ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF BUSINESS ADMINISTRATION

ORGANIZATIONAL CULTURE AND EMPLOYEE WELL-BEING AT CATHOLIC RELIEF SERVICE ETHIOPIA

BY:

LIELINA GETACHEW (BA in MANAGEMENT)

JUNE2024

ADDIS ABABA, ETHIOPIA

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DECLARATION

I declare that this thesis is my original work and has never been presented for the award of any degree in this or any other university and all source of materials used for the thesis have been duly acknowledged.

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St. Mary's University,
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ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisory.

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ABSTRACT

This study investigates the relationship between organizational culture and employee well-being at Catholic Relief Services (CRS) Ethiopia, a key humanitarian organization. Given the sector's demands and challenges, it is essential to understand how internal cultural dynamics influence employee well-being. The research identifies key cultural dimensions—values, leadership styles, communication patterns, and employee empowerment—that impact employee satisfaction, mental health, stress levels, and overall welfare. Utilizing a mixed-methods approach, data were collected through surveys, interviews, and participatory observations involving a sample population of 150 CRS Ethiopia employees. The research design included both quantitative surveys and qualitative interviews to ensure a comprehensive understanding of the topic. The findings highlight that a supportive organizational culture, marked by clear communication, empathetic leadership, and opportunities for meaningful participation, enhances employee well-being. In contrast, misalignment of values, inadequate leadership, and poor communication contribute to stress and reduced job satisfaction. The study emphasizes fostering a positive organizational culture to mitigate the operational environment's adverse effects on employees, recommending initiatives to improve leadership, communication, and empowerment. These insights not only enrich existing literature but also provide actionable guidelines for enhancing organizational effectiveness and sustaining CRS Ethiopia's humanitarian mission.

Keywords: organizational culture, employee well-being, Catholic Relief Services, values, leadership styles, communication patterns, employee empowerment, mixed-methods approach, humanitarian organization, Ethiopia.

CHAPTER ONE

INTRODUCTION

1.1Background of the study

The notion of organizational culture encapsulates the implicit norms, values, and behaviors that guide how members of an organization interact and address challenges (Schein, 2010). A positive organizational culture is essential for fostering employee satisfaction, well-being, and overall organizational success (Meyers & van Woerkom, 2017). Employee well-being encompasses various factors affecting staff welfare, including physical, mental, emotional, and social health (Reiss et al., 2019). Research has shown that a positive organizational culture can profoundly impact employee well-being, leading to heightened job satisfaction, improved mental health, and reduced stress levels (Klajkó et al., 2019).Organizational values, leadership styles, communication patterns, and employee empowerment are key dimensions of organizational culture that influence employee well-being (Cameron & Quinn, 2011; Bass & Avolio, 1993; Clampitt, 2005; Spreitzer, 1995). When organizational values align with employees' personal values, it fosters higher job satisfaction and well-being. Misalignment can lead to dissatisfaction and decreased well-being (O'Reilly, Chatman, & Caldwell, 1991). Effective leaders who inspire and motivate employees can enhance employee well-being by fostering a positive work environment (Judge & Piccolo, 2004; Kelloway, Weigand, McKee, & Das, 2013). Clear and consistent communication builds trust, reduces uncertainty, and empowers employees, contributing to their well-being (Men, 2014; Tourish& Robson, 2006). A culture of empowerment that grants employees authority, resources, and opportunities to contribute to the organization's success can improve employee morale and well-being (Thomas & Velthouse, 1990; Conger & Kanungo, 1988).The relationship between organizational culture and employee well-being is a critical concern for non-governmental organizations (NGOs) like Catholic Relief Services (CRS) in Ethiopia. CRS Ethiopia operates in a challenging environment characterized by socio-political instability, resource constraints, and high demands associated with humanitarian aid, which can exacerbate stress and affect employee well-being (Greenhaus &Beutell, 1985; Lazarus & Folkman, 1984). Existing literature primarily focuses on corporate settings, leaving a gap in the context-specific understanding of NGOs, especially within the humanitarian sector in Ethiopia (Robbins & Judge, 2019; Schein, 2010). There is a need for

targeted research to explore the dynamics between organizational culture and employee well-being within CRS Ethiopia to provide actionable insights for improving both.Catholic Relief Services Ethiopia (CRS Ethiopia) has been operational in Ethiopia since 1958, addressing humanitarian crises and food insecurity. As one of Catholic Relief Service's largest Country Offices globally, CRS Ethiopia employs over 500 national staff working tirelessly towards the organization's mission (Schein, 2010). The organizational culture of CRS Ethiopia is shaped by its values, leadership styles, communication patterns, and approaches to employee participation and empowerment. Understanding the complex interconnection between these cultural dimensions and employee well-being is crucial for optimizing organizational performance and fulfilling CRS's humanitarian mission in Ethiopia.

1.2 Statement of the Problem

The relationship between organizational culture and employee well-being is a pivotal area of concern for non-governmental organizations (NGOs) like Catholic Relief Services (CRS) in Ethiopia. Despite the organization's strong commitment to its humanitarian mission, there is a pressing need to understand how its internal culture affects the well-being of its employees. This understanding is crucial because a positive organizational culture can enhance job satisfaction, reduce stress, improve mental health, and promote a healthy work-life balance, thereby increasing overall organizational effectiveness (Robbins & Judge, 2019; Schein, 2010).Research has shown organizational culture reflects the underlying values, beliefs, and norms that guide members' behaviors and shape their interactions (Schein, 2010). When a culture is not adequately supportive of employee wellness and work-life balance, it can breed conditions of chronic stress and burnout, negatively impacting both individual workers as well as the overall success of the organization (Clouston, 2012). Studies have found organizational culture plays a significant role in worker satisfaction, commitment, and overall mental health (Huey Yiing& Zaman Bin Ahmad, 2009).Cultural elements like clear communication, fair treatment, supportive leadership, work-life balance, and opportunities for growth all correlate strongly with increased well-being (Van De Voorde, Paauwe, & Van Veldhoven, 2012)

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CRS Ethiopia operates in a challenging environment characterized by socio-political instability, resource constraints, and high demands associated with humanitarian aid. These challenges can exacerbate stress levels, affect mental health, and disrupt work-life balance among employees. While CRS Ethiopia upholds significant organizational values and strives for effective leadership, communication, and employee empowerment, there is a gap in empirical understanding of how these cultural dimensions impact employee well-being in this specific context. Moreover, existing literature primarily focuses on corporate settings, leaving a gap in the context-specific understanding of NGOs, especially within the humanitarian sector in Ethiopia. This sector faces unique pressures that may influence how organizational culture impacts employee well-being differently compared to other sectors (Greenhaus &Beutell, 1985; Lazarus & Folkman, 1984). Therefore, there is a need for targeted research to explore these dynamics within CRS Ethiopia to provide actionable insights for improving both organizational culture and employee well-being.

The problem this study addresses is the insufficient understanding of how the dimensions of organizational culture—values, leadership styles, communication patterns, and employee participation/empowerment—affect various aspects of employee well-being, including job satisfaction, work-life balance, stress levels, and mental health. By investigating this relationship, the study aims to identify specific cultural practices that can be enhanced or modified to better support the well-being of employees, thereby fostering a more effective and sustainable organizational environment.

1.3 Research Questions

This research aims to investigate the relationship between organizational culture and employee well-being within Catholic Relief Service Ethiopia. The study focuses on four key research questions that explore different dimensions of organizational culture and their influence on employee well-being. In this research attempts are made to answer the following questions

1. What are the core organizational values upheld by Catholic Relief Services Ethiopia, and how do they influence employee well-being?
2. What leadership styles characterize Catholic Relief Services Ethiopia's organizational culture, and how are they related to employee well-being?
3. How do the communication patterns and systems within Catholic Relief Services Ethiopia's organizational culture impact employee well-being?
4. To what extent do employees at Catholic Relief Services Ethiopia experience participation and empowerment within the organizational culture, and how does this affect their well-being?

1.4 Objective of the study

1.4.1 General Objective

To investigate the relationship between organizational culture and employee well-being at the Catholic Relief Services Ethiopia headquarters in Addis Ababa.

1.4.2 Specific objective

The study will specifically strive to achieve the following Objectives.

1. To investigate the prevailing organizational values within Catholic Relief Services Ethiopia and examine their impact on employee well-being.
2. To assess the leadership styles practiced within Catholic Relief Services Ethiopia's organizational culture and their relationship with employee well-being.
3. To evaluate the communication patterns and systems inherent in Catholic Relief Services Ethiopia's organizational culture and their influence on employee well-being.
4. To explore the extent of employee participation and empowerment within Catholic Relief Services Ethiopia's organizational culture and its impact on employee well-being.

These objectives will guide the research in providing a comprehensive understanding of the interplay between organizational culture and employee well-being in the context of Catholic Relief Services Ethiopia. They will also help in identifying areas of improvement to enhance employee well-being within the organization.

1.5. Significance of study

This study delves into the critical relationship between organizational culture and employee well-being within the unique context of Catholic Relief Service Ethiopia. Investigating this understudied area holds significant importance for several reasons:

Research on humanitarian work often focuses on operational effectiveness or impact on beneficiaries, neglecting the well-being of the individuals carrying out the mission. This study contributes to the body of knowledge by examining the organizational environment's impact on Catholic Relief Services employees, offering valuable insights into fostering a supportive and enriching workplace within a challenging field.

Catholic Relief Services, as a faith-based organization, operates with core values that influence its culture. This study explores how these values translate into tangible practices and their impact on employee well-being. The findings can inform other faith-based organizations seeking to align their values with a healthy work environment.

By identifying specific cultural aspects that promote or hinder well-being, the study provides practical recommendations for Catholic Relief Services Ethiopia to strengthen its supportive structures and enhance employee well-being. This can lead to improved employee satisfaction, retention, and ultimately, a more effective humanitarian response.

Humanitarian work in Ethiopia presents specific challenges like security concerns, remote locations, and cultural sensitivity. This study sheds light on the impact of these challenges on employee well-being and identifies coping mechanisms or strategies employed by Catholic Relief Services employees. The findings can inform best practices for managing stress and promoting resilience in similar contexts.

The study's findings can be shared with other humanitarian organizations operating in Ethiopia and beyond. By highlighting effective practices and identifying potential pitfalls, it can contribute to a broader understanding of the importance of employee well-being in the humanitarian sector and encourage other organizations to prioritize it in their work.

The findings will thus identify both strengths within Catholic Relief Services Ethiopia's culture that promote well-being, as well as opportunities for enhanced cultural alignment with positive staff support. This will generate empirically validated recommendations to reinforce strengths and address gaps, with the overarching goal of optimizing organizational culture and employee well-being for improved program quality, sustainability and human outcomes into the future.

1.6 Scope of the Study

This study analyzes the organizational culture and employee wellbeing specifically within the Ethiopia Country Program headquarters of Catholic Relief Services located in Addis Ababa.

The research conducted only at the Catholic Relief Services Ethiopia headquarters office based in Addis Ababa. It was not including Catholic Relief Services' field offices or sub-offices located in other regions of Ethiopia. The aim is to gather in-depth perspectives on organizational culture and employee experiences from staff operating within the headquarters.

The study exploressome of key dimensions of organizational culture, including organizational values, leadership styles, communication patterns, and employee participation/empowerment. These dimensions analyzed to understand their impact on different aspects of employee well-being, such as job satisfaction, work-life balance, mental health, and overall quality of work life within the main office in Addis Ababa.

The research wasemployed a mixed-methods approach, utilizing qualitative interviews and quantitative surveys, to collect data and gain a comprehensive understanding of the research topic within the specific context of the main office in Addis Ababa. The study involves engaging employees at various levels within the office, including staff members from different departments and positions, to gather diverse perspectives on organizational culture and employee well-being.

The study was focus solely on the Catholic Relief Services Ethiopia Country Program headquarters office located in Addis Ababa. The organizational culture and employee experiences specific to this central headquarters will be examined, rather than the broader organization spanning multiple sites.

1.7. Operational definition

Organizational Culture: Organizational culture at Catholic Relief Services Ethiopia refers to the shared values, beliefs, assumptions, and behaviors that guide how employees interact and make decisions within the organization. It encompasses the observable and underlying aspects of the workplace environment that shape CRS Ethiopia's identity and influence employee attitudes and practices (Schein, 2010).

Employee Well-being: encompasses the physical, mental, emotional, and social health of staff. It includes factors such as job satisfaction, stress levels, work-life balance, and overall happiness and fulfillment in the workplace. Employee well-being is reflected in positive attitudes, healthy behaviors, and effective performance (Reiss et al., 2019).

Leadership Style: pertains to the philosophies and approaches employed by managers and senior staff to guide and motivate employees. It encompasses characteristics such as communication style, decision-making methods, and treatment of subordinates. Effective leadership styles foster a positive organizational culture and enhance employee well-being (Bass & Riggio, 2006).

Organizational Communication: involves the formal and informal exchange of work-related information, both vertically between management and staff and horizontally among colleagues. It utilizes various channels, such as meetings, emails, and informal interactions. Clear and consistent communication builds trust, reduces uncertainty, and empowers employees (Detert & Burris, 2007).

Employee Participation: refers to the extent to which staff are involved in decision-making processes and feel they have a voice and influence within the organization. Empowered employees exhibit higher levels of job satisfaction, commitment, and motivation, which are key indicators of well-being (Spreitzer, 1995).

Humanitarian Context: The humanitarian context at CRS Ethiopia encompasses the challenging circumstances and operational limitations inherent in providing relief work, including threats like poverty, conflict, and natural disasters. It also considers resource constraints in donor-dependent non-profits (UN OCHA, 2006).

Faith-based Organization: Faith-based Organization: These are non-governmental organizations (NGOs) that integrate religious ideals and principles into their mission, values, management practices, and programs delivered to the communities they serve. Such organizations may have religious requirements for employment (Chaves & Konieczny, 2007).

Catholic Relief Services (CRS): An international non-governmental, non-profit organization committed to assisting impoverished and disadvantaged individuals overseas, irrespective of their race, religion, or nationality (Catholic Relief Services, 2024.).

1.8 Organization of the Study

This study is structured into five chapters sequentially presented to guide the reader through the research process. Chapter One introduces the background, problem statement, objectives, research questions, significance, scope and limitations to frame the context. Chapter Two reviews scholarly literature on organizational culture, employee wellbeing, and their conceptual relationship to establish theoretical foundations for the research. The third chapter details the methodology including research design, population, sampling techniques, data collection tools, analysis procedures, reliability and validity measures. Chapter Four presents the study's findings, analyzes results, and summarizes key findings pertaining to the research questions. The fifth chapter concludes by revisiting the central research objectives; it highlights conclusions drawn from the major findings, notes limitations, and provides recommendations for practice and future research before closing with references and appendices. This logical organization moves from general introduction through focused literature review, comprehensive explanation of research methodology, evidence-based presentation of results, and final synthesis of conclusions and implications from the investigative process undertaken.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The purpose of this literature review is to evaluate existing scholarly research and theories pertaining to organizational culture, employee wellbeing, and the relationship between the two concepts. It aims to synthesize current knowledge, identify gaps in understanding, and develop a conceptual framework to guide the current study. The purpose of this chapter is two-fold: first, to examine existing theoretical frameworks and conceptualizations of organizational culture and employee wellbeing; and second, to review relevant empirical studies investigating relationships between these concepts.

The chapter is structured to first define organizational culture and examine its different dimensions according to literature. It then explores concepts of employee wellbeing, including key indicators and models.

A review of empirical research investigates impacts of organizational culture on employee wellbeing identified in previous studies. Specific considerations for non-profits and the Ethiopian context are also assessed based on empirical evidence.

2.2 Organizational Culture

2.2.1 Defining Organizational Culture

Organizational culture can be defined as the shared set of values, beliefs, assumptions, and behaviors that characterize an organization and guide the actions of its members. It reflects the organization's identity, shapes its internal dynamics, and influences how employees perceive and respond to various situations. Edgar H. Schein, a prominent organizational theorist, describes organizational culture as "a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems" (Schein, 1990).

