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## **Impact of Organizational Culture on Emotional Wellbeing and Employee Engagement among IT Employees of Kerala**

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### **ABSTRACT**

The Information Technology (IT) sector is characterized by rapid technological changes, tight deadlines, and high work demands, which can affect employees' emotional wellbeing and engagement. This study investigates the impact of organizational culture on emotional wellbeing and employee engagement among IT professionals. The research aims to assess employees' emotional wellbeing in relation to organizational culture, analyze engagement levels across different cultural settings, and explore the relationship between emotional wellbeing and engagement. A quantitative research design was adopted, with data collected from IT employees using a structured questionnaire. The findings reveal that organizational culture has a significant positive influence on both emotional wellbeing and employee engagement, and that employees with higher emotional wellbeing demonstrate greater engagement and commitment at work. The study highlights the importance of fostering a supportive and positive organizational culture, implementing wellbeing initiatives, and promoting employee-centered practices to enhance satisfaction, motivation, and retention in IT organizations.

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### **Introduction**

The Information Technology (IT) sector has become one of the most dynamic and demanding work environments in the modern economy. Rapid technological advancements, continuous innovation, and intense competition have transformed the nature of work for IT employees. While these developments



have improved efficiency and productivity, they have also increased emotional demands on employees, making emotional wellbeing and employee engagement critical concerns for organizations. Organizational culture plays a vital role in shaping how employees perceive their work environment and respond to job-related challenges. The shared values, norms, leadership practices, and communication patterns within an organization influence employees' emotional experiences and determine the extent to which they feel supported, motivated, and valued. In IT organizations, where work is often deadline-driven and cognitively demanding, organizational culture can either act as a source of emotional support or contribute to stress and disengagement.

Emotional wellbeing refers to an individual's ability to manage emotions, cope with workplace pressures, and maintain psychological balance. For IT employees, emotional wellbeing is closely linked to factors such as workload management, team support, managerial practices, and work-life integration. Poor emotional wellbeing may result in burnout, reduced job satisfaction, and lower levels of engagement, whereas positive emotional wellbeing encourages enthusiasm, creativity, and sustained involvement in work tasks. Employee engagement reflects the degree to which employees are emotionally and cognitively connected to their work and organization. Engaged IT employees demonstrate higher levels of commitment, proactive behaviour, and willingness to contribute beyond formal job requirements. Research suggests that employee engagement is not solely an individual trait but is strongly influenced by organizational conditions, particularly workplace culture and emotional climate. Despite growing attention to employee wellbeing and engagement, limited empirical studies have examined the combined influence of organizational culture and emotional wellbeing on employee engagement within the IT sector. Understanding this relationship is essential for organizations seeking to build sustainable, people-centred work environments. Against this background, the present study seeks to examine the impact of organizational culture on emotional wellbeing and employee engagement among IT employees, with the aim of providing insights that can support effective organizational and human resource practices.

## Review of Literature

1. Schein (2010), emphasized that organizational culture consists of shared values, beliefs, and assumptions that guide employee behaviour. His work suggests that a strong and supportive culture creates a positive emotional climate, which is essential for employee involvement and long-term engagement.



2. Warr (2011), examined emotional wellbeing at work and found that psychological comfort, emotional stability, and job-related happiness significantly influence employees' attitudes. In high-pressure sectors like IT, emotional wellbeing was shown to directly affect motivation and work engagement.
3. Bakker and Demerouti (2014), through the Job Demands–Resources model, explained that organizational resources such as supportive culture and autonomy reduce emotional strain and enhance employee engagement. Their findings are particularly relevant to IT environments with demanding workloads.
4. Denison and Mishra (1995), explored the link between organizational culture and effectiveness, concluding that cultures emphasizing involvement and adaptability improve employee morale and commitment. Such cultural traits were found to positively influence emotional wellbeing and engagement.
5. Kahn (1990), introduced the concept of employee engagement and highlighted emotional safety as a core condition for engagement. His study suggests that when organizational culture provides trust and psychological safety, employees are more emotionally invested in their work roles.
6. Harter, Schmidt, and Hayes (2002), demonstrated that employee wellbeing is closely associated with engagement and performance outcomes. Their research indicates that emotionally healthy employees tend to be more committed and productive, reinforcing the role of supportive organizational culture.
7. Albrecht (2015), focused on engagement in modern organizations and noted that organizational culture influences how employees emotionally connect with their work. His findings show that open communication and recognition-based cultures promote both wellbeing and engagement.
8. Saks (2006), examined antecedents of employee engagement and identified organizational support and cultural fairness as key factors. The study revealed that employees who feel emotionally supported by their organization show higher engagement levels.

