



COLLEGE OF BUSINESS AND ECONOMICS SCHOOL OF COMMERCE

Human Resource Management Department

The Role of Organizational Culture in Promoting Employee Well-being: A Case Study of Samanu – Articrafts Industry PLC

By

Meseret Habtamu

Advisor

Mahir Jibril (PhD)

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Approval

This is to certify that this thesis prepared by MESERET HABTAMU, entitled: “**The role of Organizational Culture in promoting Employee Well-being: Case of SAMANU - Articrafts Industry PLC**” submitted to Addis Ababa University, College of Business and Economics in partial fulfillment for the requirements of Masters of Art in Human Resource Management complies with the regulations of the Addis Ababa University and meets the accepted standards with respect to originality and quality.

Name of the Advisor: _____ **Signature:** _____ **Date** _____

Name of the Internal Examiner: _____ **Signature:** _____ **Date** _____

Name of the External Examiner: _____ **Signature:** _____ **Date** _____

Declaration

I, MESERET HABTAMU, hereby declare that this dissertation for Master of Arts in Human Resource Management in Addis Ababa University (AAU), College of Business and Economics, is my original work. This work has not been submitted in any form for another degree or diploma at any other university or institution of higher education. Information derived from the published or unpublished work of others has been duly acknowledged in the text, and a list of references is provided.

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Endorsement

I hereby certify that Meseret Habtamu has conducted her thesis on **‘The role of Organizational Culture in promoting Employee Well-being: Case of SAMANU - Articrafts Industry PLC.’** This thesis has been submitted in partial fulfillment of the requirements for the Master of Arts in Human Resource Management at Addis Ababa University (AAU), College of Business and Economics. As her advisor, I have reviewed and approved her work.

Advisor

Signature

Date

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Abstract

The study investigates the influence of organizational culture on employee well-being within the context of Articrafts Industry PLC, a manufacturing firm in Ethiopia under the SAMANU group. Drawing on Schein's Organizational Culture Model, the Job Demands-Resources (JD-R) Model, and Self-Determination Model (SDT), the research examines five cultural dimensions: communication, leadership, recognition and reward, learning and development, and company values. A structured questionnaire was distributed to 157 employees, yielding a strong response rate. Data were analyzed using descriptive statistics, Pearson correlation, and multiple regression analysis via SPSS version 26. Results reveal a significant positive relationship between organizational culture and employee well-being, with leadership and communication showing the strongest effects. The findings emphasize the need for inclusive, value-driven workplace practices in Ethiopia's manufacturing sector. Recommendations are provided to enhance organizational culture and well-being through targeted HR interventions.

Keywords: Organizational culture, employee well-being, communication, leadership, Company values, manufacturing, human resources

CHAPTER ONE: INTRODUCTION TO STUDY

1.0. Introduction

This chapter introduces the role of organizational culture, specifically Communication, leadership, recognition and reward, Learning and development opportunities and Company Values and their effect on employee well-being in Articrafts Industry PLC. The major issues that are linked to the general and specific objective of the study will be discussed. Key words are defined to make reading easier for the readers.

1.1. Background of the Study

Organizational culture has emerged as a critical factor in shaping employee experiences and driving organizational performance. As workplaces evolve in response to global challenges and shifting workforce expectations, the need to cultivate positive and inclusive organizational cultures has become more pressing. In parallel, employee well-being is increasingly recognized as a strategic priority, influencing productivity, retention, and overall organizational success. The study explores the intersection of these two important constructs, examining how organizational culture contributes to employee well-being.

As Richard Perrin (Watkins, M.D.,2013) notes, organizational culture acts as the "glue" that integrates members through shared values and rituals, fostering a sense of belonging and unity crucial for well-being. Understanding the profound impact of organizational culture on employee well-being is paramount for organizational success. A company's culture, encompassing its shared values, beliefs, and norms, directly shapes the employee experience. This influence manifests in several key ways: it dictates daily interactions, affects feelings of belonging and psychological safety, and significantly impacts stress levels and morale. A positive culture fosters a supportive and inclusive environment, boosting morale and reducing stress. Conversely, a toxic culture characterized by pressure, lack of recognition, or discrimination can lead to high stress, burnout, and decreased job satisfaction (Schein, 2010). This directly ties into employee performance; when employees feel valued and supported, they are more engaged, motivated, and productive, leading to enhanced focus, creativity, and collaboration.