Among the myriad interpretations of organizational culture, Deal and Kennedy's emphasis on practicality provides a pragmatic perspective. They define organizational culture succinctly as "the way things get done around here," encapsulating the tangible manifestation of culture through observable behaviors and practices within the organization. (Deal, T. E., & Kennedy, A. A. (1983)

This definition underscores the lived experience of culture within the organizational context. It suggests that culture is not merely an abstract concept but a tangible reality that shapes the day-to-day operations and interactions within the workplace. The "way things get done" encompasses the routines, rituals, and norms that govern behavior and decision-making, reflecting the organization's values and priorities.

Jaques' perspective on organizational culture enriches our understanding by emphasizing the historical and traditional dimensions of culture within a factory or firm. According to Jaques, organizational culture encompasses not only the current practices and behaviors but also the deeply ingrained customs and traditions that have evolved over time within the organization. This concept suggests that culture is not a static phenomenon but a dynamic and evolving aspect of organizational life, shaped by the collective experiences and traditions of its members. (Jaques, Elliott 1951)

The notion of culture as the "customary and traditional way of thinking and doing things" highlights the deeply ingrained nature of cultural norms and practices within the organization. These customs and traditions serve as a blueprint for behavior, guiding employees in their interactions and decision-making processes. From the way tasks are performed to the communication styles and problem-solving approaches, organizational culture permeates every aspect of the workplace experience.

Schein's perspective provides valuable insights into the underlying mechanisms that shape organizational culture, focusing on the fundamental role of shared assumptions. According to Schein, these assumptions represent the deeply ingrained beliefs, values, and norms that guide behavior within the organization. They serve as the foundation upon which organizational culture is built, shaping how individuals perceive, think, and act in the organizational context. (Schein, Edgar H. (2020).

One key aspect of Schein's perspective is the recognition that these assumptions develop over time as members of the organization collectively learn to navigate and cope with internal and

external challenges. Through ongoing interactions and experiences, individuals within the organization internalize certain beliefs and values that come to define the organization's culture. This process is often unconscious and implicit, occurring through observation, socialization, and reinforcement of cultural norms and practices.

Ravasi and Schultz contribute to this discourse by characterizing organizational culture as a set of shared assumptions that guide behaviors within the organization. It encompasses not only explicit values and beliefs but also implicit norms and practices that shape the organization's identity and functioning. New members are socialized into this culture, learning the accepted ways of perceiving, thinking, and feeling within the organization. (Ravasi, D.; Schultz, M. (2006) Building upon these foundational concepts, Kotter suggests the existence of diverse subcultures within organizations, each reflecting the unique values, norms, and practices of individual management teams. These subcultures contribute to the overall organizational culture, adding layers of complexity and diversity to its fabric. (Kotter, J. P.; Heskett, James L. (1992).

Hofstede's conceptualization of organizational culture as "the collective programming of the mind" further emphasizes its role in shaping individuals' thoughts, behaviors, and perceptions within the organizational context. This programming contributes to the organization's distinct identity and functioning, distinguishing it from other entities in the external environment.(Hofstede, and Minkov (2005)

In essence, organizational culture represents a complex and dynamic phenomenon that influences every aspect of organizational life. It encompasses a diverse range of dimensions, functions, and impacts, shaping the behavior, attitudes, and performance of individuals and groups within an organization. Understanding and managing organizational culture is essential for leaders and managers seeking to foster a positive work environment, enhance employee engagement, and achieve organizational goals.

Organizational culture provides organizations with a sense of identity by determining their legends, rituals, beliefs, meanings, values, norms, and language through which problems are solved. It encapsulates what an organization has historically excelled at and what approaches have worked in the past, and it emerges from shared employee experiences in learning to adapt to external realities and solve internal challenges.Ultimately, organizational culture incorporates formal structures and processes, as well as informal habits and social norms. It evolves dynamically as organizations adapt to changing environments over time, and it is characterized

as the embedded set of norms, values, attitudes, and unwritten behavioral expectations that evolve within a workplace through shared employee experiences.

2.2.2 Dimensions of Organizational Culture

Organizational culture is a complex and multifaceted concept that encompasses the values, beliefs, attitudes, and behaviors that characterize an organization and its members. It is the collective programming of the mind that distinguishes the members of one organization from another. Organizational culture dimensions are the key aspects of this collective programming that shape the organization's identity and influence its performance. The most important dimensions of organizational culture to study in this research are organizational values, leadership style, communication patterns, and systems participation and empowerment. These dimensions are critical because they directly impact employee behavior, decision-making, and overall organizational effectiveness.

<u>Organizational values</u>

Organizational values constitute the bedrock upon which an organization's identity and culture are built, encompassing core principles and beliefs that guide its actions and decisions (Schein, 2017). These values play a pivotal role in shaping organizational success by influencing employee behavior, engagement, and performance (Cameron & Quinn, 2011). When organizational values resonate with those of its employees, it fosters a positive work environment characterized by enhanced productivity, job satisfaction, and retention rates (Denison, 1990).

Alignment between individual, group, and organizational values generates synergy within the organization, fueling commitment, enthusiasm, and motivation among employees (Kouzes & Posner, 2017). This alignment also imbues work with a sense of purpose, reducing stress and enhancing overall effectiveness (Schein, 2017). The manifestation of true organizational values is evident in how employees interact with one another, customers, and the broader community, reflecting the organization's ethos and commitment to its stakeholders (Cameron & Quinn, 2011).

Moreover, organizational values are deeply rooted in the organization's history and heritage, providing a sense of continuity and direction (Schein, 2017). By crystallizing what is deemed important, organizational values serve as a guiding framework for decision-making, shaping the organization's strategic direction and operational priorities (Denison, 1990). Leaders, as

custodians of organizational values, wield significant influence in cultivating and upholding them, leveraging their positional and personal power to drive cultural alignment and behavioral norms (Kouzes & Posner, 2017).

Commonly espoused values such as integrity, respect, diversity, and customer-centricity are often enshrined in an organization's vision and mission statements, serving as touchstones for organizational culture and identity (Cameron & Quinn, 2011). Through the articulation of clear core values, organizations provide a cohesive framework for employees to align their actions with the organization's overarching purpose and objectives (Schein, 2017).

In academic discourse, organizational values are regarded as fundamental components of organizational culture and are studied for their profound impact on employee attitudes, behaviors, and organizational performance (Cameron & Quinn, 2011; Schein, 2017). Scholars emphasize the importance of values congruence between individuals and organizations, highlighting its role in fostering a harmonious work environment and driving organizational effectiveness (Kouzes& Posner, 2017).

In general organizational values serve as guiding principles that shape organizational culture, behavior, and decision-making processes. Their alignment with employee values is instrumental in fostering a positive work environment and driving organizational success. Effective leadership plays a pivotal role in cultivating and upholding organizational values, thereby ensuring coherence and alignment across the organization.

Leadership style,

Leadership style is a crucial dimension of organizational culture, influencing the behavior, attitudes, and performance of employees within an organization (Hofstede, 1980; Schein, 2004). It encompasses the approach and behaviors that managers and executives employ to guide and motivate their teams (Hofstede, 1980). Different leadership styles, such as autocratic, democratic, laissez-faire, transformational, and transactional, contribute to the overall culture of an organization (Schein, 2004). The leadership style within an organization profoundly influences its culture (Schein, 2010). Different leadership styles, such as autocratic, democratic, or transformational, shape the values, norms, and behaviors of employees. A supportive and

empowering leadership style tends to foster a positive organizational culture that values employee well-being.

Autocratic leadership, characterized by centralized decision-making and limited employee autonomy, may cultivate a hierarchical organizational culture with minimal input from employees . Conversely, democratic leadership fosters inclusivity and collaboration by involving employees in decision-making processes, potentially leading to a more participative and empowered workforce. Meanwhile, laissez-faire leadership adopts a hands-off approach, granting employees autonomy in managing their tasks, thereby promoting creativity and autonomy within the organization (Chandrasekar, 2023).

Transformational leaders inspire and motivate employees by articulating a compelling vision and empowering them to achieve organizational goals, fostering a culture of innovation and empowerment (Chandrasekar, 2023). In contrast, transactional leadership focuses on setting clear objectives and providing rewards or penalties based on performance, fostering a results-oriented organizational culture (Chandrasekar, 2023).

It is essential to recognize that these leadership styles are not mutually exclusive, and leaders often employ a combination of styles depending on the context (Chandrasekar, 2023). However, the predominant leadership style can significantly shape organizational culture and employee behavior, underscoring the importance of thoughtful leadership in creating a positive and productive work environment (Chandrasekar, 2023).

Leadership scholars emphasize the need for leaders to carefully consider their leadership style and its potential impact on organizational culture to foster a conducive workplace environment (Rao, 2018; Ogbonna & Harris, 2000). By aligning leadership practices with organizational values and objectives, leaders can promote a culture of trust, collaboration, and innovation, ultimately driving organizational success (Rao, 2018; Ogbonna & Harris, 2000).

Communication patterns

Communication patterns constitute a pivotal dimension of organizational culture, shaping the flow of information, collaboration, and decision-making within an organization (Schein, 2010; Cameron & Quinn, 2011). This dimension encompasses the channels, frequency, and styles of communication employed by individuals and groups within the organization (Schein, 2010).

According to Schein (2010), communication patterns reflect underlying cultural norms and values, influencing how information is transmitted, received, and interpreted within the

organization. For example, in cultures that value hierarchy and authority, communication may predominantly flow from top to bottom, with little upward feedback or open dialogue (Schein, 2010).

Moreover, Cameron and Quinn (2011) highlight the role of communication patterns in reinforcing organizational values and beliefs. For instance, organizations that prioritize transparency and inclusivity may foster open communication channels, encouraging employees to voice their opinions and concerns (Cameron & Quinn, 2011).

Communication patterns also interact with other dimensions of organizational culture, such as leadership style and decision-making processes (Cameron & Quinn, 2011). For example, in organizations with a transformational leadership style, characterized by open communication and collaboration, communication patterns may be more egalitarian and participative (Cameron & Quinn, 2011).

Furthermore, communication patterns influence employee engagement, morale, and organizational performance (Schein, 2010). Effective communication fosters a sense of belonging and alignment with organizational goals, whereas poor communication can lead to confusion, conflict, and reduced productivity (Schein, 2010; Cameron & Quinn, 2011).

Generally, communication patterns represent a fundamental dimension of organizational culture, influencing the exchange of information, relationships, and organizational effectiveness. Understanding and managing communication patterns is essential for fostering a culture of transparency, collaboration, and innovation within an organization.

Employee participation and empowerment

Employee participation and empowerment constitute crucial dimensions of organizational culture, reflecting the extent to which employees are involved in decision-making processes, problem-solving, and goal-setting within an organization (Cameron & Quinn, 2011; Deal & Kennedy, 1982). This dimension encompasses the degree of autonomy, responsibility, and influence granted to employees in their roles and interactions within the organization (Cameron & Quinn, 2011).

According to Deal and Kennedy (1982), organizations with a strong culture of employee participation and empowerment tend to value decentralization, employee autonomy, and bottom-up decision-making. In such cultures, employees are encouraged to take ownership of their work,

contribute ideas, and collaborate with colleagues to achieve organizational objectives (Deal & Kennedy, 1982).

Moreover, Cameron and Quinn (2011) emphasize the role of employee participation and empowerment in fostering a culture of innovation, adaptability, and engagement. Organizations that empower their employees to make decisions and take initiative are more likely to tap into the diverse perspectives and talents of their workforce, leading to enhanced creativity and problem-solving capabilities (Cameron & Quinn, 2011).

Employee participation and empowerment also contribute to employee satisfaction, morale, and retention rates (Cameron & Quinn, 2011). When employees feel valued, trusted, and empowered to contribute to the organization's success, they are more likely to be motivated, committed, and loyal to the organization (Cameron & Quinn, 2011).

Furthermore, employee participation and empowerment interact with other dimensions of organizational culture, such as leadership style and communication patterns (Cameron & Quinn, 2011). For example, organizations with transformational leaders who inspire and empower their employees are more likely to foster a culture of participation and collaboration (Cameron & Quinn, 2011).

In conclusion, employee participation and empowerment represent fundamental dimensions of organizational culture, influencing organizational effectiveness, employee engagement, and overall performance. Organizations that prioritize and cultivate a culture of participation and empowerment are better positioned to adapt to change, innovate, and thrive in today's dynamic business environment

Understanding these dimensions of organizational culture is vital for assessing their impact on employee well-being. By examining how these dimensions align with indicators of employee well-being, such as job satisfaction, stress levels, and work-life balance, organizations can identify areas for improvement and implement strategies to cultivate a positive and supportive work environment.

2.2.3 Types of organizational culture

There is a rich array of organizational culture types proposed in the literature, accompanied by various assessment instruments. Despite the abundance of options, the identification of a superior assessment instrument remains elusive. Among the commonly used tools, the Organizational

Culture Inventory (OCI) stands out, categorizing cultures as either constructive, passive/defensive, or aggressive/defensive (Balthazard, Cooke, & Potter, 2006). Another widely utilized instrument is the Organizational Culture Assessment Instrument (OCAI), developed by Cameron and Quinn, which introduces four distinct organizational culture types: clan, adhocracy, market, and hierarchy (OCAI Online, 2012).

Clan Culture:

The clan culture thrives on cooperation and group morale, cultivating a pleasant working environment. It prioritizes employee loyalty and customer satisfaction. Characteristics of clan cultures include the promotion of trust, teamwork, a sense of belonging, the realization of individual potential, and the maintenance of group cohesion (Sherman et al., 2014).

The clan culture operates as a tightly-knit community where cooperation and shared values are paramount. It fosters a working environment akin to an extended family, emphasizing collaboration and mutual support. Characteristics of clan cultures include:

- **Trust and Teamwork:** Trust is foundational, and employees work collaboratively in close-knit teams.
- **Sense of Belonging:** Employees feel a strong sense of belonging and identity within the organization.
- **Individual Potential:** The culture encourages individuals to explore and realize their full potential.
- **Group Cohesion:** Strong group cohesion is maintained through shared values and common goals.

This culture often results in a harmonious workplace, where employees feel connected and motivated to contribute to the collective success.

Adhocracy Culture:

The adhocracy culture is characterized by a creative and dynamic workplace, where risk-taking and innovation are integral. Adhocracy cultures prioritize change, flexibility, and the expression of employee individuality (Sherman et al., 2014).

The adhocracy culture thrives on innovation, creativity, and adaptability. It is characterized by a dynamic and entrepreneurial environment where employees are encouraged to take risks and explore new ideas. Key features include:

- **Creativity and Innovation:** Employees are empowered to think creatively and contribute innovative solutions.

- **Risk-Taking:** The culture values calculated risk-taking as a means to foster experimentation and growth.

- **Flexibility:** Adhocracy cultures embrace change and adapt swiftly to evolving circumstances.

- **Employee Individuality:** Individuality is encouraged, allowing employees to express their unique talents and perspectives.

This culture often leads to an organization that is agile, responsive to market changes, and capable of driving continuous innovation.

Market Culture:

Among the four cultures, the market culture is the most competitive. Organizations with a market culture are goal-oriented, emphasizing achievement, competition, and success (; Sherman et al., 2014).The market culture is highly competitive, emphasizing goal achievement, competition, and measurable success. It is prevalent in organizations driven by performance metrics and market share. Key aspects include:

- **Goal Orientation:** There is a clear focus on achieving strategic goals and market success.

- **Competition:** Healthy competition among employees is encouraged to drive performance.

- **Results-Driven:** The culture prioritizes measurable outcomes and success in the marketplace.

- **High Expectations:** Employees are expected to meet and exceed performance targets.

This culture often leads to high-performance organizations that strive for market leadership and financial success.

Hierarchy Culture:

The hierarchy culture is structured and governed by policies and procedures. It emphasizes coordination between employees, stability, security, conformity, and efficiency; (OCAI Online, 2012; Sherman et al., 2014).

The hierarchy culture is characterized by a structured and formalized environment. It prioritizes stability, efficiency, and adherence to established policies and procedures. Key features include:

- **Coordination and Structure:** Clear organizational structures and formal procedures guide operations.

- **Stability and Security:** Stability is valued, and employees seek security in their roles.

- **Conformity:** Adherence to established norms and rules is emphasized.

- **Efficiency:** The culture aims for efficiency through streamlined processes.

This culture often results in organizations with clear hierarchies, well-defined roles, and a focus on operational efficiency.