**Research Gap:** Most studies have examined organizational culture, emotional wellbeing, and employee engagement separately, with limited research exploring their combined effect, especially in the IT sector.



There is also a lack of empirical evidence on how emotional wellbeing mediates the relationship between organizational culture and employee engagement among IT professionals in Kerala.

### **Significance of the Study**

This study is significant as it helps in understanding how organizational culture influences the emotional wellbeing and engagement of employees in the IT sector. IT employees often work under high pressure due to tight deadlines, long working hours, and continuous technological changes. Studying these aspects together provides useful insights into their emotional experiences at the workplace.

### **Objectives of the Study**

- 1) To assess the emotional wellbeing of IT employees in relation to their organizational environment.
- 2) To analyze the level of employee engagement among IT professionals working under different cultural settings.
- 3) To identify the relationship between emotional wellbeing and employee engagement in the IT sector.

### **Variables of the study**

Organizational Culture, Emotional Wellbeing, Employee Engagement

### **Hypotheses**

Ho1: There is no significant relationship between organizational culture and the emotional wellbeing of IT employees

Ho2: There is no significant relationship of organizational culture on employee engagement among IT employees.

Ho3: There is no significant relationship between emotional wellbeing and employee engagement in IT organizations.



## **Scope of the Study**

This study focuses on IT employees working in software and IT-enabled service organizations located in Kerala, examining how organizational culture influences their emotional wellbeing and engagement. It includes employees across different roles and levels to provide a comprehensive understanding of workplace culture and its impact. The findings aim to offer practical insights for HR practitioners and organizational leaders in Kerala to enhance employee wellbeing, engagement, and overall organizational performance.

## **Research Design & Methodology**

The study adopts a descriptive design to examine the impact of organizational culture on emotional wellbeing and employee engagement among IT employees.

Sources of Data- The study primarily relies on primary data collected directly from IT professionals working in software and IT-enabled service organizations across Kerala. Data were gathered using a structured questionnaire designed to measure organizational culture, emotional wellbeing, and employee engagement. The secondary data of companies will be collected from the Company websites, journals, magazines, Documents from various websites

## **Sample Design**

Sample population and sample size- The population of the study consists of all IT professionals working in software and IT-enabled service organizations located in Kerala, including employees from different roles such as software developers, testers, support staff, team leaders, and project managers. The sample includes 100 IT employees selected from the population. Respondents were chosen from multiple organizations across Kerala to ensure representation across different job roles and organizational levels.

## **Selection of the sample-**

### **Criteria for selecting primary data.**

The primary data for the study were collected based on the following criteria:

1. Employment Status: Only full-time employees working in IT organizations were considered.



- 2. Work Experience: Employees with at least one year of experience were selected to ensure familiarity with organizational practices and culture.
- 3. Job Role Diversity: Respondents were chosen from different roles and organizational levels to represent varied experiences.

### Sampling Technique

For this study, stratified random sampling was used to select respondents from the population of IT employees in Kerala. Stratified random sampling ensures that employees from different roles and organizational levels—such as software developers, testers, support staff, team leaders, and project managers—are adequately represented in the sample.

### Tools for Analysis

Pearson Correlation Coefficient are used to examine the relationship between variables, such as organizational culture and emotional wellbeing, organizational culture and employee engagement, and emotional wellbeing and employee engagement.

