

MAJOR RESEARCH PROJECT

“Organizational Culture and Employee Wellbeing: The Role of HR in Promoting Diversity, Mental Health and Work-Life Balance”

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23/UMBA/58

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CERTIFICATE

This is to certify that the project report titled **“Organizational Culture and Employee Wellbeing: The Role of HR in Promoting Diversity, Mental Health and Work-Life Balance”** submitted by **Mahima Gautam (2k23/UMBA/58)** to Delhi School of Management (DSM), Delhi Technological University (DTU), in partial fulfilment for the award of degree of Master of Business Administration (General) is a Bonafide record of the project work carried out by them during the academic year 2024-25 under my supervision.

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Declaration

I, Mahima Gautam (2K23/UMBA/58) hereby declare that the project work “**Organizational Culture and Employee Wellbeing: The Role of HR in Promoting Diversity, Mental Health and Work-Life Balance**” submitted towards partial fulfilment for the award of degree of Master of Business Administration (General) is a Bonafide record of the project work carried out by us during the academic year 202425 under the supervision of Ms. Shikha Tomar.

I affirm that this project work is original and has not been presented or submitted anywhere else for academic or professional purposes. All sources of information used in this project have been duly acknowledged and cited.

Signature

Mahima Gautam

Acknowledgement

It gives me immense pleasure to present the report titled “**Organizational Culture and Employee Wellbeing: The Role of HR in Promoting Diversity, Mental Health and Work-Life Balance**” undertaken during MBA Second Year. I owe my special gratitude to my mentor **Prof. Shikha Tomar** for her constant support and guidance throughout the course of my work. Her sincerity, thoroughness and perseverance have been a constant source of inspiration for me.

It is due to her cognizant efforts that our endeavours have seen the light of the day. Her invaluable insights and diligent mentorship have been the guiding light due to which my endeavours have come to fruition. Her contributions have been instrumental in shaping my understanding and approach, and I am deeply grateful for her invaluable guidance.

Mahima Gautam

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CHAPTER 1. INTRODUCTION

In today's very competitive and dynamic business environment, companies seeking to achieve long-term, sustainable success must prioritize the well-being of their employees. It is more crucial than ever to protect employees' mental, emotional, and physical health as businesses deal with fast technological breakthroughs, growing employee demands, and increased workplace stress. A company's organizational culture—the common values, attitudes, behaviors, and practices that influence how employees interact and work—is one of the most significant factors influencing employee well-being.

An organization's culture can greatly improve employee engagement and happiness by encouraging diversity, open communication, respect, and teamwork. Employees are more likely to perform effectively, stay dedicated, and make valuable contributions to the workplace when they feel appreciated, supported, and connected to the organization's objectives. On the other hand, stress, burnout, disengagement, and high turnover can result from a poisonous or unsupportive culture. Professionals in human resources (HR) are essential to creating and maintaining a positive company culture. They are in charge of creating and carrying out policies that support work-life balance, mental health awareness, and diversity and inclusion—three essential components of employee well-being. HR fosters a sense of belonging for all workers through anti-discrimination training, inclusive recruiting policies, and diversity celebration. HR promotes employees' emotional health by giving them access to mental health tools like wellness initiatives, stress management classes, and counselling.

Additionally, by developing flexible work policies, providing remote or hybrid work options, and making sure that workloads are manageable, HR professionals play a crucial role in promoting work-life balance. These tactics boost morale, retention, and productivity in addition to lowering employee stress. By converting the organization's principles into practical procedures that promote an inclusive and caring culture, the HR department essentially acts as a liaison between organizational leadership and employee requirements.

In conclusion, companies must put their employees' health first if they want to prosper in the competitive market of today. Long-term success for both employees and the company depends on having a strong, positive organizational culture that is backed and directed by strategic HR initiatives. This is not only a competitive advantage.

Organizations must prioritize not only profitability and innovation in the fiercely competitive and quickly evolving business world of today, but also fostering an atmosphere where workers may flourish. A healthy work environment is based on a strong company culture that fosters shared values including inclusivity, respect, trust, and open communication. However, human resource (HR) initiatives that are well-thought-out and executed are necessary to sustain culture; it is not sufficient on its own. HR procedures that are particularly created to support

mental health, facilitate work-life balance, and advance diversity and inclusion have a direct positive impact on employees' well-being. Diversity efforts make sure that everyone, regardless of background, feels heard, visible, and valued. Emotional resilience, burnout prevention, and stress reduction are all aided by mental health support.

In the meanwhile, work-life balance tactics help workers better balance their personal and professional obligations, which lessens fatigue and improves job satisfaction. When combined, these initiatives produce a work environment where staff members feel appreciated and encouraged, which boosts engagement, motivation, and loyalty. Employees that are mentally and emotionally well ultimately benefit the company by performing better overall, being more productive, and having fewer turnover. Investing in the long-term success of the company itself is essentially an investment in the well-being of its employees through a culture of caring and effective HR practices



CHAPTER 2. BACKGROUND

Over the years, organizational culture has undergone a significant transformation, shifting from rigid, top-down hierarchical structures to more collaborative, inclusive, and employee-centred frameworks. Traditionally, organizations emphasized performance metrics such as productivity, output, and profitability as primary indicators of success. Employees were often seen as interchangeable units of labour whose individual needs and aspirations were secondary to organizational goals. In such environments, employee satisfaction and well-being received limited attention, resulting in burnout, disengagement, and high turnover rates.

However, with the advent of globalization, technological advancements, and the rise of knowledge-based economies, the value of human capital has become increasingly evident. Employees today are recognized not just as workers, but as vital contributors to innovation, creativity, and long-term success. This has led to a paradigm shift in how organizations perceive and structure their internal cultures. Organizational culture has evolved to prioritize employee engagement, mental health, diversity, equity, inclusion, and work-life balance.

Departments of human resources (HR) have been essential to this change. HR specialists are now crucial strategists in forming business culture, not just administrative workers. They have implemented initiatives and policies meant to foster inclusive, encouraging settings. These consist of diversity training, employee resource groups, flexible work schedules, employee support programs, and mental health initiatives. HR contributes to the creation of work environments where employees feel appreciated, respected, and inspired by fostering psychological safety and emotional well-being.

The beneficial effects of inclusive and employee-friendly environments are supported by empirical studies. Businesses that value employee well-being and create a feeling of community are typically more creative, adaptable, and resilient. Higher employee engagement, reduced absenteeism, increased morale, and higher retention rates are all reported by these firms. Significantly, improved customer satisfaction, brand reputation, and organizational performance have all been connected to this emphasis on well-being.

Employee well-being is now a strategic concern rather than only a moral or ethical consideration in today's competitive and rapidly evolving business environment. A motivated, engaged, and healthy workforce is now commonly recognized as a key factor in long-term success. The need of fostering an inclusive and upbeat corporate culture will only increase as businesses continue to adjust to new difficulties. In the end, putting workers at the center of organizational strategy benefits both the company and the individuals.

CHAPTER 3.LITERATURE REVIEW

Organizational Culture and Employee Wellbeing: The Role of HR in Promoting Diversity, Mental Health, and Work-Life Balance

An increasing amount of studies demonstrates the significant influence that corporate culture has on workers' well-being. "A pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration" is how Edgar Schein (2010) defines organizational culture. Employee behavior, attitudes, and beliefs are shaped by this culture, which also establishes expectations for communication and workplace rules. Employee engagement, morale, and productivity are all positively impacted by a supportive, inclusive, and psychologically safe workplace culture.

