HR-Driven Organizational Culture in Jadhao Gears PVT.LTD.: A Study on the Impact on Employee Wellbeing

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ABSTRACT: In today's competitive business environment, organizations increasingly recognize the importance of organizational culture in enhancing employee well-being. A positive, HR-driven culture helps create a supportive work environment that improves job satisfaction, motivation, engagement, and overall well-being of employees. The present study examines the relationship between HR-driven organizational culture and employee well-being among employees working in Indian organizations. The main objectives of the study are to analyze how organizational culture influences employee well-being, to identify key HR practices that contribute to a positive workplace environment, and to assess the impact of these practices on employee engagement and job satisfaction.

The study is based on primary data collected from 50 employees using a structured questionnaire. The analysis uses simple statistical tools such as percentages to interpret employee responses related to communication practices, management approach, training and development programs, job satisfaction, and engagement levels. The findings indicate that a significant proportion of employees experience open communication (40%) and supportive management (44%). Training programs are conducted regularly or occasionally for most employees, contributing to higher job satisfaction and engagement. A majority of respondents reported being satisfied with their jobs and actively engaged in their work responsibilities.

The results confirm a significant positive relationship between HR-driven organizational culture and employee well-being, leading to the acceptance of the alternative hypothesis. The study highlights the need for organizations to strengthen HR practices to promote a healthy and productive work environment.

Keywords: Organizational culture, HR practices, employee well-being, job satisfaction, employee engagement

I. INTRODUCTION

1.1 Human Resource Management and Employee Development

Human Resource Management (HRM) is one of the most important functions in any organization, as it focuses on managing people who contribute directly to organizational success. Every organization depends on various resources such as capital, machinery, and technology, but human resources are the most valuable because they operate and manage all other resources. HRM involves activities such as recruitment, selection, training, compensation, motivation, and employee retention. In the modern business environment, HRM has evolved from a basic administrative role into a strategic function that supports organizational goals. HR managers today play a vital role in improving employee performance, maintaining discipline, and creating a positive work environment. Through

effective training and development programs, HRM enhances employee skills, productivity, and job satisfaction, which ultimately leads to organizational growth.

HRM also contributes significantly to employee development by identifying skill gaps and providing opportunities for learning and career advancement. Training programs, workshops, and performance evaluations help employees improve their capabilities and prepare them for future responsibilities. HR professionals also ensure compliance with labor laws, employee safety, and fair compensation practices. By promoting effective communication, recognition programs, and work-life balance initiatives, HRM strengthens employee motivation and engagement, helping organizations retain talented employees and maintain long-term stability.

1.2 HR-Driven Organizational Culture and Company Profile

An HR-driven organizational culture refers to the values, beliefs, and practices shaped by HR policies that influence employee behavior and attitudes. Elements such as reward and recognition systems, performance management, transparent communication, and employee welfare initiatives contribute to a healthy work culture. A positive organizational culture enhances employee well-being, including psychological satisfaction, physical safety, and emotional balance. Employees working in such an environment are more motivated, committed, and productive. In manufacturing organizations, HR-driven culture plays a crucial role in improving operational efficiency, reducing absenteeism, and ensuring quality output. Strong HR practices also help organizations adapt to changing business environments and workforce expectations.

Jadhao Gears, established in 1987 and located at MIDC Amravati, Maharashtra, is a well-known manufacturer of cotton ginning and pressing machine components. The company specializes in heavy fabrication and precision machining, supported by advanced infrastructure such as CNC machines, hobbing machines, and quality control systems. Jadhao Gears serves both domestic and international markets, exporting products to countries in Africa and Australia. The organization focuses on quality, innovation, and operational excellence while addressing challenges related to workforce management and employee welfare. Through structured HR practices, Jadhao Gears aims to maintain a motivated workforce and sustain long-term organizational growth.

II. LITERATURE REVIEW

Sharma (2023) examined the role of organisational culture in shaping employee well-being in Indian manufacturing firms. The study found that supportive leadership and open communication significantly improved job satisfaction and mental health. It highlighted that HR-driven cultural practices such as recognition, flexible work arrangements, and feedback systems strengthened the link between culture and employee well-being. The study concluded that without active HR involvement, cultural improvements had limited impact on employee well-being.