### Analysis and Interpretation

Hypothesis 1 (H<sub>01</sub>)

There is no significant relationship between organizational culture and emotional wellbeing.

Analysis: Pearson Correlation

Variable 1	Variable 2	N	Correlation (r)	p-value	Result
Organisation culture	Emotional Wellbeing	100	0.62	0.000	Reject Ho1

Interpretation:

The correlation coefficient is 0.62, which is positive and significant ( $p < 0.05$ ). Organizational culture is positively associated with emotional wellbeing among IT employees.



Hypothesis 2 (H<sub>02</sub>): There is no significant relationship of organizational culture on employee engagement.

Variable 1	Variable 2	N	Correlation (r)	p-value	Result
Organisatio n culture	Employee Engagemen t	100	0.61	0.000	Reject Ho1

The correlation coefficient  $r = 0.61$  indicates a moderately strong positive relationship.  $p < 0.05$ , so the null hypothesis is rejected. IT employees in organizations with a supportive

Hypothesis 3 (H<sub>03</sub>) There is no significant relationship between emotional wellbeing and employee engagement. culture tend to show higher engagement at work.

Variable 1	Variable 2	N	Correlation (r)	p-value	Result
Emotional Well Being	Employee Engagemen t	100	0.54	0.000	Reject Ho1

Emotional wellbeing is positively correlated with employee engagement ( $r = 0.54$ ,  $p < 0.05$ ).

Employees with higher emotional wellbeing tend to be more engaged at work. Findings of the Study

### Findings of the Study

1. Positive Relationship between Organizational Culture and Emotional Wellbeing: The Pearson correlation analysis showed a strong positive relationship ( $r = 0.62$ ,  $p < 0.05$ ) between organizational culture and emotional wellbeing. This indicates that IT employees working in organizations with supportive, collaborative, and transparent cultures experience higher emotional wellbeing.
2. Positive Relationship between Organizational Culture and Employee Engagement: Organizational culture was found to be positively correlated with employee engagement ( $r = 0.61$ ,  $p < 0.05$ ). Employees in IT organizations with a healthy culture demonstrate higher commitment, involvement, and willingness to contribute beyond their formal duties.



3. **Positive Relationship between Emotional Wellbeing and Employee Engagement:** Emotional wellbeing and employee engagement were positively associated ( $r = 0.54, p < 0.05$ ). IT employees with higher emotional wellbeing were more likely to be engaged, motivated, and productive at work.

## Suggestions

1. **Promote a Supportive Organizational Culture-**IT companies should cultivate a culture of open communication, recognition, and collaboration to enhance employee emotional wellbeing and engagement. Regular feedback and appreciation can strengthen trust and commitment. Implement Emotional Wellbeing Programs. Introduce initiatives like stress management workshops, mindfulness sessions, and mental health support.
2. **Encourage work-life balance through flexible schedules or hybrid work options.** Enhance Leadership Practices Managers and team leaders should adopt empathetic and supportive leadership styles. Leaders should actively recognize employee contributions and provide guidance, which can improve both engagement and emotional health.
3. **Provide Opportunities for Growth and Development-**Continuous learning programs, skill development, and career advancement opportunities contribute to a positive culture and higher engagement. Encouraging employees to take ownership of their professional growth can boost motivation.
4. **Regular Assessment of Employee Wellbeing-**Conduct regular surveys or assessments to monitor emotional wellbeing and engagement levels. Use the feedback to implement timely interventions and policy changes. Foster Team Cohesion and Collaboration
5. **Encourage team-building activities and cross-functional collaboration** to enhance a sense of belonging and support among employees. A collaborative environment reduces stress and promotes engagement.
6. **Integrate Wellbeing into Organizational Policies-**Make employee wellbeing an integral part of HR policies, such as providing mental health days, counselling services, or employee assistance programs. Align organizational culture initiatives with wellbeing and engagement goals.



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