Common characteristics of a positive corporate culture include psychological safety, inclusiveness, trust, respect for one another, and openness. According to Cameron and Quinn (2011), a positive culture lowers stress, conflict, and burnout while promoting teamwork, creativity, and high morale. Workers who believe they work in a fair and encouraging atmosphere are more likely to take initiative, feel appreciated, and stick with the company.

In this regard, organizational culture is shaped and reinforced in large part by human resource management, or HRM. As culture bearers, HR specialists make sure that principles that encourage diversity, mental health care, and work-life balance are ingrained in daily operations as well as in policy. Employers may foster cultures where workers from a variety of backgrounds feel empowered, heard, and accepted by implementing efficient HR practices.

To sum up, HR plays a crucial role in creating organizational culture by creating and executing structures that promote worker well-being. Organizations can create a culture that improves employee satisfaction and organizational productivity by integrating HR practices with the ideals of inclusivity, mental health awareness, and work-life balance.

1. Organizational Culture and Employee Satisfaction

Research highlights that a healthy workplace culture contributes to increased employee motivation, lower turnover, and higher levels of satisfaction (Deal & Kennedy, 2000). When employees feel aligned with the organizational values and norms, their psychological wellbeing and sense of belonging are enhanced (O'Reilly et al., 1991). Studies by Denison (1990) show that cultural traits such as adaptability and involvement are directly correlated with improved employee morale and organizational performance.

2. HR's Role in Promoting Diversity and Inclusion (D&I)

Diversity and inclusion are key drivers of a progressive organizational culture. HR departments play a central role in implementing D&I initiatives through equitable recruitment practices, training programs, and anti-discrimination policies. According to Shore et al. (2011), inclusive

practices foster a sense of belonging and psychological safety among employees, thereby improving wellbeing. Roberson (2006) argues that HR's ability to institutionalize inclusion is crucial for sustained employee engagement and innovation.

3. Mental Health Support in the Workplace

Employee mental health is a critical component of overall wellbeing. HR interventions such as Employee Assistance Programs (EAPs), mental health days, and in-house counseling services have proven effective in reducing burnout and enhancing productivity (Cooper & Cartwright, 1994). According to a study by the World Health Organization (2020), mental health-friendly policies lead to reduced absenteeism and higher organizational commitment. HR can help normalize conversations around mental health and ensure access to support services.

4. Work-Life Balance Initiatives

Flexible work arrangements, remote working options, and paid time-off policies are popular strategies to promote work-life balance. Greenhaus & Allen (2011) found that organizations supporting work-life integration experience lower employee stress and greater job satisfaction. HR is responsible for designing and executing such programs, often balancing organizational goals with employee needs. Studies indicate that when employees are able to balance professional and personal responsibilities, their wellbeing and loyalty significantly improve (Kossek et al., 2011).

5. Challenges in HR Implementation

Despite widespread recognition of the importance of HR-led wellbeing initiatives, implementation often faces several barriers. These include lack of top management support, limited budgets, and resistance to change (Ulrich, 1997). Moreover, policies may exist on paper but fail in practice due to inconsistent application by line managers or cultural resistance within the organization (Kramar, 2014).

6. Empirical Gaps and the Need for Integrated HR Strategies

While many studies focus individually on D&I, mental health, or work-life balance, fewer examine their collective impact on employee wellbeing. There is a growing need for integrated HR frameworks that holistically address employee needs. Current literature supports the hypothesis that strategic HR practices can transform organizational culture and foster long-term employee wellbeing (Boxall & Purcell, 2016).

The literature strongly supports the idea that **HR plays a transformative role** in shaping organizational culture to improve employee wellbeing. By championing diversity, mental health, and work-life balance, HR can create inclusive and supportive environments where employees thrive—benefiting both the individual and the organization as a whole. This integrated approach is essential in today's dynamic and diverse workplaces.

CHAPTER 4. PROBLEM STATEMENT

Despite increased awareness about the importance of employee well-being, many organizations continue to face significant difficulties in implementing HR strategies that genuinely promote diversity, mental health, and work-life balance. Many firms still struggle to adopt HR policies that truly support diversity, mental health, and work-life balance, even in the face of growing awareness of the significance of employee well-being. Even though these subjects are now frequently discussed in business settings and are frequently represented in policy documents, their application to routine procedures is still uneven and insufficient. This discrepancy points to a more serious, systemic issue with organizational structures and HR department.

The disconnect between the creation and application of policies is among the most enduring problems. Many businesses put a lot of time and energy into creating thorough HR rules. These could include access to mental health resources, flexible work schedules, and inclusive hiring practices. In reality though, these regulations are frequently ignored or not adequately implemented.

A further obstacle to efficient execution is the absence of managerial education and knowledge about delicate topics like diversity, mental health, and employee support. The ability to manage team members' emotional suffering, spot burnout symptoms, and foster inclusive team dynamics is lacking in many managers. This leads to lost opportunities to help workers who are having silent difficulties, and it might even help to normalize stress, exclusion, or excessive work.

The issue is additionally exacerbated by a lack of resources. HR departments frequently work with limited funding, understaffed, or antiquated systems. This makes it difficult to provide ongoing assistance or carry out large-scale programs. Furthermore, efforts to promote employee well-being are occasionally viewed as secondary to productivity targets, which results in a lack of sustained funding for initiatives like employee wellness programs, inclusivity training, and mental health support.

The absence of strong feedback systems is another significant issue. Workers frequently don't feel strong or safe enough to talk about their experiences, particularly when it comes to delicate topics like overwork, discrimination, or mental health. Many people are afraid to voice their concerns for fear of criticism, reprisals, or being perceived as weak.

Furthermore, rather than incorporating diversity and well-being initiatives thoroughly into the organizational culture, many businesses still view them as public relations campaigns or check-box exercises. This leads to situations where there are policies in place but workers yet feel alienated, unsupported, or overburdened. Employee unhappiness, high turnover, and a decline in faith in leadership are all consequences of the perception-reality gap, which occurs

when workers perceive a culture that is considerably less supportive than what official rules state.

Therefore, it is imperative to look at the true effects of HR practices on employee well-being rather than just surface-level activities. In order to determine the obstacles and facilitators that affect the success of organizational initiatives pertaining to diversity, mental health, and work-life balance, this study intends to investigate how employees see these efforts.

Variables included in study are:-

- **Diversity and inclusion:**
The establishment of an atmosphere where people of different gender identities, ethnic backgrounds, abilities, religions, and sexual orientations feel appreciated, respected, and empowered is known as diversity and inclusion in the workplace. On paper, a lot of companies have internal diversity committees, anti-discrimination laws, and inclusive recruiting processes.

Tokenism, where diversity is sought for show rather than for real representation or possibilities, is one of the main problems. Furthermore, managers frequently lack the training necessary to properly lead diverse teams, which can result in unconscious biases affecting recognition, team dynamics, and promotions.

- **Support for Mental Health**
Although the importance of mental health to employee well-being is becoming more widely acknowledged, organizational support for it is frequently only surface-level. Employees may be deterred from taking mental health leave or may choose not to seek treatment because of the stigma associated with doing so in workplaces where productivity is valued more highly than personal wellness.

Additionally, employees are unable to express their difficulties because they lack psychological safety, which is the capacity to talk honestly without worrying about criticism or consequences. In these kinds of settings, HR initiatives are merely symbolic and have minimal real influence on lowering stress or boosting morale. Untreated mental health conditions can therefore result in decreased performance, increased absenteeism, and ultimately turnover.