Rathi and Srivastava (2024) studied the Indian automotive sector and reported a strong relationship between organisational culture and employee well-being through job satisfaction and psychological health. Cultural factors such as teamwork, shared values, and work–life balance were linked to lower burnout levels. The findings emphasized that HR policies aligned with cultural values, including wellness initiatives and mental-health support, enhanced employee well-being.

Kumari (2023) conducted a qualitative study on hybrid and remote workers in India and found that HR-supported cultures of trust and autonomy improved employees' ability to adapt and enhanced overall well-being. In contrast, rigid and hierarchical cultures increased stress and work–life imbalance. The study stressed the importance of HR-led cultural transformation in sustaining employee well-being in flexible work environments.

Madhavi and Begum (2022) explored organisational culture in South Indian enterprises and found that employee well-being acted as a link between culture, job satisfaction, and productivity. Cultures encouraging communication, participation, and recognition resulted in better emotional and psychological outcomes. The study concluded that HR-driven culture-building efforts are essential for long-term employee well-being.

Problem Definition

In the competitive Indian business environment, organizations increasingly emphasize HR-driven organizational culture to improve employee well-being. Although HR practices such as communication, employee engagement, performance management, and recognition are intended to support employees, there is limited empirical evidence showing how these practices directly influence employee well-being in the Indian context. Most existing research is based on Western

organizations and may not fully reflect India's diverse work culture. Therefore, this study seeks to examine the impact of HR-driven organizational culture on employee well-being—specifically job satisfaction, work–life balance, motivation, and psychological health—using a quantitative approach in Indian organizations.

Research Objective

1. To examine the relationship between organizational culture and employee well-being in organizations.
2. To identify which HR practices contribute most significantly to fostering a positive organizational culture.
3. To assess how organizational culture influences key dimensions of employee well-being such as job satisfaction, motivation, and work-life balance.
4. To measure the strength and direction of the relationship between HR-driven culture and overall employee engagement.
5. To assess the effectiveness of HR-driven cultural strategies in promoting a healthy work environment.

Hypothesis Statement

H₀ (Null Hypothesis):

There is no significant relationship between HR-driven organizational culture and employee well-being among employees working in Indian organizations.

H₁ (Alternative Hypothesis):

There is a significant positive relationship between HR-driven organizational culture and employee well being among employees working in Indian organizations.

Sample Design

The sample design defines the selection of respondents for the survey.

Sample Universe

Employees of Jadhao Gear of Amravati.

Sampling Technique

A Simple Random Sampling Technique is used, providing an equal chance for each employees to participate, reducing selection bias.

Sample Size

For the research of study sample size will be 50 employees of Jadhao Gear of Amravati.

Data Sources

Primary Data

Primary data has been collected directly from sales executives through a structured questionnaire distributed in person and via Google Forms.

Secondary Data

For this study, secondary data will be collected from existing sources to help understand the topic better. This includes company records and reports of employees of

Jadhao Gear of Amravati.

Data Analysis and Interpretation

TABLE 1   Communication Style within the Organization.

Response	No. of Respondents	Percentage (%)
Very open	20	40
Moderately open	15	30
Limited	10	20
Poor	5	10
Total	50	100

Graph No 1 Graphical Representation of Communication Style within the Organization..

Interpretation :- From the above table, it is interpreted that 40% respondents feel that communication within the organization is very open, while 30% respondents feel it is moderately open. Further, 20% respondents feel communication is limited, and 10% respondents feel that communication is poor.

Table No 2. Analysis of Feelings Towards Penalties

Response	No. of Respondents	Percentage (%)
Supportive	22	44
Neutral	14	28
Strict	9	18
Unapproachable	5	10
Total	50	100

Graph No. 2. Graphical Representation of Management's Approach Toward Employees

Interpretation :- From the above table, it is interpreted that 44% respondents feel management is supportive, while 28% respondents perceive management as neutral. Further, 18% respondents feel management is strict, and 10% respondents feel management is unapproachable.