In essence, these cultures offer distinct organizational environments, each fostering unique values, behaviors, and priorities. The choice of culture significantly influences how employees collaborate, innovate, compete, and adhere to established norms within the organizational framework.

2.3 Employee wellbeing

2.3.1 Defining Employee wellbeing.

Employee well-being, though seemingly straightforward, is a complex and multifaceted concept encompassing various physical, emotional, mental, and social aspects within the work context (Dodge et al., 2012; Warr, 2007). While there's no single universally accepted definition, several key themes emerge from the literature.

One perspective defines well-being as a state of balance or equilibrium between an individual's resources and the demands placed upon them (Dodge et al., 2012; Waddington & Rappaport, 2010). This dynamic view highlights the interplay between internal factors like resilience and coping skills, and external factors like work stress, workload, and social support (Warr, 2007). Workplace relationships, resources, and decision-making all play a significant role in shaping employee well-being (Marinaki, 2020). A positive work culture prioritizing well-being, clear

tasks, motivation, and supportive benefits like financial aid, health initiatives, and work-life balance measures can significantly enhance it.

Well-being extends beyond mere absence of illness, encompassing positive aspects like job satisfaction, work-life balance, and a sense of purpose (Wright &Cropanzano, 2005). However, despite the growing trend of implementing perks and benefits to boost employee well-being, issues like job burnout, unmanageable workload, and unfair treatment at work persist (Marinaki, 2020). These issues not only affect individual well-being but also the business as a whole through decreased productivity and performance.

Conversely, securing employee well-being translates to a more productive, engaged, and talented workforce. When employees feel well across all levels – physically, mentally, and financially – they display healthier behaviors, make better decisions, and contribute more effectively to the organization.

2.3.2 Dimensions of Employee Well-being

Employee well-being is a multidimensional construct encompassing various facets that influence an individual's overall health and functioning within the work context (Danna & Griffin, 1999; Warr, 2007). Understanding these dimensions is crucial for examining how organizational culture impacts employee well-being. The dimension of employee well-being refers to the various facets and aspects that collectively contribute to an individual's overall health, happiness, and satisfaction within the workplace environment. It encompasses a holistic understanding of an employee's physical, mental, emotional, social, financial, and career-related wellness. These dimensions are interconnected and influence each other, impacting an individual's quality of life, job satisfaction, and overall productivity within the organization. In essence, the dimension of employee well-being provides a comprehensive framework for assessing and promoting the health and welfare of employees in the workplace.

Physical Well-being: encompasses an individual's overall physical health and fitness, influenced by factors like diet, exercise, sleep, and workplace conditions. Organizations can promote healthy habits through:

- *Diet and Nutrition:* Nutritional habits significantly impact physical health. Organizations can promote healthy eating by offering healthy options in cafeterias, vending machines,

and catered events. They can also provide educational resources on nutrition and healthy food choices (CDC, 2023).

- **Exercise and physical activity:** Regular physical activity improves cardiovascular health, reduces stress, and boosts energy levels. Organizations can encourage physical activity by offering on-site fitness facilities, gym memberships, walking trails, or participation in physical challenges (U.S. Department of Health and Human Services, 2023).

- *Sleep and restt:* Adequate sleep is crucial for physical and mental well-being. Organizations can promote healthy sleep habits by offering flexible work arrangements, discouraging late-night emails, and providing resources on sleep hygiene (National Sleep Foundation, 2023).

- *Workplace conditions:* Ergonomics, air quality, and access to natural light influence physical well-being. Organizations can ensure ergonomic workstations, proper ventilation, and access to natural light to promote employee comfort and health (NIOSH, 2023).

Mental Well-being: focuses on emotional and psychological health, including positive emotions, stress management, resilience, and cognitive agility. Organizations can nurture mental well-being by:

- *Positive emotions:* Fostering a positive work environment that emphasizes appreciation, recognition, and team spirit can cultivate positive emotions. Organizations can also offer stress management programs and mindfulness training to equip employees with tools for emotional well-being (Fredrickson, 2009).

- *Stress management:* Effective stress management skills equip employees to cope with challenges and maintain emotional resilience. Organizations can offer training in stress management techniques, provide access to counseling services, and create a supportive work environment (American Psychological Association, 2023).

- *Psychological health:* Addressing mental health concerns proactively can significantly impact employee well-being. Organizations can offer mental health benefits, create a

culture of openness and support, and provide employee assistance programs (MentalHealth.gov, 2023).

- *Cognitive well-being:* Maintaining focus, clarity, and mental agility at work is key for optimal performance. Organizations can promote cognitive well-being by encouraging breaks, offering opportunities for mental stimulation, and fostering a culture of continuous learning (Moss, 2014).

Emotional Well-being: focuses on an individual's ability to manage and regulate emotions effectively, even in challenging situations. Organizations can support this by:

- *Emotional stability:* Cultivating emotional resilience empowers employees to navigate challenging situations effectively. Organizations can provide training in emotional intelligence, promote open communication, and create a workplace environment that values emotional well-being (Bradberry & Greaves, 2009).

- *Self-awareness:* Understanding one's own emotions and triggers is crucial for self-regulation. Organizations can encourage self-reflection, provide feedback in a constructive manner, and offer mindfulness-based practices (Brown & Ryan, 2003).

- *Emotional regulation:* Equipping employees with healthy coping mechanisms to manage emotions effectively is essential. Organizations can offer training in emotion regulation techniques, create a supportive environment for open communication, and provide access to resources for dealing with difficult emotions (Gross, 2015).

- *Interpersonal relationships:* Positive and supportive relationships with colleagues and supervisors foster emotional well-being. Organizations can promote team building activities, encourage mentoring programs, and address interpersonal conflicts constructively (Wilkinson & Pickett, 2009).

Social Well-being: This focuses on the quality of an individual's relationships within the work environment, encompassing a sense of belonging, social support, and positive interactions. Organizations can nurture this by:

- *Sense of belonging:* Feeling valued and connected to colleagues and supervisors is essential for social well-being. Organizations can create a positive and inclusive work

environment, offer opportunities for social interaction, and celebrate diversity (Maslow, 1954).

- *Social support:* Having access to a supportive network at work can provide emotional and practical assistance. Organizations can foster mentorship programs, offer peer support groups, and encourage open communication within teams (House, 1981).

- *Positive interactions:* Building and maintaining healthy relationships with colleagues contribute to a positive work environment. Organizations can promote teamwork, encourage respectful communication, and address issues of conflict constructively (Coyle, 2018).

- *Workplace culture:* A positive and inclusive culture that values collaboration, communication, and respect significantly impacts social well-being. Organizations can invest in building a positive culture, address issues of discrimination and harassment promptly, and encourage employee participation in shaping the culture (Huseman & Daft, 2018)

Financial Well-being: This refers to an individual's ability to manage finances effectively and achieve financial security. Organizations can contribute to this by:

- *Job security:* Stable employment and income contribute significantly to financial well-being (Employee Benefit Research Institute, 2023). Organizations can prioritize job security through responsible business practices and open communication about business performance.

- *Financial literacy:* Offering financial education workshops and resources helps employees make sound financial decisions (Financial Industry Regulatory Authority, 2023).

- *Work-life balance:* Policies and practices that allow employees to manage work demands effectively without neglecting personal responsibilities contribute to financial well-being (Society for Human Resource Management, 2023). Organizations can offer flexible work arrangements, generous leave policies, and support for childcare or eldercare needs.

- *Compensation and benefits*: Competitive salaries, comprehensive benefits packages, and financial support programs can significantly impact financial well-being (World at Work, 2023).

Career Well-being: This focuses on satisfaction and fulfillment within one's work, encompassing job satisfaction, growth and development opportunities, a sense of purpose, and autonomy. Organizations can support this by:

- *Job satisfaction:* Creating challenging and rewarding jobs, offering opportunities for skill development, and providing meaningful work that contributes to a larger purpose all contribute to job satisfaction, as highlighted by Whetten and Cameron (2008).

- *Growth and development:* Investing in employee development through training, mentoring, and career development initiatives fosters a sense of growth and progress in one's career, contributing to career well-being (Whetten & Cameron, 2008).

- *Sense of purpose:* Aligning individual work with the organization's mission and values, providing opportunities for meaningful contributions, and recognizing employee achievements can cultivate a sense of purpose and fulfillment in one's work, enhancing career well-being (Whetten & Cameron, 2008).

- *Autonomy and control:* Providing employees with some degree of control over their work schedules, decision-making processes, and project management can enhance their sense of autonomy and well-being in their careers (Whetten & Cameron, 2008).

2.4 Relationship between organizational culture and employee wellbeing

Organizational culture, the shared values, norms, and practices within a company, plays a significant role in shaping employee wellbeing. A positive and supportive culture can contribute to a range of positive outcomes for employees, while a negative one can have detrimental effects.

A positive organizational culture can significantly boost employee well-being, leading to a cascade of benefits. Feeling valued and supported fosters job satisfaction and engagement (Laschinger et al., 2019). Supportive environments, with open communication and trust, empower employees to manage stress effectively and avoid burnout (Bakker & Demerouti, 2007). Additionally, flexible work arrangements and policies that prioritize personal time can help employees maintain a healthy work-life balance, reducing stress and improving overall

well-being (Byron & Summers, 2013). Furthermore, a culture focused on employee well-being can even lead to better physical health outcomes through wellness programs and healthcare access (Choudhury et al., 2019). Ultimately, a positive culture that prioritizes employee well-being fosters a more engaged, productive, and innovative workforce, leading to increased organizational performance (Harter et al., 2017). Investing in a positive organizational culture is not just good for employees, it's good for the bottom line as well.

On the flip side, a negative organizational culture can be a major drag on employee well-being. A toxic mix of high pressure, cutthroat competition, and stifling control breeds chronic stress and burnout, with detrimental effects on health, motivation, and productivity (Maslach et al., 1996). Feeling undervalued, unsupported, or mistreated saps job satisfaction and engagement, causing absenteeism, decreased output, and even high turnover rates (Bakker & Demerouti, 2007). Worse still, negative cultures can take a toll on employees' mental health, triggering depression, anxiety, and other issues, with significant personal and financial burdens for both individuals and the organization (Choudhury et al., 2019). Clearly, fostering a positive culture isn't just about feel-good vibes, it's a critical investment in employee and organizational well-being.

In conclusion, the relationship between organizational culture and employee wellbeing is complex and multifaceted. A positive and supportive culture can have a significant positive impact on employee well-being, while a negative one can have detrimental effects. Organizations should strive to create cultures that are characterized by trust, respect, autonomy, and support for employee well-being. This will not only benefit employees but also contribute to the organization's success.

2.4.1 The Role of Organizational Culture on Employee Wellbeing:

Employee well-being refers to an individual's physical, mental and emotional state of health or satisfaction at work. It has become an important issue for organizations as higher well-being is associated with increased productivity, commitment and reduced costs. Organizational culture, encompassing shared values, beliefs, practices, and behaviors, plays a significant role in shaping employee wellbeing. Leadership, communication and participation play a key role in influencing employee well-being.

A considerable body of research has examined the influence of organizational culture on dimensions of employee wellbeing. Overall, the literature demonstrates that certain aspects of organizational culture can significantly impact employee health, attitudes, and work experiences in both positive and negative ways.

Organizational culture also influences employee stress and mental health. Research links cultural attributes like unrealistic work demands, role conflicts, little empowerment, and poor work-life balance to increased stress and burnout in employees (Demerouti & Bakker, 2011; Huhtala et al., 2011; Reiss et al., 2019). In contrast, cultures promoting flexibility, work-life integration, and employee autonomy correlate with lower stress (Jung & Yoon, 2015; Van De Voorde et al., 2012).

Studies also point to organizational culture impacting employee physical health and safety behavior. Unhealthy cultural norms relating to long work hours and deprioritization of self-care have been tied to chronic fatigue, cardiovascular issues and higher occupational injury rates (Clouston, 2012). Meanwhile, safety-focused cultures see lower injury incidence through prioritization of preventative measures (Guldenmund, 2000; Zohar, 2000).

Furthermore, culture shapes retention and commitment. Research links positive cultural dimensions like collaborative leadership, meaningful work, recognition and opportunities for growth to increased employee loyalty and reduced turnover (Ferrant et al., 2014; Gillespie & Dietz, 2009). Toxic cultures driven by friction, micromanagement and lack of inclusiveness see higher rates of attrition (Borst et al., 2013; Ramesh & Gelfand, 2010).

Values and beliefs shape wellbeing by influencing work priorities and norms. Cultures with values like teamwork and caring for people correlated with increased job satisfaction, while subjective and unclear values lowered satisfaction (Schein, 2010).

Leadership style also impacts wellbeing. Authentic, caring and participative leadership aligned with staff needs saw reduced turnover and burnout. Toxic styles marked by abuse and distrust correlated with poorer mental health (Skakon et al., 2010).

Communication plays a role where transparent, two-way exchanges between managers and employees promoted healthier work-life balance and lower stress (Jian, 2012). Lack of open communication hindered information sharing and led to confusion increasing pressure.

Support systems that prioritized staff needs like flexible hours, training and recognition enhanced feelings of worth and lower fatigue (Parker et al., 2003). Insufficient resources for professional development and work pressure undermined wellbeing.

Overall, the literature demonstrates that certain aspects of organizational culture like values, leadership, communication and support systems can significantly impact employee health, attitudes, and work experiences in both positive and negative ways. Collectively, these studies provide strong empirical validation that organizational culture powerfully mediates employee experiences, attitudes and health on multiple dimensions. Cultural alignment with employee wellbeing enhances outcomes while misalignment undermines wellness.

2.5 Organizational Culture and Wellbeing in Non-Profit Organizations

Non-profit organizations have distinct cultural features that differentiate them from for-profit entities. Extensive research reveals that the cultures of non-profits tend to be centered around their social mission rather than profit maximization (Knox &Gruar, 2007). The predominant values that shape non-profits emphasize service to the community, benefitting society, and creating positive social change rather than prioritizing financial returns or shareholder value (Jäger et al., 2009).

Additionally, the norms and practices within non-profits frequently encourage collaboration, teamwork, and mobilization of collective resources to fulfill the organization's mission, rather than competition between individuals that is more common in for-profit firms (Helmig et al., 2004). The leadership style in non-profits also tends to be more participative and democratic, with leaders valuing input from staff and engaging them in key decisions, in contrast to more authoritative top-down leadership typical in some corporate settings (Drucker, 1990). Furthermore, communication channels in non-profits are often more informal, horizontal, and encourage open information sharing across the organization, as opposed to hierarchical bureaucratic communication flows (Lewis, 2005).

However, while non-profits may aim for a more egalitarian and participative culture, hierarchical structures, power differentials, and elements of bureaucratic control still exist in many larger non-profits, varying based on factors like the size, structure, and funding sources of the organization (Hasenfeld, 2010). Therefore, organizational culture in the non-profit sector encompasses a complex interplay of mission-driven ideals as well as structural realities.

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2.5.1 Challenges to Employee Wellbeing in Non-Profits

Despite the more altruistic and participative cultural values often espoused by non-profits, these types of organizations face a number of challenges related to employee wellbeing. Studies have found heavy workloads and emotional demands inherent in delivering services to beneficiaries in need can contribute to stress and burnout among non-profit employees (Kristensen et al., 2006). Additionally, the job insecurity that often results from unstable funding cycles or reliance on short-term grants can create high levels of anxiety even in mission-driven non-profit staffers (Kim & Lee, 2007).

Furthermore, lower pay scales in non-profits compared to for-profit firms can limit the financial wellbeing and work-life balance of employees in this sector (Onyx & Maclean, 1996). Role ambiguity arising from inadequate communication, training, and support structures can also lead to confusion and stress for non-profit employees (Tang et al., 1998). Insufficient autonomy and lack of staff input into decision-making due to highly hierarchical leadership undermine employee engagement according to some researchers (Drucker, 1990). Discrimination and marginalization issues can also arise when personal values come into conflict with organizational values, resulting in difficult workplace dynamics (Akingbola, 2013).

Therefore, while non-profits aim to do socially impactful work, the complex pressures and structural constraints inherent in the non-profit business model can create risks to employee wellbeing without proper organizational support systems. Successfully managing these tensions requires thoughtful cultivation of organizational culture and nuanced policies tailored to employee needs.