- Work life Balance

The harmony between one's personal and professional obligations is known as work-life balance. Initiatives like paid time off, telecommuting choices, and flexible work schedules are frequently promoted by HR departments. However, workplace culture or task expectations frequently undermine these policies.

Unspoken expectations about being "always available" can exert pressure on workers to work past official hours in many companies, even when flexible work is permitted. Furthermore, some jobs are so hard or understaffed that it is not feasible to take time off, forcing workers to forgo sleep in order to stay up to date.

Initiatives for work-life balance are frequently not consistently enforced by managerial teams or departments.

There may be disparities in access and efficacy as a result of managers' support or opposition to certain programs. Furthermore, employees may receive a contradictory message from performance measurements that still promote long hours and continuous availability.

These policies remain ineffectual in the absence of intentional cultural reinforcement and structural changes, such as explicit workload limitations, cross-training to divide responsibilities during absences, and leadership modeling of balanced behavior. Workers who are unable to strike a balance between their personal and professional lives may suffer from long-term stress, damaged relationships, and decreased job satisfaction.

CHAPTER 5. OBJECTIVES OF THE STUDY

- The purpose of this research is to determine how HR procedures and company culture impact workers' contentment, happiness, and general well-being at work. Each goal is explained in full below using straightforward language:
- **To look into how employee satisfaction is impacted by company culture**
A company's values, beliefs, habits, and atmosphere are all part of its culture. Employees that work in an environment with a positive culture feel valued, inspired, and supported. The impact of various organizational cultures on employee satisfaction—whether workers feel content, appreciated, and dedicated to their work—will be examined in this study.
- **To evaluate the degree to which HR supports the execution of diversity and inclusion (D&I) programs**
Having people from various backgrounds (gender, color, age, religion, etc.) is known as diversity, whereas making everyone feel included and welcome is known as inclusion. The development and implementation of policies that promote diversity and inclusion are heavily influenced by human resources (HR). This goal is to assess HR's effectiveness in creating more equitable and inclusive work environments for all employees.
- **To look into how HR policy supports mental health** in the workplace
Stress, anxiety, and other mental health issues are common among employees. By providing counseling services, awareness campaigns, and a stress-free workplace, HR departments may promote mental wellness.
- **To assess how work-life balance initiatives affect employee happiness and retention**
Managing work obligations and personal obligations is known as work-life balance. To assist employees in balancing both, HR can provide remote work options, flexible scheduling, or leave policies. This goal will look at how these programs impact worker happiness and whether they contribute to longer-term staff retention.
- **To offer recommendations on HR practices that enhance employee welfare**
The study intends to offer helpful recommendations for HR departments based on the findings. By adopting new, efficient procedures or fortifying current HR regulations, these suggestions will contribute to the improvement of employee welfare.
- **In what ways do HR-led work-life balance initiatives contribute to a culture of wellbeing and employee satisfaction?**

Work-life balance plays a crucial role in maintaining mental and emotional health. HR can foster a balanced culture through policies like flexible working hours, remote work, and paid leave. This question examines how these HR initiatives influence employee happiness, productivity, and retention, and how such practices contribute to a healthy organizational culture focused on wellbeing.

- **What HR strategies are most effective in fostering diversity and inclusion within the organizational culture?**

A diverse and inclusive culture not only promotes equality but also supports employee wellbeing by creating a sense of belonging. HR departments are responsible for designing and implementing D&I initiatives such as unbiased recruitment, inclusive training, and awareness programs. This question aims to evaluate which HR-led strategies are most successful in embedding diversity and inclusion into the organizational culture, and how these efforts contribute to employee wellbeing and engagement.

CHAPTER 6. RESEARCH METHODOLOGY

In order to comprehend the existing situation, trends, and correlations among variables, the research will employ a descriptive and analytical design. While descriptive design enables the researcher to explain how HR policies are viewed and applied inside the company, analytical design aids in investigating the causal relationship between employee wellness and organizational culture. The goal is to determine the effects of HR-driven strategies on employee engagement, diversity, work-life balance, and retention as well as general welfare.

Methods of Research:

The research methodology used in this study will be quantitative. The rationale behind selecting a quantitative approach is to enable a methodical assessment and statistical analysis of the correlation between human resource practices and employee well-being.

This methodology facilitates the testing of hypotheses and the capacity to extrapolate results from a representative sample. Numerical information gathered via organized questionnaires will reveal distinct trends and revelations.

The target Population:

Employees employed by medium-sized to big corporations, ideally situated in metropolitan business settings, make up the population for this study. Formal HR departments and work-life balance, diversity, and mental health policies are more common in these firms.

Sample Size:

To guarantee dependability and adequate diversity in the responses, a sample of 100 to 150 employees will be chosen for the study. Employees from various departments, job functions, and experience levels shall be included as much as possible.

Sample Method:

A stratified random sample strategy will be employed in this investigation. By doing this, subgroups (such departments or levels of hierarchy) are guaranteed to be fairly represented, improving the accuracy and representativeness of the data.

Tools and Techniques for Data Analysis

The collected data will be analysed using the following statistical tools:

- **Descriptive statistics** to summarize the data (e.g., mean, median, frequency, percentage)
- **Correlation analysis** to identify the strength and direction of the relationship between HR practices and employee wellbeing

- **Regression analysis** to determine the impact of independent variables (HR practices) on the dependent variable (employee wellbeing)
- **SPSS** (Statistical Package for Social Sciences) or **Microsoft Excel** will be used for coding, tabulation, and statistical interpretation.

- **Study variables**

The first is the **independent variable** .

To determine how they affect the dependent variables, independent variables are those that are changed or observed. The independent variables in this study are particular HR procedures that affect employee welfare and corporate culture.

a. HR Procedures That Encourage Inclusion and Diversity

This variable encompasses all HR-implemented measures and guidelines aimed at guaranteeing a diverse and inclusive workplace. It could include:

- Equitable hiring and selection procedures
- Training for unconscious prejudice
- Resource groups for employees and diversity councils
- Policies for equal opportunity
- commemoration of multicultural occasions

The goal is to determine whether these activities have a good effect on worker happiness, engagement, and sense of community.

b.HR Strategies to Support Mental Health

This comprises HR-led initiatives and plans aimed at promoting and addressing mental health in the workplace, like:

- Availability of Employee Assistance Programs (EAPs) or mental health specialists
- Stress management seminars or webinars
- Campaigns to raise awareness of mental health
- Allowance for leave for mental health
- Training for managers on how to spot mental health symptoms

This variable assesses how much these support networks contribute to improving psychological wellbeing and lowering working stress.

c.HR Techniques for Balancing Work and Life

These guidelines are intended to assist staff members in striking a balance between their personal and professional obligations. Among the examples are:

- Adjustable working hours
- Options for remote or mixed work
- Paid time off for personal or family reasons

- Options for reduced hours and job sharing
- Vacation perks and time-off regulations

Understanding whether flexible policies boost morale, lower burnout, and aid in long-term retention depends on this variable.

- **Dependent variables**

The results that are impacted by the independent factors are known as dependent variables. These results quantify the benefits to the organization and the well-being of the employees in this study.