Table No 3. Analysis of Frequency of Training and Development Programs

Response	No. of Respondents	Percentage (%)
Regularly	18	36
Occasionally	20	40
Rarely	8	16
Never	4	8
Total	50	100

Graph No. 3. Graphical Representation of Im Frequency of Training and Development Programs

Interpretation :- From the above table, it is interpreted that 36% respondents state that training and development programs are conducted regularly, while 40% respondents say they are conducted occasionally. Further, 16% respondents say such programs are rarely conducted, and 8% respondents say they are never conducted.

Table No 4. Analysis of Job Satisfaction Level

Response	No. of Respondents	Percentage (%)
Very satisfied	19	38
Satisfied	17	34
Dissatisfied	9	18
Very dissatisfied	5	10
Total	50	100

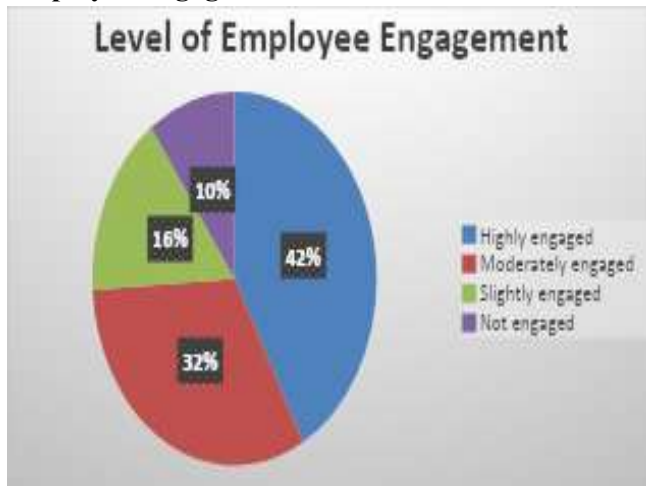**Graph No. 4. Graphical Representation of Job Satisfaction Level**

Interpretation :- From the above table, it is interpreted that 38% respondents are very satisfied with their job role, while 34% respondents are satisfied. Further, 18% respondents are dissatisfied, and 10% respondents are very dissatisfied with their job.

Table No 5. Analysis of Level of Employee Engagement

Response	No. of Respondents	Percentage (%)
Highly engaged	21	42
Moderately engaged	16	32
Slightly engaged	8	16
Not engaged	5	10
Total	50	100

Graph No. 5. Graphical Representation of Level of Employee Engagement

Interpretation :- From the above table, it is interpreted that 42% respondents feel highly engaged in their job responsibilities, while 32% respondents feel moderately engaged. Further, 16% respondents feel slightly engaged, and 10% respondents feel not engaged in their work.

Findings

The study reveals that organizational culture and HR practices play an important role in employee well-being. About 40% of employees feel that communication in the organization is very open, while 30% feel it is moderately open. Nearly 44% of respondents perceive management as supportive, which helps create a positive work environment. Training and development programs are conducted regularly for 36% of employees and occasionally for 40%, showing active HR involvement. In terms of well-being, 38% of employees are very satisfied and 34% are satisfied with their job roles. Additionally, 42% of respondents feel highly engaged and 32% feel moderately engaged, indicating that HR-driven culture positively influences employee motivation and engagement.

Conclusions

The study concludes that there is a strong positive relationship between HR-driven organizational culture and employee well-being. Open communication, supportive management, and regular training programs help improve job satisfaction, motivation, and engagement among employees. Most employees feel satisfied and engaged in their roles, which shows that a healthy organizational culture contributes to better employee well-being. Therefore, the alternative hypothesis is accepted, and the null hypothesis is rejected.

Suggestions

Organizations should further improve open communication practices so that all employees feel comfortable sharing ideas and concerns. Management should continue to maintain a supportive approach and encourage employee participation. HR departments should increase the frequency of training and development programs to enhance skills and motivation. Employee well-being initiatives such as stress management programs and work-life balance policies should be strengthened. Creating a positive and supportive workplace culture will help organizations retain employees and improve overall performance.

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