2.5.2. Employee Wellbeing in Humanitarian and Development Sectors

Employee wellbeing is a critical aspect of organizational culture in the humanitarian and development sectors, where employees often face challenging and traumatic situations. The literature highlights the importance of addressing employee wellbeing in these sectors, where burnout, stress, and mental health issues are prevalent. Job satisfaction is a key indicator of employee wellbeing, and research has shown that employees in the humanitarian sector often derive a sense of purpose and fulfillment from their work, despite the challenges they face. However, job satisfaction can be negatively impacted by factors such as lack of resources, poor

management, and limited opportunities for growth and development. Work-life balance is another critical aspect of employee wellbeing, particularly in the humanitarian sector where employees may be required to work long hours in challenging environments. The literature suggests that employees in this sector often struggle to maintain a healthy work-life balance, which can lead to burnout and other mental health issues. Stress levels are also a significant concern in the humanitarian sector, where employees may be exposed to traumatic events, high levels of uncertainty, and limited resources. Research has shown that stress can have a negative impact on employee wellbeing, leading to anxiety, depression, and other mental health issues. Mental and emotional health are also critical aspects of employee wellbeing in the humanitarian sector, where employees may be exposed to traumatic events and high levels of stress. The literature suggests that mental health issues such as post-traumatic stress disorder (PTSD), anxiety, and depression are common among humanitarian workers. Organizations in the humanitarian sector have a duty of care to their employees, which includes providing a safe and healthy work environment, as well as access to mental health services and support. The literature suggests that organizations can promote employee wellbeing by providing training and resources to manage stress, promoting work-life balance, and fostering a culture of support and care. In the context of Catholic Relief Services (CRS) Ethiopia, promoting employee wellbeing is critical to ensuring the effectiveness and sustainability of humanitarian programs. By prioritizing employee wellbeing, CRS Ethiopia can improve job satisfaction, reduce stress and burnout, and promote mental and emotional health among its employees.

2.6 Empirical literature review

Ethiopia provides a unique contextual backdrop for examining organizational culture and employee wellbeing, with implications from its distinctive history as well as current socioeconomic environment. According to a study by Arba Minch University, Ethiopia's long-independent cultural identity is built on a sense of national pride and shared values of self-reliance, social community, and hospitality. However, rapid industrialization over recent decades has accelerated organizational cultural change, blending traditional norms with modern practices as foreign companies enter the economy amidst ambitious national development goals1. With over 100 million citizens, Ethiopia has one of the largest populations in Africa, creating a sizable labor pool of young workers with a median age around 20 years old. This "youth bulge" intensifies competition for formal jobs, increasing labor force participation especially among

newly urbanized migrants pursuing economic mobility. Navigating this complex environment poses challenges for both workers adjusting to organizational life while also sending remittances home, as well as employers aiming to adapt corporate culture to align with Ethiopian values.

Studies examining work satisfaction and wellbeing needs within Ethiopia's modernizing context are limited but provide initial insights. According to different researches in this areasurveyed employees from a range of industries and identified lack of autonomy, insufficient training, low pay, and limited growth opportunities as major stressors negatively affecting engagement and performance. Revealed customer service employees experienced burnout and frustration from poor systems support and communication gaps with managers.

According to the study conducted by Woldie et al employees in Ethiopia's modernizing context face several challenges that negatively impact their engagement and performance. The study found that lack of autonomy, insufficient training, low pay, and limited growth opportunities were major stressors for employees across various industries. Additionally, new graduates reported optimism but faced realities of underemployment and skill mismatches in white-collar jobs, causing disappointment. Customer service employees experienced burnout and frustration from poor systems support and communication gaps with managers.

Furthermore, with nearly half of Ethiopians identifying as Orthodox Christian and one-third as Muslim, faith-based organizations hold unique prominence. Cultural values of Ethiopia's religious traditions may shape organizational norms differently from Western influences meriting examination. For instance, loyalty to social groups and deference to hierarchical authority persist more strongly in Ethiopian than Western cultures investigating how religious values translate to leadership styles and communication practices could provide context-specific cultural insights.

A study conducted by Catholic Relief Services (CRS) in Ethiopia found that organizational culture has a significant impact on employee wellbeing. The study identified that a positive organizational culture can lead to increased job satisfaction, motivation, and productivity. However, the study also highlighted that there is a lack of research on the relationship between organizational culture and employee wellbeing in Ethiopia.

Faith-based groups represent another category warranting focused study, as religiously-rooted values and norms may affect organizational culture distinctively from secular entities. Some literature depicts faith-based non-profits as guided by principles of sacrifice and service rather

than self-interest, fostering group solidarity (Wuthnow, 2004). Their mission-driven nature can provide a sense of purpose, though tensions may arise between ideological values versus pragmatic needs. Navigating religio-cultural diversity also poses challenges but offers opportunities to build interfaith understanding if addressed openly (Tomalin, 2015).

However, minimal empirical evidence exists examining if faith-based organizational cultures actually align with such theoretical assumptions or translate values to tangible practices benefitting worker wellbeing. A South African study found religious NGOs prioritized community embednessyet exhibited bureaucratic and hierarchical tendencies (Swart, 2010), showing complexities beneath assumed culture traits. This highlights that while faith-inspired ideals aim at social good on paper, real-world operations may not always reflect optimal practices, necessitating in-depth investigation.

Faith-based organizations (FBOs) play a vital role in promoting health and wellbeing in Ethiopia. A report by CRS found that FBOs are effective in delivering health services to underserved populations. The report identified that FBOs have a unique advantage in reaching out to marginalized communities and providing culturally appropriate services. However, the report also highlighted that there is a lack of research on the effectiveness of FBOs in promoting mental health and wellbeing in Ethiopia.

2.7 Gaps in Existing Literature

The existing literature on organizational culture and employee wellbeing in Ethiopia is mostly qualitative and focuses on the perceptions of employees and managers. There is a need for more quantitative research that examines the relationship between organizational cultureandemployeewellbeing, Quantitative research can provide more empirical evidence on the impact of organizational culture on employee wellbeing.

While research has examined relationships between organizational culture and certain aspects of employee wellbeing such as job satisfaction and turnover intentions, important gaps remain in understanding the complex influences on comprehensive employee wellbeing. A key limitation is the narrow set of wellbeing outcomes explored in prior studies. Measures of mental and physical health indicators like stress levels, burnout, and work-life balance issues that significantly impact staff productivity and retention have not received sufficient attention.

Furthermore, the mediating impact of demographic attributes on culture-wellbeing links is unclear. Individual characteristics like gender, family responsibilities or work attributes could differentially shape wellbeing experiences but have not been distinctly isolated. Additionally, methodological reliance on quantitative surveys fails to provide nuanced contextual insights into diverse wellbeing perceptions and challenges faced. Addressing these gaps through mixed qualitative-quantitative inquiry targeting a holistic range of wellbeing dimensions will generate valuable new perspectives.

Examining under-researched aspects of employee wellbeing within the unique cultural context of nonprofit humanitarian organizations is especially warranted. Features such as service-oriented missions, exposure to hardship, diverse teams and flexible work schedules present both supports and strains impacting physical, emotional and social health. Locally grounded investigation is needed to validate culture-wellbeing theoretical applications and inform effective wellness strategies. This study aims to advance knowledge in this still developing area of research.

Additionally, there is a lack of research on the effectiveness of faith-based organizations (FBOs) in promoting mental health and wellbeing in Ethiopia. FBOs have a unique advantage in reaching out to marginalized communities and providing culturally appropriate services. However, there is a need for more research on the effectiveness of FBOs in promoting mental health and wellbeing in Ethiopia. Future research should focus on addressing these gaps in the literature by conducting more empirical studies that examine the effectiveness of FBOs in promoting mental health and wellbeing in Ethiopia.

2.8 Conceptual Framework

The independent variable in this research is Organizational Culture. Organizational culture refers to the implicit norms, values, and behaviors that emerge within the working environment of Catholic Relief Services Ethiopia. It encompasses dimensions of organizational cultures such as organizational values, leadership styles, communication patterns, employee participation & empowerment within the Catholic Relief Services Ethiopia

The dependent variable in this research is Employee Well-being. Employee well-being encompasses physical, mental, emotional, and social health factors that impact the welfare of

employees at Catholic Relief Services Ethiopia. It includes dimensions such as job satisfaction, work-life balance, stress levels, mental health.
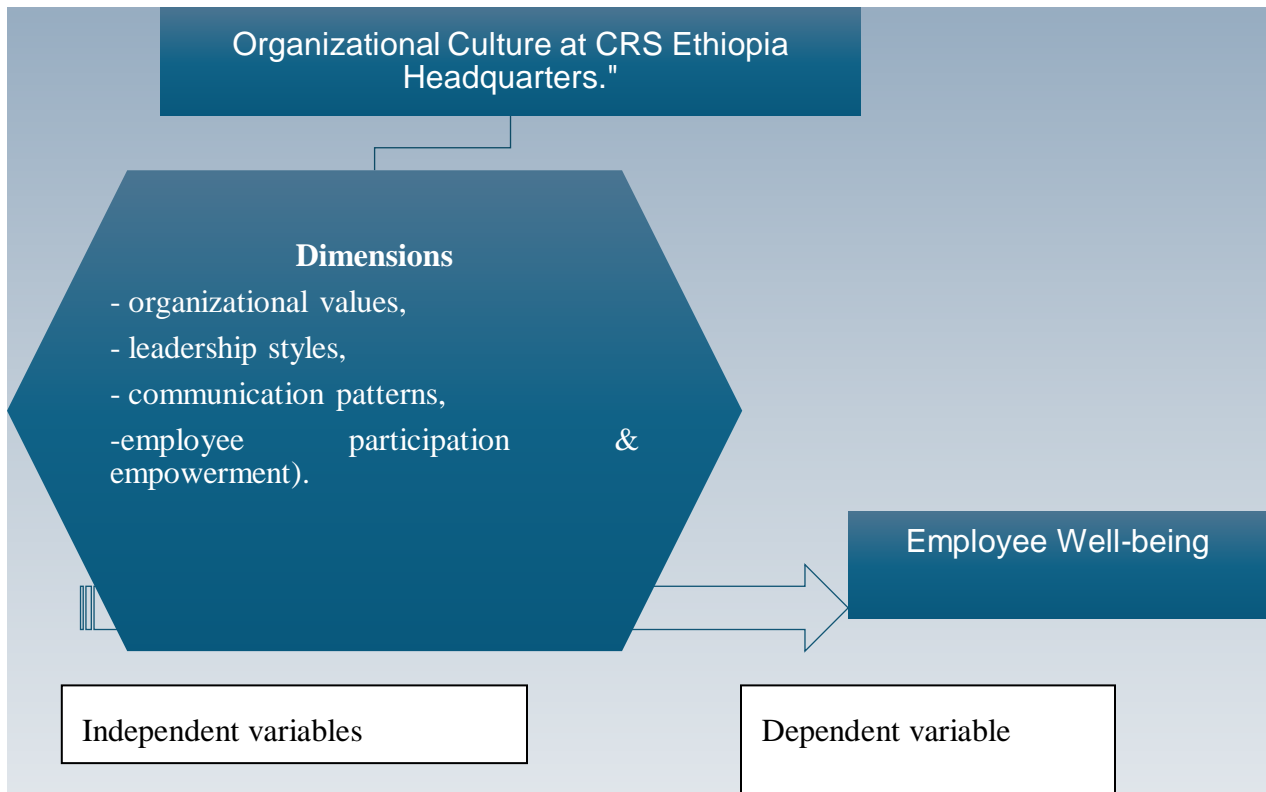
Figure 2.1Conceptual Framework for Understanding the Relationship between Organizational Culture and Employee Well-being: source self-extracted,2024,adapted from the work of Schein (2010) and Meyers and van Woerkom (2017),

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Research Approach

The study employed a mixed-methods research design, combining both qualitative and quantitative approaches to provide a comprehensive understanding of the relationship between organizational culture and employee well-being at Catholic Relief Service Ethiopia.The quantitative component involved administering surveys to a representative sample of employees to assess various dimensions of organizational culture, including values, leadership styles, communication patterns, and employee participation/empowerment. The quantitative data was analyzed using statistical techniques to identify patterns, correlations, and relationships between

these cultural dimensions and employee well-being.Complementing the quantitative approach, the study incorporated qualitative methods, such as in-depth interviews and participatory observations. The interviews provided valuable insights into employees' lived experiences, perceptions, and attitudes towards organizational culture and its impact on their well-being. The participatory observations allowed the researcher to gain a contextual understanding of the dynamics within the organization.The qualitative data was analyzed using techniques like thematic analysis to identify common themes, patterns, and nuances. By integrating the quantitative and qualitative findings, the researchers gained a more holistic understanding of the complex relationship between organizational culture and employee well-being. This mixed-methods approach enabled triangulation, enhancing the validity and reliability of the research findings

3.2 Research design

The study employed a mixed-methods research design, combining both qualitative and quantitative approaches to provide a comprehensive understanding of the relationship between organizational culture and employee well-being at Catholic Relief Service Ethiopia.The quantitative component involved administering surveys to a representative sample of employees to assess various dimensions of organizational culture, including values, leadership styles, communication patterns, and employee participation/empowerment. The quantitative data was analyzed using descriptive and inferential statistical techniques. Complementing the quantitative approach, the study incorporated qualitative methods, such as in-depth interviews and participatory observations. The interviews provided valuable insights into employees' lived experiences, perceptions, and attitudes towards organizational culture and its impact on their well-being. The participatory observations allowed the researcher to gain a contextual understanding of the dynamics within the organization.

By integrating the quantitative and qualitative findings, the researchers gained a more holistic understanding of the complex relationship between organizational culture and employee well-being. This mixed-methods approach enabled triangulation, enhancing the validity and reliability of the research findings.

3.3. Sampling Design

3.3.1. Target population

The target population for this study refers to all employees of Catholic Relief Services (CRS), totaling 581 individuals. However, due to time and budget constraints, the research was specifically focus on the Addis Ababa branch of the CRS Ethiopia Country Programme, which comprises approximately 260 individuals.

The study population for this research on Catholic Relief Services (CRS) Ethiopia includes all permanent employees based at the CRS Ethiopia headquarters in Addis Ababa. This population is defined as the primary focus of the study due to several reasons. Firstly, the Addis Ababa branch is the central hub of CRS operations in Ethiopia, making it easier to access and engage with the target population. This proximity facilitates data collection and reduces logistical challenges associated with reaching field offices or remote locations. Secondly, the Addis Ababa branch is likely to have a diverse range of employees involved in various aspects of CRS operations, including management, administration, and program implementation. This diversity ensures that the study captures a broad spectrum of experiences and perspectives within the organization. By focusing on this branch, the researchers can gain a comprehensive understanding of the challenges and practices that are relevant to the overall operations of CRS Ethiopia. Furthermore, the study is constrained by time and budget limitations. Focusing on the Addis Ababa branch allows the researchers to manage their resources effectively and complete the study within the given timeframe and budget. This targeted approach ensures that the study remains focused and manageable while still providing meaningful results that can inform organizational improvements.The Addis Ababa branch is a critical component of CRS Ethiopia, and understanding the experiences and challenges of its employees can provide valuable insights into the overall operations and effectiveness of the organization. By limiting the study population to permanent employees at the Addis Ababa branch, the researchers can conduct a more in-depth

and detailed analysis of the specific challenges and practices within this critical component of CRS Ethiopia.

The exclusion of contract employees, consultants, and those working at field offices outside of Addis Ababa is justified as follows. Contract employees and consultants may not have the same level of engagement or commitment to the organization as permanent employees. Their inclusion might introduce variability in the data that could be difficult to control for. Additionally, including employees from field offices would require additional resources and logistical efforts, which are not feasible within the given constraints. Focusing on the Addis Ababa branch allows the researchers to maintain a consistent and controlled environment for data collection.

3.3.2. Sample size and Sampling Technique

Given the resources and time constraints of this study, it is not feasible to collect data from the entire target population. Therefore, sampling techniques will be used to select a representative sample that includes both survey respondents and interview participants. When determining the appropriate sample size, statistical formulae and guidelines recommended in literature were consulted \.Roscoe (1975) suggests that for most research, sample sizes larger than 30 and less than 500 are suitable. Additionally, Kothari (2004) provides a formula for calculating sample size based on a finite population. This formula takes into account the population size, margin of error, and confidence level.