- a. Employee Welfare**

This includes the worker's mental, emotional, and physical health. Some examples of indicators are:

- Decreased levels of stress
 - Good mental health
 - Contentment at work

- b. Job Satisfaction**

- This variable shows how satisfied workers are with their positions. It can be quantified using elements such as:
 - Contentment with duties and obligations
 - The standard of supervision
 - Systems for rewards and recognition
 - Possibilities for development and progress
 - Respect and a sense of worth within the company

- c. Retention of Employees**

This speaks to the organization's capacity to hold onto its workforce throughout time. It can be quantified by:

- Willingness to remain or go from the company
 - Real turnover rates
 - Levels of commitment and loyalty

- Survey-reported reasons for staying or leaving

- **Control Variables:**

Although they are not the study's main focus, control variables have the potential to affect the dependent variables. Isolating the actual impact of the independent variables is made easier by controlling them.

a. Size of the Organization

It's possible that larger companies have better-funded and more organized HR policies than smaller ones. To prevent the findings from being skewed by the availability of resources, this variable will be managed.

b. Industry or Sector

Work cultures and HR procedures vary throughout industries (such as IT, healthcare, finance, and manufacturing). IT, for instance, might be more adaptable while working remotely, but the healthcare industry might be more rigorous and high-pressure.

c. Respondents' Work Experience

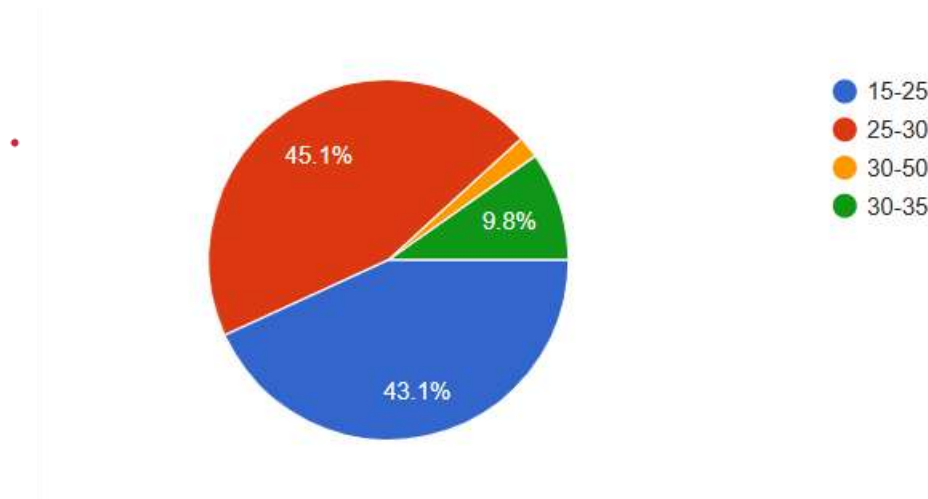
Depending on their expertise level, employees may have different opinions. Senior staff members may have a different perspective on HR regulations and culture than new hires. This variable aids in accounting for tenure-related changes in opinion.

By precisely identifying these factors, the study guarantees organized data gathering and insightful analysis, which aids in the development of precise findings regarding HR's function in promoting a positive corporate culture that values diversity, mental health, and work-life balance.

CHAPTER 7. DESCRIPTIVE ANALYSIS

This automatically generated pie charts and bar graphs, this section provides a summary of the main trends identified from the Google Form data. These illustrations provide a basic comprehension of the issue.

- **Age Distribution of Respondents:**



The pie chart presents the age distribution of 51 respondents who participated in a survey. The respondents are divided into four age categories: 15–25, 25–30, 30–35, and 30–50. Here's a detailed interpretation:

- **25–30 Years (Red) – 45.1%**
 - This is the **largest age group**, comprising nearly **half (45.1%)** of all respondents.
 - It indicates that a **significant portion** of participants are young professionals likely in the **early stages of their careers**.
 - Their experiences and feedback may reflect challenges like job adjustment, entry-level stress, and early career development needs.
- **15–25 Years (Blue) – 43.1%**
 - This is the **second-largest group**, making up **43.1%** of respondents.
 - This age range may include **students, interns, or recent graduates**, whose priorities may include work-life balance, inclusive onboarding, and mental health awareness during transitions into full-time roles.
 - Together with the 25–30 group, this shows that **88.2% of respondents are under 30**, indicating the survey is heavily weighted toward the **younger workforce**.
- **Green Ages 30 to 35 – 9.8%**

This mid-career period comprises a smaller portion of the respondents.

- People in this group might have more secure career pathways and could provide information about how HR practices affect retention and mental health over the long run.

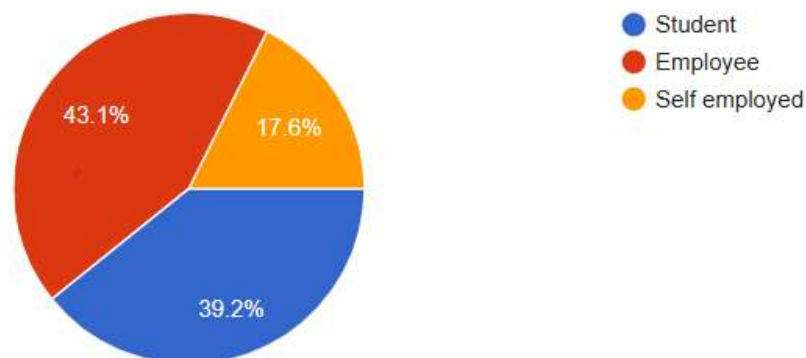
4. Orange Ages 30 to 50 – ~2%

- The small representation of this group indicates that older or senior professionals do not participate very often.
- As a result, the results might not include employees with leadership or experience.

• Summary & Implications:

- The majority of respondents were under 30, indicating that the views and requirements of early-career professionals are the main focus of this poll.
- The findings will be particularly pertinent to HR initiatives aimed at younger populations, like mental health assistance, inclusive entry-level programs, and flexible work schedules.
- Future research might consider a more balanced age distribution for broader applicability across all organizational levels.

• Occupation distribution of respondents:



- Red-colored employees: 43.1%
The majority of the respondents are from this category.
- This shows that working professionals who were employed by organizations made up the majority of respondents, representing 22 out of 51 participants.
- Real-world workplace experiences with HR regulations, diversity, mental health programs, and work-life balance are probably going to influence their opinions.

2. Blue students: 39.2%

- Students make up a sizable percentage of the sample, with about 20 responders.

- These people might be interning or doing part-time employment, or they might be getting ready to enter the workforce.

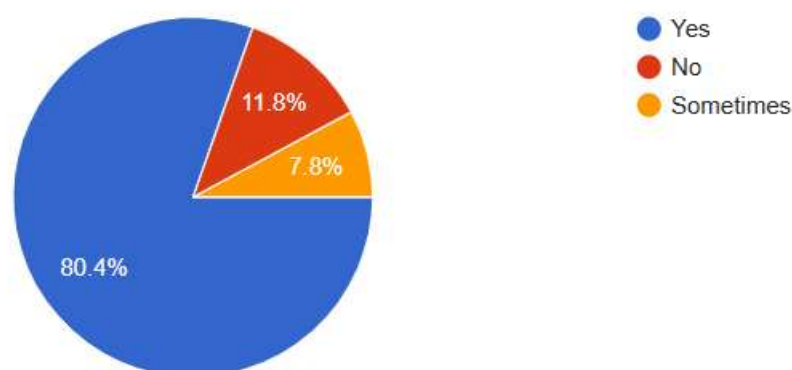
3. Orange, or self-employed, 17.6%

- Nine of the fifty-one responders are included in this segment.
- Independent consultants, freelancers, and business owners are examples of self-employed people.
- Their comments may provide distinctive perspectives on work autonomy, mental health management, and individual work-life balancing solutions, despite the fact that their workplace structures differ from those of traditional employment.

