfaction and consequently on the success of organizations.

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