Considering the population size of the Addis Ababa branch of the Catholic Relief Services Ethiopia Country Programme, which is 260 employees according to the information provided by the human resources department, the following calculations were made Using the formula.

$$n = N / (1 + N (e^2))$$

where n is the sample size, N is the population size, and e is the margin of error, the sample size was determined. Assuming a margin of error of 5% and a confidence level of 95%, the sample size for the survey component of the study was calculated as follows:

$$n = 260 \div \{1 + [260 \times (0.05)^2]\} \approx 157.58$$

To ensure a comprehensive understanding of the research topic through qualitative interviews, a purposive sampling technique was employed. Based on the principle of data saturation, the interview sample size was determined to be 10 employees. Data saturation referred to the point

in qualitative research where collecting additional data no longer provided new or substantial insights or themes.

The participants for the interview sample were purposefully selected, considering factors such as job roles, years of experience, and diversity within the organization. This approach aimed to gather diverse perspectives and experiences, enriching the qualitative findings.

By conducting interviews with 10 employees and a survey with approximately 158 employees, this research aimed to obtain both quantitative and qualitative data, providing a comprehensive understanding of the organizational culture and its impact on employee well-being at the Addis Ababa branch of the Catholic Relief Services Ethiopia Country Programme.

3.5 Method of data collection

Data for the study will be gathered using a combination of self-administered survey questionnaires and interviews.

3.5.1 Quantitative Survey

To collect quantitative data, a survey questionnaire was administered to the employees at the Addis Ababa branch of the Catholic Relief Services Ethiopia Country Programme. The survey was conducted using an online platform, ensuring ease of access and timely responses.The survey questionnaire consisted of a combination of closed-ended and Likert-scale questions. The closed-ended questions allowed participants to choose from predetermined response options, while the Likert-scale questions measured the participants' attitudes and perceptions on a scale ranging from strongly agree to strongly disagree.

The survey was distributed to a sample of approximately 158 employees, selected through random sampling from the population of 260 employees at the Addis Ababa branch. Participants were provided with clear instructions on how to complete the survey and were given a designated time frame to submit their responses.

3.5.2 Qualitative Interviews

In addition to the survey, qualitative data was collected through in-depth interviews with a subset of employees. A purposive sampling technique was employed to select a diverse group of participants based on factors such as job roles, years of experience, and diversity within the organization.Semi-structured interviews were conducted, allowing for flexibility in the

questioning process while ensuring that key topics and themes were covered consistently across all interviews. A total of 10 employees were interviewed, with each interview lasting approximately 45 minutes to an hour. The interviews provided an opportunity for participants to share their perceptions, experiences, and insights related to organizational culture and its impact on employee well-being.

Both the survey and the interviews were conducted following ethical guidelines, ensuring participant confidentiality, informed consent, and protection of their rights throughout the data collection process.

3.6 Method of data analysis

After collecting the quantitative survey responses and qualitative interview transcripts, a rigorous data analysis process was undertaken to derive meaningful insights and findings. The collected data underwent a comprehensive analysis to derive meaningful insights and draw conclusions. The data analysis process involved a combination of quantitative and qualitative techniques to thoroughly examine the research findings.

Quantitative data analysis was conducted for the survey responses using statistical software SPSS. Descriptive statistics, such as frequencies and percentages, were calculated to summarize the survey data.Descriptive analysis involves transforming raw data into a format that describes its fundamental characteristics. This process aids researchers in understanding, reorganizing, and manipulating the data to generate easily understandable information (Zikmund, Babin, Carr & Griffin, 2010). Inferential statistics, such as regression analysis or ANOVA, were employed to explore relationships and identify statistical associations, if applicable.

The quantitative analysis focused on identifying patterns, trends, and statistically significant results within the data. It aimed to provide a comprehensive overview of the survey responses and contribute to a deeper understanding of the research topic.

For the qualitative data analysis, a thematic analysis approach was adopted. The interview transcripts were carefully reviewed and coded to identify key themes and patterns. These themes were derived through an iterative process of coding, categorization, and interpretation. The qualitative analysis aimed to uncover rich insights, experiences, and perspectives related to the research topic.

The qualitative findings were analyzed in a narrative form, using quotations and descriptions to illustrate the emergent themes and provide a comprehensive understanding of the participants' perspectives. The quantitative and qualitative findings were then integrated to provide a comprehensive analysis. This integration involved comparing and contrasting the results, identifying commonalities, discrepancies, and connections between the two data sources. This triangulation of findings enhanced the validity and reliability of the research outcomes, offering a more holistic understanding of the research topic.

3.7 Data Validity and Reliability

Several methods were adopted to ensure the validity and reliability of the data collected for this study. To establish the validity of the research instruments, they were pre-tested with a small sample of employees from the target population before being distributed for the main data collection process. This pre-test allowed the researcher to receive feedback on the clarity, wording, sequence, and flow of questions, which were then used to refine the instruments accordingly.

To measure the reliability of the questionnaire, Cronbach's alpha testing was conducted on the complete responses from the random sample. This statistical test examined the internal consistency reliability between the survey items. An acceptable Cronbach's alpha score of 0.7 or above for each construct verified the reliability of the research instrument.

Reliability was defined as the extent to which data collection techniques or analysis procedures yielded consistent findings (Saunders, 2009).

By implementing these measures, the study ensured the validity and reliability of the collected data, contributing to the accuracy and consistency of the research findings.

3.8 Cronbach's alpha test

The Cronbach's alpha test, also known as the alpha coefficient, is a measure of internal consistency or reliability, particularly useful in multiple regression analysis and other statistical techniques. It evaluates how well a set of items or variables measures a single, underlying construct or latent variable, making it valuable in survey or questionnaire data analysis. Cronbach's alpha values range from 0 to 1, with higher values indicating greater internal

consistency or reliability. Typically, a value of 0.7 or higher is considered acceptable for most research purposes. Cronbach's alpha can assess the reliability of the independent or predictor variables included in the model. A high Cronbach's alpha suggests that these variables measure a coherent, underlying construct, enhancing the interpretability and validity of the regression results. However, it is important to note that Cronbach's alpha does not measure the validity of the regression model or the appropriateness of the independent variables. It solely assesses the internal consistency or reliability of the variables used in the analysis.

Table 4.1. Cronbach's alpha test

Reliability Statistics	
	Cronbach's Alpha if Item Deleted
Organizational Value	.847
Employee participation	.816
Communication patern	.780
Leadership style	.772

α ≥ 0.9 - Excellent

0.9 > α ≥ 0.8 - Good

0.8 > α ≥ 0.7 - Acceptable

0.7 > α ≥ 0.6 - Questionable

0.6 > α ≥ 0.5 - Poor

0.5 > α - Unacceptable

Reliability Statistics

Cronbach's Alpha=0.847,0.816,0.780 and 0.772

 N of Item, 4

A Cronbach's alpha falls within the "acceptable" and "good" range, which is a good result. This suggests that the set of 4 items is measuring a single, coherent underlying construct reasonably well.

3.9 Ethical Considerations

Informed consent would be obtained from all research participants involved in this study. At the beginning of each interview and before administering questionnaires, participants had informed about the purpose and scope of the research as well as how the study wouldconducted. They would be made aware that their involvement is voluntary and that they can withdraw from the

study at any point without consequences. Written consent had been obtained from all participants who agree to take part.

Confidentiality and privacy of the participants strictly maintained throughout the research process. Participants' identities and any identifiable information had been kept anonymous. This study will be conducted adhering to the ethical principles of research outlined in the Declaration of Helsinki.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRIETATION

This chapter is concerned with the final findings of the study by analyzing, interpreting and presenting gathered data on the Organizational Culture and employee well-being at Catholic Relief Service Ethiopia. In this chapter the data collected by quantitative and Qualitative methods was analyzed according to the objectives of the research, problem statements and research questions as mentioned in the research methodology all data that generated from the respondents were analyzed by using simple descriptive statistics such as percentages, mean and frequency inferential statics and multiple linear regressions. The data presentation, analysis, detailed interpretation of the data was made based on the data obtained from questionnaires, interview and focus group, and out of 158 questionaries 152 where correctly filled out and returned this shows that 96 % response rate which was made possible respondents significant level of concern interviews and focus group discussions.

4.1. Socio Demographic Analysis of the Participants

This section describes the demographic and socio-economic background of the respondents. These include sex, age, educational qualifications, marital status, and work experience. Understanding the demographic and socio-economic background of respondents help to relate such information with other variables, the summarization of information of the sample respondents is presented under this.

4.1.1 Frequency table of the participants

 The statistics provided give an overview of the central tendency (mean and median) and variability (standard deviation and variance) of the different variables in the dataset. These measures can be used to understand the characteristics of the sample and inform further data analysis and interpretations. Each variable will be presented in detail in the following pages. There is no missing data thus percent and valid percent have the same value.

From the total sample size of 158, 152 people responded to the survey. The statistic for the respondents is presented below.

Table 4.2Frequency Table

Statistics					
		Gender	Age	educational qualification	Work experience
N	Valid	152	150	148	148
	Missing	0	2	4	4
Mean		1.47	34.48	3.39	8.721
Median		1.00	34.00	3.00	7.000
Std. Deviation		.501	7.926	.716	6.0115

A. Gender Frequency Table

Table 4.3type of gender

		Frequency	Percent	Valid Percent
Valid	male	80	52.6	52.6
	female	72	47.4	47.4
	Total	152	100.0	100.0

As shown in table 4.2 men made up most of the respondents. Out of 152 respondents, 80 are male and 72 female. This implies that the male workers outnumbered female workers, but also the number of female workers is not least.

B. Age participants frequency table

Table 4.4Frequency table for age of participants

		Frequency	Percent	Valid Percent
Valid	20-25 years	18	11.8	12.0
	26-30 years	38	25.0	25.3
	31-35 years	32	21.1	21.3
	36-40 years	27	17.8	18.0
	41-45 years	20	13.2	13.3
	46-50 years	9	5.9	6.0
	50-55 years and above	6	3..9	3.9
	Total	150	98.7	100.0
Missing	System	2	1.3	
Total		152	100.0	

According to the respondents' age distribution, majority of respondents were between the ages of 20-45. Valued that from 11% to 25% of the respondent. values for the age ranges of 46-50 up to 50-55and

above are 5.9% and 3.9 %, respectively. This suggests that the organization's majority of employees are young.

Educational Qualification

Table 4.5 Frequency table of educational qualification

educational background					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	others	3	2.0	2.0	2.0
	certificate	2	1.3	1.3	3.3
	diploma	9	5.9	5.9	9.2
	first degree	72	47.4	47.4	56.6
	master	61	40.1	40.1	96.7
	doctorate (PhD)	5	3.3	3.3	100
	Total	152	100.0	100.0	

The level of education of respondents indicated that out of 152 participants; 47.4%have a first degree, and40.1% have master's degree. This shows that the majority of respondents hold a first degree and master's degree. In light of this, catholic relief service head quarter have comprised of educated people.

C. Work Experience

Table 4.6 Frequency table for work experience

work experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 years	54	35.5	36.5	36.5
	6-10 years	48	31.6	32.4	68.9
	11-15 years	46	30.3	31.1	100.0
	Total	148	97.4	100.0	
Missing	System	4	2.6		
Total		152	100.0		

When the respondent's work experience is looked, 35.5% of the staff had employment lasting from one to five years, whilst 31.6% had employment lasting between six and ten years. Contrarily, the remaining respondents 30.3% hadbetween eleven and fifteen years. Only 2.6% of respondent's does not specify their work experience. Considering this, catholic relief service Head quarter workers are young with good academic preparation and experience .

4.2. Descriptive data analysis

In this section, a brief descriptive data analysis is presented which were results from the questionnaire provided for the respondents. Accordingly, the respondents were guided and assisted in responding to the items in the questionnaire. The following Likert scale approach was listed for the questionnaire: Strongly Disagree (SDA) =1, Disagree (DA) =2, Neutral (N) =3, Agree (A) = 4 and Strongly Agree (SA).

According to Kidane (2012) in his book "Relationship Marketing in the Hotel Industry," the intervals for evaluating each variable on a five-point scale are calculated as follows:

Max - Min = 5 - 1 = 4, and then 4/5 = 0.8.

This calculation implies that the scores falling within the following ranges can be interpreted as:

- 1.00 - 1.80: Strong Disagreement

- 1.81 - 2.60: Disagreement

- 2.61 - 3.40: Neutrality

- 3.41 - 4.20: Agreement

- 4.21 - 5.00: Strong Agreement

These ranges provide a framework to interpret the respondents' level of agreement or disagreement with the items in the questionnaire. By categorizing the scores into these intervals, the descriptive data analysis allows for a better understanding of the prevailing attitudes and perceptions of the respondents regarding the variables being measured.In this section descriptive statistics are used to summarize and describe the data related to various variables.

Employee wellbeing

Focuses on emotional and psychological health, including positive emotions, stress management, resilience, and cognitive agility. It also focuses on an individual's ability to manage and regulate

emotions effectively, even in challenging situations. The respondents' responses and respective analysis for questions based on mental/ emotional balance is presented below:

Table 4.7 Employee wellbeing descriptive statistics

Descriptive Statistics			
	N	Mean	Std. Deviation
How satisfied are you with your job overall?	152	4.07	.720
How satisfied are you with the recognition and appreciation you receive for your work?	152	3.82	.957
How satisfied are you with the opportunities for career growth and development?	152	3.97	.845
How satisfied are you with the level of autonomy and decision-making authority in your role?	152	4.03	.887
How satisfied are you with the working conditions and facilities provided by CRS Ethiopia	152	4.11	.802
I am able to maintain a healthy balance between my work and personal life.	152	3.62	.949
The organization supports flexible work arrangements to accommodate personal needs.	152	3.53	1.207
My workload is manageable without requiring excessive overtime or sacrificing personal time.	152	3.49	1.162
The organization values and respects employees' personal and family commitments.	152	4.01	.906
I have adequate time and opportunities to engage in activities and interests outside of work.	152	3.49	1.168
I experience high levels of stress and pressure in my job.	152	3.53	.969
I often feel emotionally drained or burnt out from my work.	152	3.61	1.042
I have difficulty managing the demands and expectations placed on me.	152	3.30	1.138
My job responsibilities and workload are reasonable and manageable.	152	3.62	1.035
I am able to effectively manage stress and maintain a healthy work-life balance.	152	3.80	.764
The organization provides resources and support for managing mental health and well-being.	152	3.68	1.065
I feel comfortable discussing mental health concerns with my manager/supervisor	152	3.76	.997
My work environment is supportive and understanding of mental health needs	152	3.83	.995
The organization promotes and encourages self-care and overall well-being.	152	3.90	.912
I feel emotionally supported and valued as an employee at CRS Ethiopia.	152	3.98	.888
Employee wellbeing	152	75.1513	12.47395
Valid N (listwise)	152		

The provided dataset includes responses from 152 employees regarding various aspects of mental/emotional well-being at CRS Ethiopia. Here's a detailed analysis and interpretation of these statistics:

The data indicates that employees at CRS Ethiopia generally have a high level of job satisfaction. The mean scores for overall job satisfaction (Mean = 4.07), recognition and appreciation (Mean = 3.82), opportunities for career growth (Mean = 3.97), autonomy in decision-making (Mean = 4.03), and working conditions (Mean = 4.11) are all above 3.5 on a 5-point scale. This suggests that most employees feel positively about these aspects of their work. The highest score in working conditions (Mean = 4.11) highlights the organization's success in providing a supportive work environment.

The mean scores for work-life balance indicate moderate satisfaction. Employees feel they can maintain a healthy balance between work and personal life (Mean = 3.62) and that the organization supports flexible work arrangements (Mean = 3.53). However, the scores for workload manageability (Mean = 3.49) and time for personal activities (Mean = 3.49) suggest there is room for improvement. The respect for personal and family commitments scores high (Mean = 4.01), showing the organization's commitment to its employees' personal lives.