Summary & Implications:

- Although the dataset contains a wide range of professional backgrounds, it tends to be slightly more skewed toward those who are nominally employed (employees + students = 82.3%).
- The survey's conclusions are more pertinent to internal workplace culture and corporate HR policies because of the large number of employee replies.
- Students' participation offers a forward-looking viewpoint on the requirements and demands of the workforce of the future.

Different Background Equality:



Breakdown of Responses:

- Yes (80.4%) The vast majority of respondents think that employees from different backgrounds receive the same treatment at work. This implies that fairness and inclusivity are seen favourably within the company.

- No (11.8%): A sizable minority stated that there is unfair treatment, suggesting that there are still problems with bias or discrimination.

A minor portion of individuals (7.8%) believe that equality is not always upheld, which could indicate situational or department-specific inequalities.

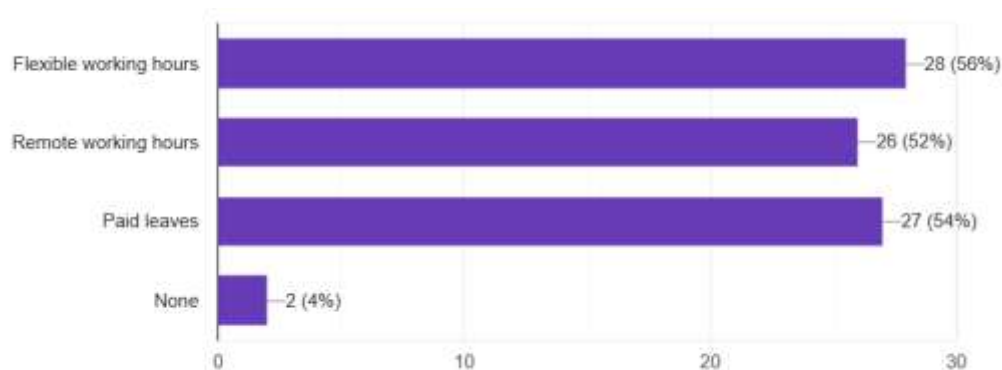
Analysis through Interpretation:

- Good Workplace Culture:
The large number of "Yes" answers (80.4%) indicates a fairly fair and inclusive work environment. This is a powerful sign that efforts to promote diversity and inclusion could be successful.
- Opportunities for Improvement:
The 19.6% of "No" and "Sometimes" responses combined indicate that not all workers receive the same treatment. This implies that diversity and inclusion rules are not always applied or enforced consistently.

HR-related recommendations:

- To identify the underlying reasons for the unfavourable answers, carry out more in-depth qualitative research using methods like anonymous surveys or interviews.

Work life balance practices:



Responses Break down:

- Flexible working hours: respondents (56%)
- Remote working hours: respondents (52%)
- Paid leaves: respondents (54%)
- None: respondents (4%)

Analysis Interpretation:

Work-Life Balance Practice Prevalence:

- Flexible work schedules are provided by most companies (56%), closely followed by paid time off (54%) and remote work (52%).
This suggests that by implementing accommodating and encouraging policies, the majority of businesses are actively fostering work-life balance.

- **Restricted Lack of Practices:**

The percentage of respondents who said that none of the practices on the list are available was just 4%. This indicates that a relatively tiny percentage of organizations do not have explicit work-life balance programs, which is encouraging.

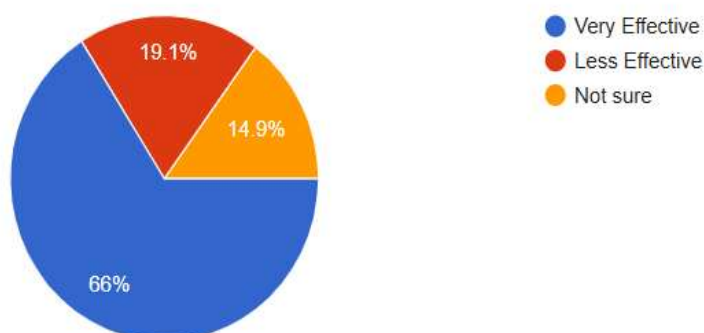
- **Flexibility and Overlap:**

There is probably a significant overlap because respondents could choose more than one option; many organizations might be implementing two or more of these practices in tandem, which would increase worker satisfaction and productivity.

Suggestions:

- By guaranteeing fair access across departments, organizations should seek to maintain and enhance these practices.
- Through regular input, HR can assess each policy's efficacy and modify offers to meet the evolving demands of its workforce.

HR promotes awareness about healthy organisation



Response Breakdown:

- **Very Effective: 66%**

- **Less Effective:** 19.1%
- **Not sure:** 14.9%

CHART ANALYSIS:

- **Excellent Perception of HR Efficiency:**

The vast majority of respondents (66%) think that the HR division does a great job of fostering a pleasant workplace culture.

This shows that employee expectations and HR practices are highly aligned, demonstrating confidence in HR's ability to influence workplace morale, behavior, and organizational values.

- **Fears and Uncertainties:**

19.1% believe that HR is less effective, citing potential shortcomings in HR-driven cultural initiatives' implementation, communication, or visibility.

14.9% express uncertainty, indicating either a lack of knowledge about HR programs or little hands-on involvement with them.

- **Relevance to HR Strategy:**

Although the research points to general efficacy, it also emphasizes the necessity of improved employee involvement, communication, and visibility in HR activities.

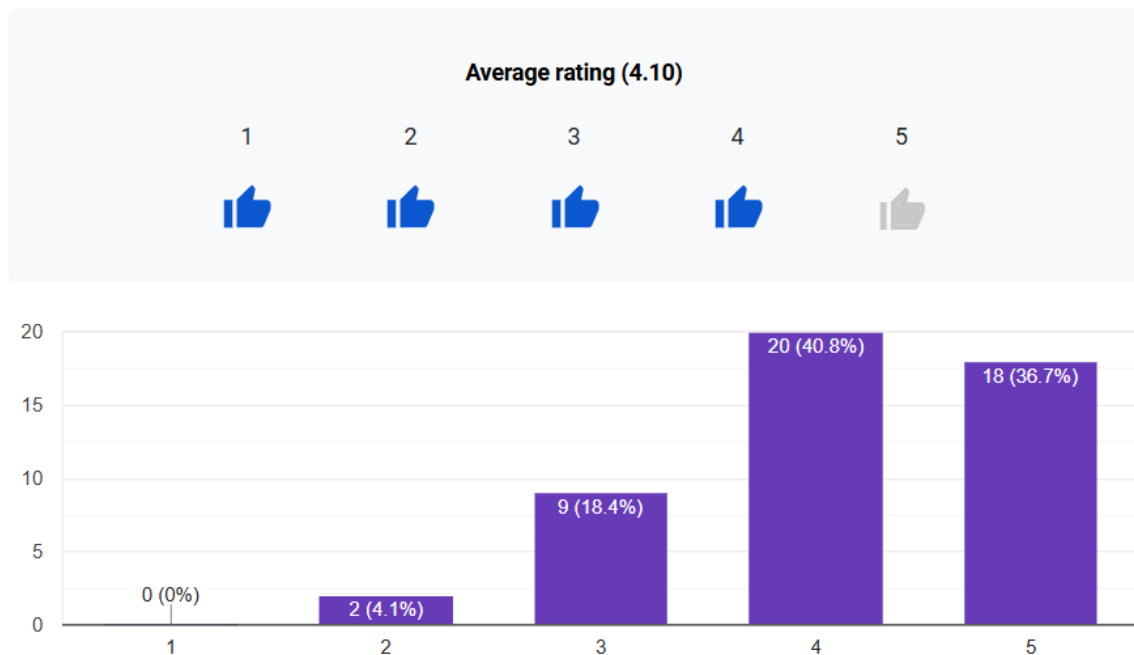
HR can resolve the scepticisms and unfavourable opinions by:

Increasing openness toward initiatives to foster culture,

Asking for staff input on a regular basis,

including employees in HR-led initiatives to increase credibility and ownership.

organization promote openness, respect, and collaboration among employees



Response Distribution:

- Rating 1 (Strongly Disagree): respondents (0%)
- Rating 2: respondents (4.1%)
- Rating 3: respondents (18.4%)
- Rating 4: respondents (40.8%)
- Rating 5 (Strongly Agree): respondents (36.7%)

Interpretation:

- A favourable work environment
Most respondents (77.5%) gave the organization a rating of 4 or 5, demonstrating a high consensus that it promotes transparency, mutual respect, and teamwork.
The general good feeling is further supported by the average rating of 4.10
- Perception Moderate (Rating 3):
18.4% of those surveyed chose option 3, which could be interpreted as neutral or as a combination of experiences. These workers may perceive inconsistencies in team activities or opportunities for development.

- Perception Negative (Ratings 1 and 2):
Negative opinions about the organization are extremely uncommon, as evidenced by the fact that only 2 respondents (4.1%) gave it a poor rating (2) and none gave it the lowest rating (1).

Implications:

- HR can, however, try to comprehend the perspectives of the minority who have less positive feelings and make sure that polite and cooperative procedures are applied consistently at all levels.

HR initiatives towards employees to enhance work life balance



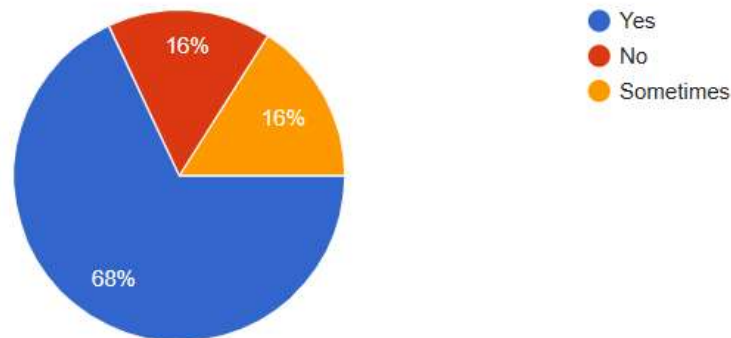
On a scale of 1 to 5, the data represents employees' opinions about how much their company encourages transparency, mutual respect, and teamwork. With an average rating of 4.10, the overall perception is overwhelmingly good.

Overall, 77.5% of respondents gave their experience a rating of either 4 (40.8%) or 5 (36.7%), indicating that most workers believe their workplace promotes polite and cooperative relationships. This suggests that efforts made by the organization to create a supportive interpersonal environment are being favorably welcomed.

Conversely, 18.4% of respondents assigned a neutral score of 3, which could indicate disparities in perceptions or practices among various departments or teams. Few employees have a poor opinion of the organizational climate in this area, as evidenced by the fact that just 4.1% gave it a 2 and none chose a 1.

Though a small percentage of workers might benefit from better communication or more inclusive initiatives to feel fully engaged, the overall answer pattern shows that the firm is successful in fostering an environment of openness and respect.

Diversity in an organisation:



INTERPRETATION:

- Employee perceptions of how well their company fosters cooperation, respect, and transparency are shown in the chart.
- The average rating, which is 4.10 out of 49, indicates a very positive opinion of the organizational environment. 40.8% of the respondents gave their organization a rating of 4, and 36.7% gave it a rating of 5 (strongly agree).
- This indicates that almost 78% of respondents think their company actively promotes a courteous and cooperative work environment. High scores like these are a sign of a nice and inclusive work environment where relationships between coworkers and the team are likely to be harmonious.
- Notably, none of the respondents chose the lowest grade of 1 (strongly disagree), and only 2 (4.1%) gave the organization a 2. This low degree of disagreement indicates that most employees do not have major problems in this area and that unfavourable opinions regarding transparency and respect in the workplace are uncommon.

Overall, the research shows that the company has done a good job of fostering an atmosphere that values and encourages cooperation, openness, and respect for one another. Even yet, the small number of neutral and low scores suggests that there is still opportunity for development. To improve uniformity and strengthen a cohesive culture at all organizational levels, the HR division and leadership may think about putting specific tactics into place, such as team-building exercises, anonymous feedback systems, and cross-functional collaborative projects.

CHAPTER 8. ANALYSIS AND TESTING

Formulation of Hypotheses

A primary hypothesis and other supporting hypotheses are included in the study:

Main Hypothesis (H1):

Employee satisfaction and well-being are better in companies that aggressively adopt HR policies that support diversity, mental health care, and work-life balance.

Null Hypothesis (H0):

Employee happiness and well-being are not significantly correlated with HR practices pertaining to diversity, mental health, and work-life balance.

Sub-Hypotheses:

- H1a: HR-led diversity and inclusion programs have a beneficial impact on job satisfaction and employee engagement.
- H1b: Employee wellbeing is enhanced and workplace stress is decreased when mental health support is offered through HR initiatives.
- H1c: Work-life balance tactics, such as remote work and flexible scheduling, greatly improve employee morale and retention.

Variables:

- Independent variable:
HR procedures that support diversity, mental health care, and work-life balance are independent variables (IVs).
- Dependent Variable:

Job satisfaction and employee well-being are dependent variables (DV).

Data Collection :

- A timeline that contains "Data Collection" for a period of one and a half weeks is described in the paper. The methods aren't specified, though. Common techniques for this kind of study could be:
- surveys that use questionnaires to gauge how employees feel about their jobs, well-being, and HR procedures.
interviews to obtain detailed qualitative information from employees and HR specialists.

Types of Questions

Likert scales:

For example, "To what extent do you agree that your company's diversity initiatives are effective?" has "Strongly Disagree" and "Strongly Agree" as alternatives. These are frequently used to gauge attitudes and opinions.

Scales of Rating:

The question "On a scale of 1 to 10, how satisfied are you with your work-life balance?" is akin to a Likert scale, although it may also employ numerical ratings.

Scales of Frequencies:

For example, "How often do you feel stressed at work?" has the answers "Never," "Rarely," "Sometimes," "Often," and "Very Often" to gauge how frequently something happens.

Questions about Demographics:

for the researcher to examine the responses of various groups, to collect data about the respondents (e.g., age, gender, job role, tenure in the company).

Hypothesis:

The following primary hypothesis, null hypothesis, and supporting hypotheses have been developed in order to provide this study a defined direction and lay the groundwork for the examination of empirical data. These theories seek to investigate how HR procedures, particularly those pertaining to work-life balance, mental health support, and diversity and inclusion, affect the happiness and well-being of employees.

Main Hypothesis (H₁):

Higher levels of employee wellbeing and job satisfaction are positively and statistically significantly correlated with the adoption of HR strategies that support diversity, mental health care, and work-life balance.