The data reveals moderate levels of stress among employees. The mean scores for high levels of stress (Mean = 3.53), feeling emotionally drained (Mean = 3.61), and difficulty managing demands (Mean = 3.30) indicate that stress and workload management are areas of concern. However, employees feel that their job responsibilities are manageable (Mean = 3.62) and they can effectively manage stress (Mean = 3.80), suggesting that while stress is present, employees are equipped to handle it.

The mean scores for mental health support are generally positive. Employees feel that the organization provides resources for managing mental health (Mean = 3.68), feel comfortable discussing mental health concerns (Mean = 3.76), and perceive their work environment as supportive (Mean = 3.83). The promotion of self-care and overall well-being scores high (Mean = 3.90), and employees feel emotionally supported and valued (Mean = 3.98). This indicates that CRS Ethiopia is proactive in addressing mental health and creating a supportive work culture.

Overall, the data paints a positive picture of employee satisfaction at CRS Ethiopia. Employees generally feel satisfied with their jobs, supported in their mental health, and able to manage stress effectively. However, there are areas, particularly in workload management and work-life balance, that could benefit from further attention to enhance the employee experience.

Organizational Value

The respondents' responses and respective analysis for questions based on organizational value vs emotional balance is presented below.

Table 4.8organizational value descriptive statistics

Descriptive Statistics			
	N	Mean	Std. Deviation
The values and mission of CRS Ethiopia are clearly expressed.	152	4.19	.844
I understand and identify with the core values of the organization.	152	4.28	.692
The organizational values guide decision-making and daily operations at CRS Ethiopia	152	3.99	.776
The values of CRS Ethiopia align with my personal values and beliefs	152	4.31	.848
The organization's actions and practices are consistent with its stated values	152	4.15	.828
Organization value	152	20.9211	3.12970
Valid N (listwise)	152		

The values and mission of CRS Ethiopia are clearly expressed (Mean = 4.19, SD = 0.844)

The high mean score indicates that employees generally feel that the values and mission of CRS Ethiopia are communicated clearly. The standard deviation suggests some variability in responses, but overall, employees agree on this aspect.

I understand and identify with the core values of the organization (Mean = 4.28, SD = 0.692)

This high mean score reflects a strong understanding and identification with the organization's core values among employees. The lower standard deviation indicates a high level of consensus among employees on this point.

The organizational values guide decision-making and daily operations at CRS Ethiopia (Mean = 3.99, SD = 0.776)

Employees generally agree that organizational values influence decision-making and daily operations, with the mean close to 4. The standard deviation suggests moderate variability in responses.

The values of CRS Ethiopia align with my personal values and beliefs (Mean = 4.31, SD = 0.848)

The high mean score indicates that employees feel a strong alignment between their personal values and the values of CRS Ethiopia. The standard deviation shows some variability, suggesting that while most employees feel this alignment, experiences vary.

The organization's actions and practices are consistent with its stated values (Mean = 4.15, SD = 0.828)

The mean score suggests that employees believe the organization's actions are consistent with its stated values. The standard deviation indicates some differences in opinion, but overall, there is agreement.

Overall Organizational Value Perception (Mean = 20.92, SD = 3.1297, Range: 8.00 to 25.00)

This aggregate measure combines the responses to all the items above. The high mean score indicates a strong overall perception of organizational values. The standard deviation shows a moderate spread of responses, reflecting some variability in how employees perceive these values.

The data suggests that employees at CRS Ethiopia have a positive perception of the organization's values and mission. They feel that the values and mission are clearly communicated, align with their personal beliefs, and guide daily operations and decision-making. There is a general consensus that the organization acts in accordance with its stated values, though some variability in responses indicates that not all employees feel this way equally.

Leadership style

The respondents' responses and respective analysis for questions based on leadership style vs emotional balance is presented below.

Table 4.9leadership style descriptive statistics

Descriptive Statistics			
	N	Mean	Std. Deviation
My manager/supervisor demonstrates care and concern for my well-being.	150	3.82	.733
My manager/supervisor encourages open communication and feedback	151	3.96	.799
My manager/supervisor empowers me to take initiative and make decisions.	150	4.02	.863
My manager/supervisor leads by example and models the organization's values.	151	4.03	.856
My manager/supervisor provides clear direction and support for achieving work goals	151	4.08	.853
Leadership	149	19.8792	3.40689
Valid N (listwise)	149		

My manager/supervisor demonstrates care and concern for my well-being (Mean = 3.82, SD = 0.733). The mean score indicates that employees generally feel that their managers or supervisors show care and concern for their well-being. The standard deviation suggests moderate consistency in responses, indicating a general agreement among employees with some variability.My manager/supervisor encourages open communication and feedback (Mean = 3.96, SD = 0.799). This high mean score reflects a positive perception of managers' encouragement of open communication and feedback. The standard deviation is slightly higher than the first item, suggesting a bit more variability in how employees perceive this aspect of leadership.My manager/supervisor empowers me to take initiative and make decisions (Mean = 4.02, SD =

0.863). The mean score above 4 indicates strong agreement that managers empower employees to take initiative and make decisions. The higher standard deviation implies some variability, but overall, the perception is positive.My manager/supervisor leads by example and models the organization's values (Mean = 4.03, SD = 0.856)The high mean score signifies that employees generally believe their managers lead by example and model the organization's values. The standard deviation indicates some diversity in responses, but the overall agreement is strong.My manager/supervisor provides clear direction and support for achieving work goals (Mean = 4.08, SD = 0.853). The mean score, the highest among the individual items, suggests that employees feel strongly that their managers provide clear direction and support for achieving work goals. The standard deviation shows that while there is some variability, most employees agree on this point.

Overall Leadership Perception (Mean = 19.8792, SD = 3.40689, Range: 7.00 to 25.00)

This aggregate measure combines the responses to all the items related to leadership. The high mean score indicates a strong overall positive perception of leadership. The standard deviation reflects moderate variability, showing that while most employees have a positive view of leadership, there are differences in the degree of positivity.

The data suggests that employees at CRS Ethiopia have a generally positive perception of their managers' leadership qualities. They feel that managers show concern for their well-being, encourage open communication and feedback, empower them to take initiative, lead by example, and provide clear direction and support for achieving work goals. While there is some variability in responses, the consensus is favorable.

Communication Pattern

Table 4.10communication pattern descriptive statistics

Descriptive Statistics			
	N	Mean	Std. Deviation
Information is shared openly and transparently within CRS Ethiopia	152	4.00	.970
I receive clear and consistent communication from management.	152	4.01	.910
There are effective channels for me to voice my concerns and opinions.	152	4.20	.822
Communication within the organization is timely and relevant	152	4.17	.844

I feel well-informed about important matters and changes within CRS Ethiopia	152	4.09	.727
Communication pattern	152	20.4605	3.59890
Valid N (listwise)	152		

Information is shared openly and transparently within CRS Ethiopia (Mean = 4.00, SD = 0.970)

The mean score indicates that employees feel that information is generally shared openly and transparently. The standard deviation shows some variability in responses, suggesting that while most employees agree, there is some difference in perception.

I receive clear and consistent communication from management (Mean = 4.01, SD = 0.910)

The mean score reflects a positive perception of the clarity and consistency of communication from management. The lower standard deviation compared to the first item suggests that employees have a more uniform perception regarding this aspect.

There are effective channels for me to voice my concerns and opinions (Mean = 4.20, SD = 0.822)

This higher mean score indicates strong agreement that effective channels exist for voicing concerns and opinions. The standard deviation shows moderate variability, but overall, employees feel positively about this aspect.

Communication within the organization is timely and relevant (Mean = 4.17, SD = 0.844)

The mean score signifies that employees generally believe communication is timely and relevant. The standard deviation indicates some variability, but the overall agreement is strong.

I feel well-informed about important matters and changes within CRS Ethiopia (Mean = 4.09, SD = 0.727)

The mean score suggests that employees feel well-informed about important matters and changes. The lower standard deviation indicates relatively consistent perceptions among employees.

Overall Communication Perception (Mean = 20.4605, SD = 3.59890, Range: 9.00 to 25.00)

This aggregate measure combines the responses to all the items related to communication. The high mean score indicates a strong overall positive perception of communication. The standard deviation reflects moderate variability, showing that while most employees have a positive view of communication, there are differences in the degree of positivity.

The data suggests that employees at CRS Ethiopia have a generally positive perception of internal communication. They feel that information is shared openly and transparently, communication from management is clear and consistent, effective channels exist for voicing concerns, communication is timely and relevant, and they are well-informed about important matters and changes. While there is some variability in responses, the consensus is favorable.

Employee Participation and Empowerment

Table 4.11. employee participation descriptive statistics

Descriptive Statistics			
	N	Mean	Std. Deviation
I have opportunities to participate in decisions that affect my work.	152	3.93	.835
I feel empowered to take ownership and make improvements in my role	152	4.09	.861
My opinions and ideas are valued within the organization.	152	3.96	.913
The organization encourages and supports employee initiative and innovation.	152	4.56	.954
I have the necessary resources and support to carry out my responsibilities effectively.	152	4.16	.764
Empower	152	20.6974	3.49084
Valid N (listwise)	152		

I have opportunities to participate in decisions that affect my work (Mean = 3.93, SD = 0.835) The mean score indicates that employees generally feel they have opportunities to participate in decision-making. The standard deviation shows some variability, suggesting differences in the extent to which employees perceive these opportunities.

I feel empowered to take ownership and make improvements in my role (Mean = 4.09, SD = 0.861)

The higher mean score reflects a strong sense of empowerment among employees. The standard deviation suggests that while most employees feel empowered, there are some differences in the degree of empowerment perceived.

My opinions and ideas are valued within the organization (Mean = 3.96, SD = 0.913)

The mean score indicates that employees feel their opinions and ideas are valued. The standard deviation shows moderate variability, indicating differences in how valued employees feel.

The organization encourages and supports employee initiative and innovation (Mean = 4.56, SD = 0.954)

This item has the highest mean score, suggesting a very strong perception that the organization encourages and supports employee initiative and innovation. The standard deviation shows some variability, but overall, the perception is highly positive.

I have the necessary resources and support to carry out my responsibilities effectively (Mean = 4.16, SD = 0.764)

The mean score indicates that employees generally feel they have the necessary resources and support. The lower standard deviation suggests a relatively consistent perception among employees.

Overall Empowerment Perception (Mean = 20.6974, SD = 3.49084, Range: 10.00 to 25.00)

The aggregate measure shows a high overall perception of empowerment. The mean score is strong, indicating positive overall views, while the standard deviation shows some variability in perceptions.

The data suggests that employees at CRS Ethiopia generally feel empowered in their roles. They perceive that they have opportunities to participate in decision-making, feel empowered to take ownership and make improvements, believe their opinions and ideas are valued, and think the organization encourages initiative and innovation. Additionally, employees feel they have the necessary resources and support to carry out their responsibilities effectively. While there is some variability in responses, the overall consensus is very positive.

4.4 Correlation analysis

In this part of the analysis bivariate Pearson correlation coefficient has been used to examine the relationship between the dependent and independent variable. According to (Robert, 2008), Pearson correlation coefficients ranges between -1 and +.1, when 0 indicates no relationship between, -1.00 indicates a perfect negative relationship and +1.00 indicates a perfect positive

relationship. For intermediary values the study uses Pallant (2010) guideline to determine the strength of the correlation, less than 0.1 indicate weak correlation, small correlation for value 0.1 to 0.29; medium/moderate for 0.3 to 0.49; and large for 0.50 to 1.00)

Table 4.12correlation analysis

		Employee wellbeing	organization	Leadership	communication	empowerment
Correlations						
Pearson Correlation	Employee wellbeing	1.000	.366	.646	.515	.619
	organization	.366	1.000	.526	.545	.452
	leadership	.646	.526	1.000	.714	.643
	communication	.515	.545	.714	1.000	.590
	empowerment	.619	.452	.643	.590	1.000
Sig. (1-tailed)	Employee wellbeing	.	<.001	<.001	<.001	<.001
	organization	.000	.	.000	.000	.000
	leadership	.000	.000	.	.000	.000
	communication	.000	.000	.000	.	.000
	empowerment	.000	.000	.000	.000	.
N	Employee wellbeing	149	149	149	149	149
	organization	149	149	149	149	149
	leadership	149	149	149	149	149
	communication	149	149	149	149	149
	empowerment	149	149	149	149	149

Lets analyze and explain the key findings

Describe The significance levels (Sig. 1-tailed) indicate whether the observed correlations are statistically significant. A significance level of less than 0.05 ($p < 0.05$) typically indicates that the correlation is statistically significant.

Employee Wellbeing and Other Variables:

Organization (r = 0.366): Moderate positive correlation. This suggests that as organizational factors improve, employee wellbeing tends to improve as well.**Leadership (r = 0.646):** Strong positive correlation. Better leadership is strongly associated with higher employee wellbeing.**Communication (r = 0.515):** Moderate to strong positive correlation. Effective communication is associated with better employee wellbeing.**Empowerment (r = 0.619):** Strong positive correlation. Higher levels of employee empowerment are linked to better wellbeing.

Interrelationships Among Organization, Leadership, Communication, and Empowerment:

Organization:

Leadership (r = 0.526): Moderate to strong positive correlation. Good organizational practices are associated with better leadership.**Communication (r = 0.545):** Moderate to strong positive correlation. Effective organizational practices are linked to better communication.**Empowerment (r = 0.452):** Moderate positive correlation. Good organizational practices are associated with higher employee empowerment.

Leadership:

Communication (r = 0.714): Very strong positive correlation. Good leadership is strongly associated with effective communication.**Empowerment (r = 0.643):** Strong positive correlation. Good leadership is associated with higher employee empowerment.**Communication and Empowerment (r = 0.590):** Strong positive correlation. Effective communication is linked to higher employee empowerment.

Summary

The correlations suggest that leadership has the strongest relationship with employee wellbeing, followed closely by empowerment and communication. Organizational factors also play a significant but slightly less influential role. Leadership and communication are highly interrelated, indicating that effective leadership is crucial for good communication within an organization. Similarly, leadership and empowerment are strongly connected, suggesting that empowering employees is a key aspect of good leadership. Overall, fostering strong leadership,

4.5 Regression analysis

Multiple linear regression analysis is a constructive statistical technique that can be used to analyze the association between variables. With this general principle this study tried to employ linear multiple regressions to analyze the effect of organizational culture and employee wellbeing at catholic relief service in Ethiopia.

The researcher conducted the five assumption that must be fulfilled before testing multiple linear regression which otherwise be impossible to run the regression. The tests for the five assumptions of multiple regressions are presented below:

Multiple linear regression assumptions

Testing assumption of multiple linear regression analysis models is very important before running regression analysis. Some tests were conducted to ensure the appropriateness of data to assumptions regression analysis results were discussed in the following subtopics.

Multicollinearity test

According to Gujarati (2003), multi-co linearity tests help to identify the high correlation between explanatory variables and to avoid the double effect of the independent variable from the model. The predictor variable should be strongly related to the dependent variable. variance inflation factor and tolerance test were used to check Multi co-linearity for variables if the value of VIF is less than 10 there is no Multi co linearity and on the other way hand if VIF is greater than or equal to 10 there is a serious Multi co linearity problem.

VIF can be calculated using, **VIF= 1/(1-R2)**

R2 = coefficient of determination. (Evaluated using SPSS).

Tolerance: is a measure of multicollinearity, specifically indicating the proportion of variance in a predictor variable that is not accounted for by other predictor variables in the model. A tolerance value closer to 1 suggests low multicollinearity, meaning that the predictor variable is relatively independent of the other predictors. Tolerance can be calculated:

Tolerance =1-R2 ……………… R2 = coefficient of determination. (Evaluated using SPSS

Table 4.13collinearity statistics

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Organization Value	.874	1.524
	Leadership style	.618	2.485
	Communication pattern	.579	2.320
	Empowerment	.922	1.836

All tolerance values are well above 0.1, indicating that there is no serious multicollinearity problem. All VIF values are below 5, suggesting that multicollinearity is not a concern in this model. Although the VIF for leadership style (2.485) and communication pattern (2.320) are higher relative to the others, they are still below the commonly used threshold of 5.

The collinearity statistics indicate that multicollinearity is not a significant issue among the independent variables in the model. This means that the estimates of the regression coefficients are reliable and can be interpreted without concerns about inflated standard errors due to multicollinearity. This suggests that each independent variable is contributing uniquely to the explanation of the dependent variable (mental health) without overlapping excessively with other independent variables. Therefore, the model's results can be considered robust with respect to multi collinearitariables.