- Quantitative Formulation:
Companies that score higher on a composite HR practices index (diversity, mental health support, and work-life balance) will have mean scores on employee satisfaction and wellbeing surveys (which are scored on a 5- or 7-point Likert scale) that are consistently higher.
Employee wellbeing and satisfaction scores (as determined by standardized Likert-scale questionnaires) and the aggregate HR Practices Index (a composite score derived from employee ratings on diversity, mental health, and work-life initiatives) are positively correlated ($r > 0.3$, $p < 0.05$).

Null Hypothesis (H₀):

Employee happiness and well-being are not significantly impacted by the adoption of HR policies pertaining to diversity, mental health, and work-life balance.

- Quantitative Criteria: There is no statistically significant correlation ($p > 0.05$) between HR practices and employee outcomes. This implies that any correlation that is seen could be the result of chance rather than a significant impact.

H_{1a}:

HR-led diversity and inclusion programs significantly and favorably affect worker engagement and job satisfaction.

- Justification:
Diverse and welcoming work environments promote a feeling of acceptance, acknowledgment, and belonging, all of which raise morale and engagement.
- Quantitative Statement:
Regression models show that work satisfaction scores (on a 5-point scale) improve in proportion to each unit increase in perceived inclusion (as determined by a validated D&I perception scale), with $\beta > 0.3$ and $p < 0.05$.

H_{1b}:

HR-provided mental health support initiatives, like wellness initiatives, counselling services, and stress-reduction seminars, are linked to improved psychological wellbeing and decreased workplace stress.

- Justification: Companies that place a high priority on the mental health of their staff members typically see a decrease in emotional tiredness, burnout, and absenteeism, all of which enhance general wellness.
- Quantitative Statement: When utilizing validated stress questionnaires like the Perceived Stress Scale, employees who have access to mental health resources report considerably lower stress levels and greater wellbeing ratings ($p < 0.05$ using regression analysis or independent sample t-tests).

H_{1c}:

Work-life balance tactics, such as remote work, flexible scheduling, and paid time off, improve employee commitment, morale, and retention intention.

- Justification: Employees who have flexible work schedules are better able to balance their personal and professional lives, which boosts job satisfaction and reduces attrition.
- The effect sizes (Cohen's d) > 0.5 and p -values < 0.01 indicate that companies with good work-life balance ratings (as determined by employee surveys) have

statistically higher morale scores and considerably lower turnover intentions (as determined by retention scales).

Conclusion for the hypothesis:

The study's hypotheses seek to investigate the statistical and practical connections between strategic HR practices—particularly those pertaining to work-life balance, diversity and inclusion, and mental health support—and their effects on job satisfaction and employee well-being.

Comprehensive HR strategies and improved employee outcomes are positively and statistically significantly correlated, according to the primary hypothesis (H_1). Employee happiness and wellbeing are better in companies that actively promote inclusive, psychologically healthy, and flexible work environments, according to empirical research (e.g., a correlation coefficient $r > 0.3$ with $p < 0.05$). This would support the notion that integrated HR frameworks are critical to the general well-being and retention of the workforce, rather than just being advantageous in principle.

CHAPTER 9. LIMITATION OF STUDY

Although this study provides insightful information about workplace culture and worker well-being, it is crucial to recognize several limitations that could affect how the results are interpreted and applied more broadly.

- First, **the sample might not accurately reflect non-corporate industries or small companies.** Medium-sized to large-sized businesses, many of which function inside official corporate structures, are the main subject of the research. These businesses frequently have written policies pertaining to diversity, mental health, and work-life balance, as well as established human resource departments. Small businesses, startups, and non-corporate entities like family-run businesses or non-profits, on the other hand, could operate differently, with fewer resources and less structured HR procedures. The difficulties, methods, and experiences pertaining to worker well-being in these settings may therefore be very different from those found in the organizations that were sampled.

This limitation suggests that the findings may not be fully applicable across all organizational types, particularly those outside the corporate sphere.

- Second, **the study makes extensive use of self-reported data from interviews and questionnaires, which could introduce bias in a number of ways.** Particularly when discussing delicate subjects like inclusivity and mental health support, participants may give socially acceptable answers. Furthermore, the accuracy of the data may be distorted by mistakes in memory recall or subjective opinions. In order to conform to perceived expectations or organizational standards, respondents may either underreport unpleasant experiences or inflate favourable ones. This possibility of response bias reduces the data's objectivity and may compromise the validity of the inferences made from it.
- Finally, **the findings' generalizability may be impacted by regional and cultural variations.** Depending on regional or national cultural norms, legal systems, and societal values, organizational culture and HR practices might differ greatly. For example, different labour regulations or cultural expectations regarding work and family may make what is deemed a good work-life balance project in one nation irrelevant or impractical in another. As a result, although the results offer a comprehensive picture of HR's contribution to wellbeing, they might not accurately capture the complex reality encountered by businesses functioning in various cultural and geographic contexts.

CHAPTER 10. SIGNIFICANCE OF STUDY

This research Given how the workplace is changing today, this study on organizational culture and employee wellbeing—the role of human resources in fostering diversity, mental health, and work-life balance—is extremely pertinent. The study makes several contributions to the theoretical and applied knowledge of HR practices:

- **Improving Employee Welfare Through HR Efforts**

This study's emphasis on the direct impact that human resource management can have on employee welfare is one of its main contributions. Through an analysis of work-life balance, diversity, and mental health programs, the study demonstrates the proactive role HR can play in fostering a positive work environment. This is especially important now as employee stress, burnout, and disengagement are on the rise everywhere.

- **Bringing Theory and Practice Together**

The study makes a connection between actual HR procedures and theoretical ideas of organizational culture and health. This makes it useful not just for academic purposes but also for company executives and HR experts who want to comprehend the real-world applications of creating a positive corporate culture. It offers insights based on evidence that can guide the creation of policies and the process of making decisions.

- **Encouraging Inclusive Work Environments**

Inclusion and diversity are becoming more widely acknowledged as crucial components of a productive workplace culture. The study investigates the relationship between inclusive HR practices and worker performance and satisfaction. It encourages businesses to embrace inclusive policies that serve a diverse workforce by highlighting the significance of cultural sensitivity, equal opportunity, and representation.

- **Supporting Mental Health Awareness**

Mental health in the workplace is often overlooked or stigmatized. This research underscores the importance of mental health support systems, such as employee assistance programs, stress management workshops, and open communication channels. By addressing this topic, the study supports the growing global movement toward mental health awareness and destigmatization in organizational settings.

- **Taking Care of Work-Life Balance in the Contemporary Era**

The idea of work-life balance has changed as remote work, flexible scheduling, and technologically advanced workplaces have become more common. This paper examines HR's involvement in preserving this equilibrium and offers insights into how flexible policies might boost productivity, lower attrition, and boost employee morale. It aids businesses in comprehending the necessity for personal time and autonomy among today's workforce.

- **Helping the Organization Succeed**

Higher employee engagement, loyalty, and performance are the results of a positive company culture that places a strong priority on wellness. The study indirectly promotes the general prosperity and sustainability of businesses in a cutthroat commercial climate by concentrating on the HR function in cultivating such a culture.