Normality Test

Normality assumption is around the mean of the residuals is zero and used to determine whether a data set is well modeled by a normal distribution or not and to indicate whether underlying

random variable is to be normally distributed (Gujarati,2009). The researcher used histogram methods of testing the normality of the data. If the residuals are normally distributed about its mean of zero, the shape of the histogram should be bell-shaped, and the regression standardized residual plotted between -3 and 3. From the figure below data normality can be indicated.

Histogram
Dependent Variable: Mentalhealth

Mean = 4.62E-16
Std. Dev. = 0.986
N = 149
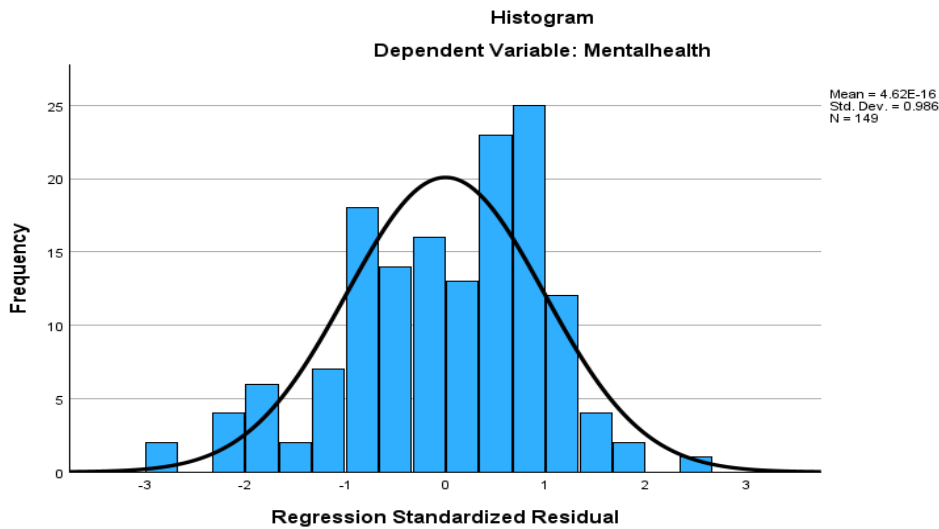
Figure 2Plot for Normality test

The histogram for the regression standardized residuals indicates that the residuals are approximately normally distributed. The mean residual is close to zero, and the dispersion is moderate, suggesting that the regression model fits the data well. There are no severe outliers, and the residuals mostly fall within a reasonable range. Overall, the assumptions of normality for the regression residuals appear to be met, supporting the validity of the regression model used to predict "employee wellbeing ".

Linearity test

Linearity is used to check whether all the regression estimates including regression coefficients, standard errors, and statistical significance tests are biased (Keith, 2006). There is no linearity problem with the data for this study residual follows at straight line**.**
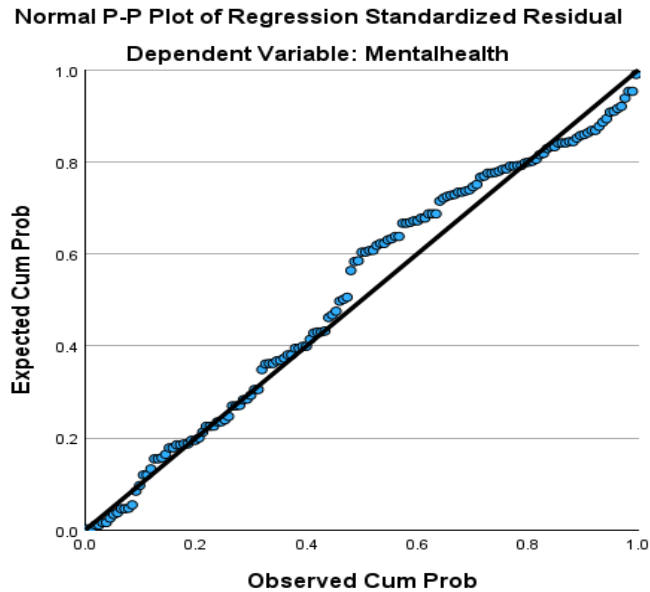
Figure 3plot for linearity test

Heteroscedasticity test

Heteroscedasticity is the equality or violation of the residuals for every set of values for independent variable. So, the research assumes that errors are spread out constantly between the variables. Heteroscedasticity problems exist when scatter plot is greater than 3.3 and less than - 3.3. Therefore, as it was indicated in figure below the data did not violate Heteroscedasticity assumption and instead it was homoscedastic.
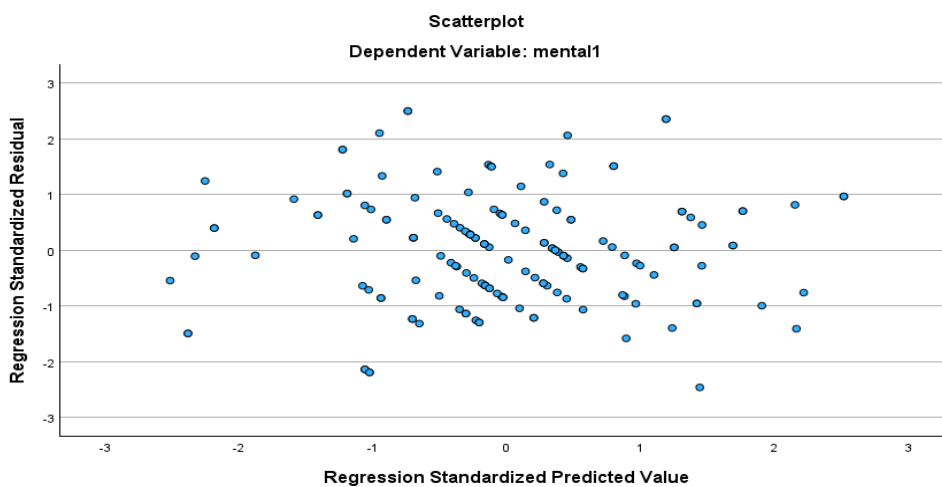
Figure 4plot of heteroscedasticity test

Durbin-Watson

A value of 2.192, suggesting that there is no significant autocorrelation in the residuals. This implies that the residuals (errors) are independent of each other, a key assumption for the validity of the regression analysis.Model is statistically significant. This means that the predictors jointly have a significant effect.

4.5.2 Regression analysis result

Through a correlation analysis it is identified that there is a significant relationship between the variables. To what extent the variance in the dependent variables will be explained by the independent variable is discussed here.

Model summary

The table below shows the model summary result obtained using SPSS.

Table 4.14Model summary

| Model Summary[b]										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	FChange	df1	df2	Sig. F Change	
1	.699[a]	.488	.474	9.05528	.488	34.365	4	144	<.001	2.192
a. Predictors: (Constant), empower, organization, communication, leadership										
b. Dependent Variable: employee wellbeing										

R (Correlation Coefficient)

The value of 0.699 indicates a moderate to strong positive correlation between the independent variables and the dependent variable. This suggests that as the independent variables change, there is a corresponding positive change in the dependent variable.

R Square (Coefficient of Determination)

The R Square value of 0.488 means that approximately 48.8% of the variability in the dependent variable can be explained by the independent variables in the model. This indicates a moderate

level of explanatory power of the model. While it is a significant portion, it also implies that 51.2% of the variability is due to factors not included in the model.

Adjusted R Square: The Adjusted R Square value of 0.447 is slightly lower than the R Square value. This adjustment accounts for the number of predictors in the model relative to the number of data points, providing a more accurate measure of the model's explanatory power.

R Square Change

The R Square Change of 0.488 reflects the increase in the proportion of variance explained by the model when the predictors are included. It is the same as the R Square value, showing that all predictors contribute significantly to the model.

ANOVA analysis

Table 4.15Model analysis of variance

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11271.314	4	2817.828	34.365	<.001[b]
	Residual	11807.720	144	81.998		
	Total	23079.034	148			
a. Dependent Variable: employee wellbeing						
b. Predictors: (Constant), empower, organization, communication, leadership						

The ANOVA analysis confirms that the regression model is statistically significant ($p < 0.05$), indicating that the combination of Leadership Style, Organizational Value, Communication Pattern, and Empowerment significantly explains the variation in employee well-being. The high F-statistic (34.365) further supports the strength of the model. Therefore, we can confidently state that these predictors are meaningful contributors to the well-being of employees within the organization.

Beta coefficient

The results for the Beta coefficients are displayed below.

Table 4.16beta coefficient

<table>
<tr><th colspan="9">Coefficients^a</th></tr>
<tr><td colspan="2" rowspan="2">Model</td><td colspan="2">Unstandardized Coefficients</td><td>Standardized Coefficients</td><td rowspan="2">t</td><td rowspan="2">Sig.</td><td colspan="2">Collinearity Statistics</td></tr>
<tr><td>B</td><td>Std. Error</td><td>Beta</td><td>Tolerance</td><td>VIF</td></tr>
<tr><td rowspan="5">1</td><td>(Constant)</td><td>19.195</td><td>5.633</td><td></td><td>3.407</td><td><.001</td><td></td><td></td></tr>
<tr><td>organization</td><td>-.094</td><td>.292</td><td>-.024</td><td>-.322</td><td>.748</td><td>.656</td><td>1.524</td></tr>
<tr><td>leadership</td><td>1.531</td><td>.344</td><td>.418</td><td>4.445</td><td><.001</td><td>.402</td><td>2.485</td></tr>
<tr><td>Communication</td><td>.085</td><td>.313</td><td>.025</td><td>.272</td><td>.786</td><td>.431</td><td>2.320</td></tr>
<tr><td>empower</td><td>1.236</td><td>.288</td><td>.347</td><td>4.294</td><td><.001</td><td>.545</td><td>1.836</td></tr>
<tr><td colspan="9">a. Dependent Variable: Employee wellbeing</td></tr>
</table>

"The results of our regression analysis reveal insightful patterns regarding the factors influencingemployee wellbeing within our model. Leadership emerges as a robust predictor, demonstrating a statistically significant positive relationship (t = 4.445, p < 0.001) with employee wellbeing. This finding underscores the pivotal role of leadership in fostering a supportive work environment, providing clear direction, and serving as role models for desirable behaviors, all of which contribute to enhanced employee wellbeing. Similarly, empowerment exhibits a significant positive relationship (t = 4.294, p < 0.001) with employee wellbeing, emphasizing the importance of granting employees autonomy, opportunities for growth, and a sense of control over their work to promote job satisfaction and engagement. In contrast, organizational value does not show a statistically significant relationship with employee wellbeing (t = -0.322, p = 0.748). These findings suggest that while organizational values are important, their direct impact on employee wellbeing may be less pronounced compared to the interpersonal dynamics of leadership and empowerment. Additionally, communication strategies may require qualitative enhancements beyond mere frequency to meaningfully impact employee wellbeing. Overall, these results highlight the multifaceted nature of factors influencing employee wellbeing, indicating that interventions targeting leadership and empowerment may

yield more substantial improvements while acknowledging the complex interplay of organizational variables in shaping the employee experience."

The general formula for multiple linear regression analysis is:

Y=a+b1x1+b2x2+b3x3….n

a=constant   B=Coefficients

Y=Employee wellbeing

X1=Organizational value

X2=Leadership style

X3=Communication pattern

X4= Empowerment

The general formula for the above research is;

Y=19.95-0.094*(Organizationalvalue)+1.531(Leadershipstyle)+0.085*(Communication pattern) +1.236*(Empowerment)+

After analyzing each variable, the above regression formula is stated, and the meaning and relation of the formula is explained.

Explanation of the Coefficients

Intercept: This is the constant term in the regression equation. It represents the expected value of Employee well-being when all the predictor variables (Organizational Value, Communication Pattern, Empowerment, and Leadership Style) are equal to zero. In practice, it provides a baseline level of Emotional Balance.

Organizational Value

The negative coefficient of -0.094 for Organizational Value suggests that as the level of Organizational Value increases, there is an expected decrease in Employee well-being by approximately -0.0944 units, assuming all other variables remain constant. This negative relationship indicates that higher organizational values are associated with lower emotional balance among employees.

One possible reason for this negative relationship is the misalignment of values. When the organizational values do not align with the personal values or priorities of the employees, it can create a sense of conflict and dissatisfaction. This misalignment can lead to decreased well-being as employees may feel a lack of congruence and struggle to find meaning or purpose in their work.

Additionally, high expectations set by the organization can contribute to the negative relationship. If an organization puts a strong emphasis on certain values, it may create high expectations and pressures for employees to constantly meet those standards. This can lead to stress, burnout, and a decrease in overall well-being.

Moreover, the lack of a supportive environment within the organization can also play a role. If the organizational values are not effectively translated into action or practices within the workplace, employees may perceive a disconnect between the stated values and the actual organizational practices. This lack of support can erode trust and contribute to a negative work environment, ultimately impacting employee well-being.

Inconsistencies or conflicts in the implementation of organizational values can further contribute to the negative relationship. If an organization has conflicting or inconsistent values, it can create confusion and ambiguity among employees. This lack of clarity can make it difficult for employees to navigate and understand the expectations set by the organization, which can negatively impact their well-being.

Lastly, ethical dilemmas can also influence the negative relationship between Organizational Value and Employee well-being. If the organizational values are compromised or conflict with ethical standards, employees may experience moral distress. This can have a detrimental effect on their well-being, as they may feel guilt, anxiety, or a sense of moral disengagement.

Leadership Style

The coefficient for Leadership Style, which stands at 1.531, is a significant indicator within the context of analyzing the relationship between leadership and employee well-being. This coefficient essentially quantifies the impact of leadership style on employees' emotional balance, as measured by well-being. When we say a "one-unit increase," it means a shift of one unit in the

measurement of leadership style, whatever that measurement might entail (it could be a Likert scale, for instance).

In this scenario, a one-unit increase in Leadership Style correlates with a 1.531 unit increase in Employee well-being, provided all other variables remain constant (ceteris paribus). The term "ceteris paribus" is crucial here because it denotes that we are isolating the effect of leadership style from other potential influencing factors. Essentially, it implies that any change in employee well-being observed can be attributed solely to the change in leadership style, holding all other factors constant.

The robustly positive coefficient of 1.531 underscores the profound impact that leadership style can have on employees' emotional well-being. It suggests that as leadership style becomes more effective or favorable, employees experience a tangible enhancement in their overall well-being. This observation underscores the pivotal role that leadership plays not only in organizational performance but also in nurturing a positive and supportive work environment conducive to employees' emotional health and satisfaction.

In essence, this finding highlights the critical importance for organizations to invest in developing and promoting effective leadership practices as a means to foster and maintain the emotional well-being of their workforce. Effective leadership can serve as a catalyst for creating a workplace culture that prioritizes employee happiness, engagement, and productivity.

Communication Pattern

The coefficient for Communication Pattern, which stands at 0.085, indicates that for every one-unit increase in Communication Pattern, we expect to see a corresponding increase of 0.085 units in Employee Well-being, all else held constant. This finding suggests that effective communication within the organization plays a crucial role in fostering emotional balance and overall well-being among employees. Unlike Organizational Value, which may represent broader cultural or structural aspects of the organization, Communication Pattern specifically pertains to the quality and frequency of communication exchanges among individuals within the workplace. The relatively larger coefficient for Communication Pattern compared to Organizational Value underscores the significance of clear, open, and constructive communication channels in influencing employee emotional states. When employees feel adequately informed, heard, and connected through effective communication practices, they are more likely to experience greater

emotional balance and well-being in their work environment. This highlights the importance of nurturing a communication culture that prioritizes transparency, collaboration, and empathy to support the holistic well-being of employees.

Empowerment

The coefficient for Empowerment, standing at 1.236, signifies that for every one-unit increase in Empowerment, we anticipate a 1.236 unit increase in Employee Well-being, provided that all other factors remain constant. While this coefficient might appear smaller compared to others in the model, such as Leadership, it still indicates a significant positive relationship between empowerment and employee well-being. Empowerment encompasses various factors, including autonomy, decision-making authority, and opportunities for personal and professional growth within the workplace. Even though the coefficient is comparatively smaller, its positive impact on employee well-being suggests that when employees feel empowered in their roles, they experience greater emotional balance and satisfaction with their work. This finding underscores the importance of fostering an organizational culture that values and encourages employee empowerment. By providing employees with the autonomy and resources to take ownership of their work and make meaningful contributions, organizations can cultivate an environment where employees feel valued, motivated, and emotionally supported, ultimately enhancing overall well-being in the workplace.