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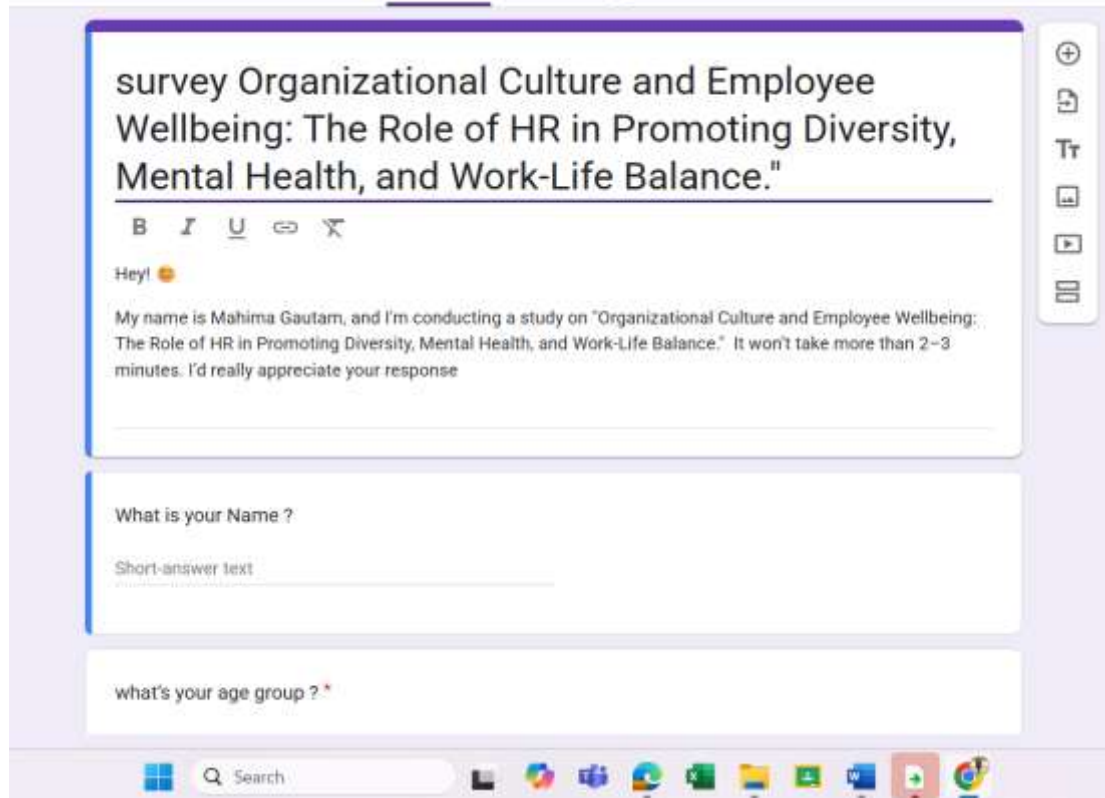
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CHAPTER 12. ANNEXTURE

Below is snapshot of questionnaire that was used to gather information and responses for the purpose of this study:



survey Organizational Culture and Employee Wellbeing: The Role of HR in Promoting Diversity, Mental Health, and Work-Life Balance."

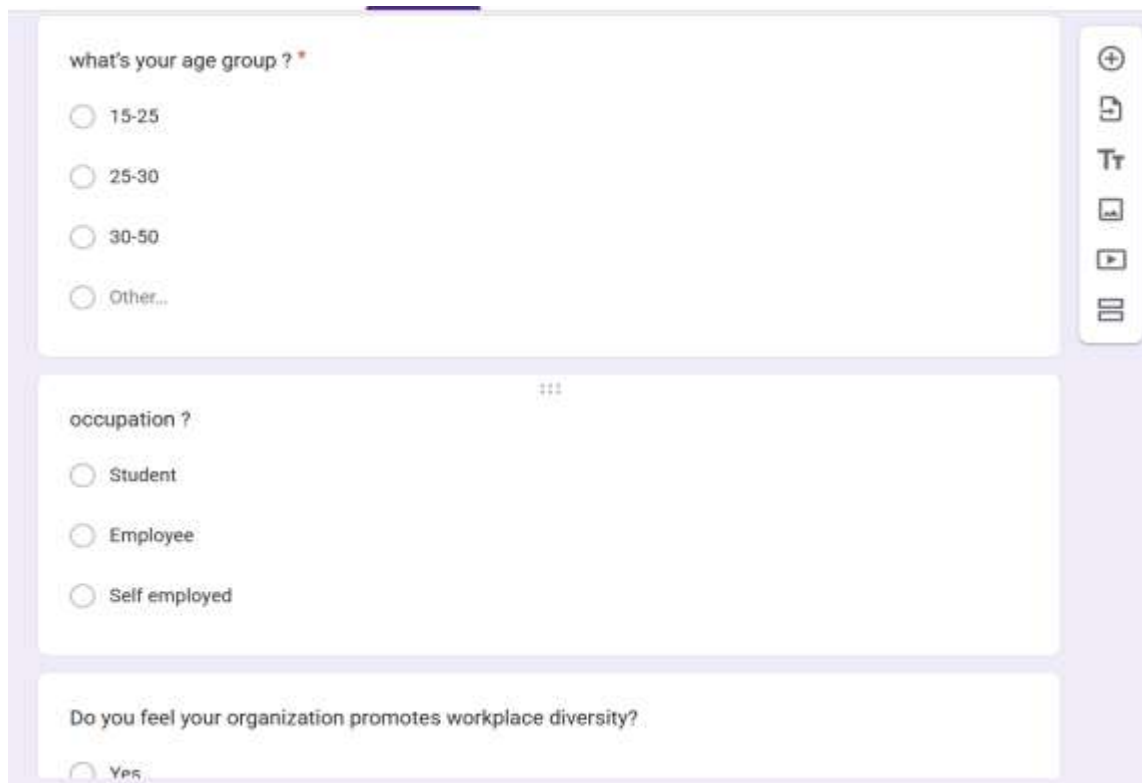
Hey! 🙋

My name is Mahima Gautam, and I'm conducting a study on "Organizational Culture and Employee Wellbeing: The Role of HR in Promoting Diversity, Mental Health, and Work-Life Balance." It won't take more than 2-3 minutes. I'd really appreciate your response

What is your Name ?

Short-answer text

what's your age group ? *



what's your age group ? *

☐ 15-25

☐ 25-30

☐ 30-50

☐ Other...

occupation ?

☐ Student

☐ Employee

☐ Self employed

Do you feel your organization promotes workplace diversity?

☐ Yes

Do you feel your organization promotes workplace diversity?

- ☐ Yes
- ☐ No
- ☐ Maybe



Are people from different backgrounds (gender, culture, ethnicity, etc.) treated equally in your workplace?

- ☐ Yes
- ☐ No
- ☐ Sometimes

Do you feel comfortable being yourself at work regardless of your background or identity?

- ☐ Yes

- ☐ No

Does your organization talk about or promote mental health awareness?

- ☐ Yes
- ☐ No
- ☐ Maybe



Which of the following work-life balance practices are available in your organization? (Tick all that apply)

- ☐ Flexible working hours
- ☐ Remote working hours
- ☐ Paid leaves
- ☐ None

In your opinion, how effective is the HR department in promoting a positive organizational culture?

- ☐ Very Effective
- ☐ Less Effective
- ☐ Not sure



Does your organization promote openness, respect, and collaboration among employees?
(1 = Strongly Disagree, 5 = Strongly Agree) Question



Do you feel that HR takes initiatives to help employees manage their work-life balance effectively? (1 = Strongly Disagree, 5 = Strongly Agree)



Do you believe your organization provides equal opportunities for all employees regardless of gender, caste, religion, disability, or age?

- ☐ Yes
- ☐ No
- ☐ Sometimes

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