Positive Predictors: Leadership Style and Empowerment have strong positive impacts on Employee well-being. This indicates that improving leadership and increasing empowerment among employees can significantly enhance the dependent variable.

Negative Predictor: Organizational Value has a slight negative impact on Employee well-being. This may suggest that higher emphasis on organizational values might slightly detract from the dependent variable, although the effect is minimal.

Moderate Positive Predictor: Communication Pattern has a small positive effect on Employee well-being implying that better communication within the organization contributes positively but not as strongly as leadership and empowerment.

The regression analysis highlights the importance of leadership style and empowerment in positively influencing the dependent variable, Employee well-being. While organizational values

and communication patterns also play roles, their impacts are relatively smaller. This suggests that efforts to improve leadership quality and empower employees could have the most substantial positive effect on the outcome measurement ofEmployee well-being.

4.6 Response to interview questions

Core Values and Beliefs: The work culture at CRS Ethiopia is guided by core values of humanitarianism, inclusivity, respect, and commitment to making a positive impact on the lives of the poor and vulnerable in Ethiopia. These values are communicated effectively to all employees, guiding decision-making and daily operations within the organization.

Leadership Styles: Commonly practiced leadership styles at CRS Ethiopia include democratic leadership that encourages participation, transformational leadership that inspires and motivates employees, and some elements of laissez-faire leadership. These styles empower employees, promote open communication, and provide clear direction and support for achieving work goals.

Communication Channels: Communication channels and information sharing practices within CRS Ethiopia are effective, with open and transparent information sharing, clear and consistent communication from management, effective channels for voicing concerns and opinions, timely and relevant communication, and employees feeling well-informed about important matters and changes within the organization.

Employee Participation in Decision-Making: Employees at CRS Ethiopia have significant opportunities to participate in decision-making processes that affect their work. The organization encourages participation, values employee opinions and ideas, supports employee initiative and innovation, and provides necessary resources and support for effective job performance.

Employee Empowerment and Autonomy: The level of employee empowerment and autonomy within CRS Ethiopia's work culture is characterized by opportunities for participation in decision-making, feeling empowered to make improvements, having valued opinions and ideas, being supported in taking initiative, and having the necessary resources for effective job performance.

Positive Factors: Factors contributing to employee well-being at CRS Ethiopia include a supportive work culture, opportunities for growth and development, recognition and appreciation for work, manageable workloads, and a healthy work-life balance.

Negative Factors: Elements that may negatively impact well-being include high stress levels, excessive workload, lack of work-life balance, and inadequate support for mental and emotional health.

Support for Work-Life Balance: CRS Ethiopia supports work-life balance through flexible work arrangements, manageable workloads, and respect for employees' personal and family commitments.

Mental/Emotional Health Support: The organization provides resources and support for managing mental health and well-being, encourages self-care, and promotes overall well-being among employees.

Professional Growth and Development: Employees express varying levels of satisfaction with opportunities for professional growth and development within the organization, indicating areas for potential improvement and enhancement.

Leadership Influence: The leadership approach at CRS Ethiopia significantly influences employee morale and well-being, with styles that empower employees, promote open communication, and provide support for achieving work goals.

Alignment of Values: The organization's values and mission align with practices that prioritize employee care and well-being, fostering a supportive and inclusive work environment.

Communication Impact: The communication style and flow of information within CRS Ethiopia play a crucial role in helping employees manage work demands effectively, ensuring timely and relevant communication that supports effective decision-making.

Employee Participation Impact: Employee participation in decision-making contributes to a sense of empowerment, job satisfaction, and overall well-being, highlighting the importance of involving employees in key organizational decisions.

Areas for Improvement: Employees identify areas within CRS Ethiopia's culture that may need improvement to better support employee well-being, emphasizing the need for enhanced support for mental and emotional health, clearer pathways for professional growth, and improved work-life balance initiatives.

These responses provide a comprehensive overview of the organizational culture, employee well-being, and the interplay between culture and well-being at CRS Ethiopia based on the interview questions provided.

CHAPTER FIVE
CONCLUSION AND RECCOMENDATION

5.1 Summary of findings

The study found that various dimensions of organizational culture at Catholic Relief Services Ethiopia significantly impact employee well-being. The key findings are summarized below:**Organizational Values**

- CRS Ethiopia's core values, such as compassion, integrity, and stewardship, were well-aligned with employees' personal values, fostering a sense of purpose and job satisfaction.

- However, some employees felt that the organization could do more to consistently uphold these values in its practices and decision-making processes, which impacted their well-being.

Leadership Styles

- CRS Ethiopia's leadership exhibited a mix of transformational and transactional styles, with a strong emphasis on empowerment and support for employees.

- Managers who demonstrated empathy, provided clear direction, and encouraged professional development were associated with higher levels of employee well-being.

- Some employees reported instances of micromanagement or lack of support from certain leaders, which negatively affected their well-being.

Communication Patterns

- CRS Ethiopia had well-established communication channels, including regular meetings, email updates, and an open-door policy, which helped keep employees informed and connected.

- Effective communication from leadership, particularly during times of change or uncertainty, was linked to reduced stress and increased trust among employees.

- However, some employees felt that communication could be improved in terms of timeliness, clarity, and responsiveness to employee feedback.

Employee Participation and Empowerment

- CRS Ethiopia encouraged employee participation through various means, such as cross-functional teams, task forces, and opportunities to provide input on decisions.

- Employees who felt empowered and had a voice in the organization reported higher levels of job satisfaction, motivation, and overall well-being.

- A few employees expressed a desire for more opportunities to participate in decision-making processes and take on challenging projects to enhance their well-being and professional growth.

Interpretation of Coefficients: The interpretation of coefficients highlighted the critical role of effective leadership, communication, and empowerment in positively influencing well-being. It also underscored the need for organizations to strike a balance between emphasizing organizational values and supporting employee well-being to create a harmonious work environment.

Practical Implications: The findings have practical implications for organizational interventions aimed at enhancing employee well-being. Strategies such as enhancing leadership quality, promoting transparent communication practices, empowering employees, and aligning organizational values with employee needs can collectively contribute to creating a positive emotional environment within the organization.

Statistical Significance: The statistical significance of the predictors reaffirms their importance in explaining well-being, emphasizing that Leadership Style, Organizational Value, Communication Pattern, and Empowerment are key drivers of employee well-being within the organizational context.

In conclusion, the research findings underscore the critical role of leadership, communication, empowerment, and organizational values in shaping employee emotional well-being. By recognizing the significance of these factors and implementing targeted interventions to enhance them, organizations can foster a supportive work environment that prioritizes employee well-being and ultimately enhances organizational effectiveness and sustainability.

5.2 Conclusion

In conclusion, the research conducted at CRS Ethiopia delved into the intricate relationship between organizational culture and employee well-being, focusing on the impact of Leadership Style, Organizational Value, Communication Pattern, and Empowerment on Emotional Balance among employees. The study provided valuable insights into the factors influencing emotional well-being within the organization and offered practical implications for enhancing employee satisfaction and organizational effectiveness.

The findings highlighted the significance of transformational leadership, effective communication practices, empowerment initiatives, and the balance of organizational values in fostering a positive emotional environment for employees. Strong positive relationships were identified between Leadership Style and Empowerment with Emotional Balance, emphasizing the pivotal role of leadership quality and employee empowerment in promoting well-being. Additionally, the study revealed the nuanced effects of Organizational Value and Communication Pattern on employee wellbeing, underscoring the importance of a balanced approach to organizational values and communication strategies.

By statistically confirming the significance of these predictors in explaining Employee well being, the research provided a robust foundation for organizational interventions aimed at improving employee well-being. The study's insights can guide CRS Ethiopia and similar organizations in the humanitarian sector towards implementing targeted strategies to enhance leadership practices, communication dynamics, empowerment initiatives, and organizational values to create a supportive and thriving workplace culture.

In essence, the research contributes to the growing body of knowledge on organizational culture and employee well-being, emphasizing the critical role of leadership, communication, empowerment, and values in shaping the emotional experiences of employees. By addressing

these key factors, organizations can cultivate a positive work environment that nurtures employee well-being, fosters engagement, and ultimately drives organizational success. The study underscores the importance of prioritizing employee well-being within organizational strategies and highlights the potential for positive outcomes when organizations invest in creating a culture that supports and values the emotional health of their workforce.

5.3 Recommendation

Based on the research findings and insights obtained from the study conducted at CRS Ethiopia on organizational culture and employee well-being, the following recommendations are proposed to enhance employee wellbeing.

Leadership Development Programs: Implement leadership development programs that focus on transformational leadership practices, empathy, and support for employees. Providing leadership training and coaching can help cultivate effective leaders who inspire, empower, and promote a positive organizational culture that supports employee wellbeing.

Communication Enhancement: Enhance communication practices within the organization to ensure clarity, transparency, and consistency. Establish channels for open communication, feedback mechanisms, and regular updates on organizational goals and changes. Effective communication fosters trust, reduces uncertainties, and promotes a sense of belonging among employees, contributing to their well-being.

Empowerment Initiatives:Strengthen empowerment initiatives by granting employees authority, resources, and opportunities to contribute to the organization's success. Encourage participative decision-making, provide skill development opportunities,and create a culture that values employee input and autonomy. Empowered employeesexhibit higher job satisfaction, commitment, and motivation, leading to improved well-being.

Balancing Organizational Values: While organizational values are essential, ensure a balance between upholding values and supporting employee emotional well-being. Align organizational values with practices that prioritize employee care, mental health support, and work-life balance. Strive to create a culture that values both organizational mission and employee well-being.

Work-Life Balance Support: Implement policies and initiatives that support work-life balance, such as flexible work arrangements, manageable workloads, and respect for employees' personal

and family commitments. Promoting a healthy balance between work and personal life can reduce stress levels, enhance mental health, and improve overall well-being among employees.

Continuous Feedback and Improvement: Establish mechanisms for collecting feedback from employees regarding organizational culture, well-being initiatives, and areas for improvement. Regularly assess the impact of cultural practices on employee well-being and make adjustments based on feedback to create a supportive and inclusive work environment.

Research and Evaluation: Conduct regular research and evaluation to monitor the effectiveness of interventions aimed at enhancing employee well-being. Continuously assess the impact of leadership styles, communication patterns, empowerment strategies, and organizational values on emotional balance and job satisfaction to drive continuous improvement.

By implementing these recommendations, CRS Ethiopia and similar organizations in the humanitarian sector can create a positive and supportive organizational culture that prioritizes employee well-being, fosters engagement, and ultimately contributes to a more effective and sustainable work environment.

5.4 Limitations and Future Research

While this study provides valuable insights into relationship between organizational culture and employee wellbeingatCatholic relief service Ethiopia, some limitations should be acknowledged:

5.4.1 Sample Size and Generalizability

The study was conducted with a sample size of 152employees at CRS Ethiopia. While this provides a good representation, the findings may not be generalizable to other companies or industries. Future research could include a larger and more diverse sample to enhance generalizability.

5.4.2 Cross-Sectional Design

The study uses a cross-sectional design, which captures data at a single point in time. Longitudinal studies that track changes in organizational culture and employeewellbeing over time could provide deeper insights into the dynamics of these relationships.

5.4.3 Exploring Other Factors

Future research could explore other factors that influence employee wellbeing,including other dimensions of independent variable. Understanding the broader context in which organizational culture and employee wellbeing are implemented can provide a more nuanced understanding of

their impact. By examining additional factors, future studies can gain a more comprehensive understanding of the drivers of employee wellbeing and develop more effective organizational culture. Exploring the interplay between different factors will also help identify relationship between organizational culture.

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Appendix 1

QUESTIONNARIE
ST. MARRY UNIVERSITY
SCHOOL OF GRADUATE STUDIES
MBA Program

Questionnaires to be filled out by employees of Catholic Relief Service Ethiopia

Dear Respondent,

I am a Master of Business Administration (MBA) student at St. Mary's University, School of Graduate Studies, and I am conducting research on "Organizational Culture and Employee Well-being at Catholic Relief Service Ethiopia." The purpose of this questionnaire is to gather information and insights regarding the organizational culture and employee well-being within Catholic Relief Service Ethiopia.

I assure you that all responses provided will be treated with strict confidentiality and used solely for academic research purposes. Your participation is voluntary, and you have the right to withdraw from the study at any time without any negative consequences.

Sincerely,

Lielina Getachew Tessema (lielinaget@gmail.com)

Thank you in advance for your cooperation and timely response!

Important aspects of the questionnaire

- There is no need to write your name.
- Kindly respond to all questions.
- Please provide the appropriate information by placing a [√] in the bracket provided to represent your answer.

Part one: Demographic information

1. Gender: ☐ Male ☐ Female

2. Age _____

3. Educational Qualification:

   ☐ Certificate ☐ Diploma ☐ FirstDegree

   ☐ Master ☐ Doctorate (PHD) ☐ others _____

4. Work experience: _____

No	Statements	Strongly disagreed	disagreed	neutral	Agreed	Strongly agreed
Please tick (√) to indicate your opinion the extent to which you agree with each of the following attributes						
		1	2	3	4	5
Organizational Values						
OV1	The values and mission of CRS Ethiopia are clearly communicated to all employees.					
OV2	I understand and identify with the core values of the organization.					
OV3	The organizational values guide decision-making and daily operations at CRS Ethiopia.					
OV4	The values of CRS Ethiopia align with my personal values and beliefs.					
OV5	The organization's actions and practices are consistent with its stated values					
Leadership Styles						
LS1	My manager/supervisor demonstrates care and concern for my well-being.					
LS2	My manager/supervisor encourages open communication and feedback					

LS3	My manager/supervisor empowers me to take initiative and make decisions.					
LS4	My manager/supervisor leads by example and models the organization's values.					
LS5	My manager/supervisor provides clear direction and support for achieving work goals.					
Communication Patterns						
CP1	Information is shared openly and transparently within CRS Ethiopia.					
CP2	I receive clear and consistent communication from management.					
CP3	There are effective channels for me to voice my concerns and opinions.					
CP4	Communication within the organization is timely and relevant.					
CP5	I feel well-informed about important matters and changes within CRS Ethiopia.					
Employee Participation and Empowerment						
EP1	I have opportunities to participate in decisions that affect my work.					
EP2	I feel empowered to take ownership and make improvements in my role.					
EP3	My opinions and ideas are valued within the organization.					
EP4	The organization encourages and supports employee initiative and innovation.					
EP5	I have the necessary resources and support to carry out my responsibilities effectively.					
Job Satisfaction						
EW1	Are you satisfied with your job overall?					
EW2	Are- you satisfied with the recognition and appreciation you receive for your work?					
EW3	Are you satisfied with the opportunities for career growth and development?					
EW4	Are you satisfied with the level of autonomy and decision-making authority in your role?					
EW5	Are you satisfied with the working conditions and facilities provided by CRS Ethiopia?					
Work-Life Balance						

EW6	I am able to maintain a healthy balance between my work and personal life.					
EW7	The organization supports flexible work arrangements to accommodate personal needs.					
EW8	My workload is manageable without requiring excessive overtime or sacrificing personal time.					
EW9	The organization values and respects employees' personal and family commitments					
EW10	I have adequate time and opportunities to engage in activities and interests outside of work.					
Stress Levels						
EW11	I experience high levels of stress and pressure in my job.					
EW12	I often feel emotionally drained or burnt out from my work.					
EW13	I have difficulty managing the demands and expectations placed on me.					
EW14	My job responsibilities and workload are reasonable and manageable.					
EW15	I am able to effectively manage stress and maintain a healthy work-life balance.					
Mental/Emotional Health						
EW16	The organization provides resources and support for managing mental health and well-being.					
EW17	I feel comfortable discussing mental health concerns with my manager/supervisor.					
EW18	My work environment is supportive and understanding of mental health needs.					
EW19	The organization promotes and encourages self-care and overall well-being.					
EW20	I feel emotionally supported and valued as an employee at CRS Ethiopia.					