Furthermore, employee well-being is inextricably linked to organizational outcomes. Poor well-being, often stemming from negative organizational cultures, increases absenteeism due to stress and illness and drives higher turnover rates as employees seek healthier work environments. This also has a direct impact on overall health, with negative cultures contributing to mental health issues like anxiety, depression, and burnout, as well as physical symptoms like headaches and sleep problems. A culture that disregards work-life balance further aggravates these issues, impacting employees' personal lives and overall health. Consequently, organizations with positive cultures are more likely to attract and retain top talent, enhancing their reputation and competitiveness in the labor market (Harter et al., 2002).

Beyond attracting talent, a strong, positive organizational culture directly impacts the bottom line. Research indicates a clear link between positive culture and improved financial performance. Engaged and healthy employees provide better customer service, drive innovation, and contribute to overall business success. Therefore, cultivating a positive and supportive work environment is not merely a "nice-to-have" but a strategic imperative. Organizations must actively foster a culture that prioritizes employee well-being, recognizing that it is a fundamental driver of both individual and organizational success. This includes implementing programs and policies that promote work-life balance, provide mental health resources, and foster open communication and recognition.

In addition to the above, companies have a responsibility to regularly assess their organizational culture and its impact on employee well-being. This can be achieved through various methods, such as employee surveys, focus groups, and exit interviews. By actively seeking feedback and data, organizations can identify areas for improvement and implement targeted interventions to enhance the work environment. Furthermore, leadership plays a crucial role in shaping and reinforcing the desired culture. Leaders must model the desired company values and behaviors, creating a culture of trust, respect, and psychological safety. This includes promoting open communication, providing opportunities for professional development, and recognizing and rewarding employee contributions. By prioritizing these actions, organizations can create a thriving work environment that supports employee well-being and drives organizational success.

SAMANU represents a group of companies that are engaged in the business of manufacturing consumer-focused products in Ethiopia. These five companies (Health Care Food Manufacturers S.C, ZAK Ethiopia Manufacturing & Trading PLC, ASTCO Food Complex Factory S.C, Debre Birhan Natural Spring Water S.C, and Articrafts Industry PLC manufacture well-known brands for the Ethiopian market including Tena Oil, 555 and Aura Soap, Chef Luca Pasta and AquaSafe Mineral water from their facilities.

Articrafts Industry PLC, acquired by SAMANU and commencing operations in 2021, is one of the largest edible oil producers in Dukem, Ethiopia, employing over 300 people and producing the highly popular ‘Tena Cooking Oil’. The company processes a variety of oilseeds, including Sunflower, Canola, Sesame, and Niger seeds.

1.2. Statement of the Problem

A pervasive challenge facing organizations today is the gap between advocated organizational values and the actual lived experiences of employees. This disconnect often results in negative consequences such as high stress, burnout, disengagement, and diminished overall well-being (Maslach et al., 2001). Although many organizations publicly commit to fostering employee well-being and building positive work environments, these intentions often fail to translate into everyday workplace culture. When organizational culture does not authentically support employee well-being, it undermines individual health, job satisfaction, and organizational performance, manifesting as lower productivity, increased absenteeism and turnover, and damage to the employer’s reputation (Harter et al., 2002).

This challenge is further complicated by the difficulty of accurately measuring and addressing the diverse, interrelated elements that make up organizational culture. Key cultural dimensions such as communication practices, leadership style, recognition and reward systems, learning and development opportunities, and the alignment between company values and employee experiences all play critical roles in shaping employee well-being (Schein, 2010). In particular, when an organization’s stated values, such as integrity, respect, collaboration, or innovation are not consistently demonstrated in daily operations and leadership behavior, employees may experience a sense of disillusionment or mistrust, which can erode well-being and engagement.

Globally, extensive research confirms the strong link between organizational culture and employee well-being. Positive workplace cultures characterized by trust, inclusivity, support, and consistent value alignment have been shown to enhance job satisfaction, employee engagement, and overall organizational effectiveness (Maslach et al., 2001; Harter et al., 2002). Studies also highlight how specific cultural dimensions, including leadership, open communication, recognition, learning and development, and value congruence contribute meaningfully to the psychological and emotional wellness of employees (Schein, 2010).

However, in the Ethiopian context, research directly examining the relationship between organizational culture and employee well-being remains scarce. While some studies have explored related constructs such as job satisfaction, employee engagement, or organizational commitment, there is a notable lack of empirical research focused specifically on how different cultural dimensions impact well-being within the Ethiopian manufacturing sector. This research gap is significant because local cultural norms, management practices, and socio-economic factors may influence how organizational culture is perceived and how it affects employee experiences.

Given this identified gap, the current study aims to investigate the relationship between organizational culture and employee well-being at Articrafts Industry PLC. Employing quantitative research design method, using, the study seeks to capture in-depth insights into employees' perceptions and lived experiences. By addressing this research gap, the study will provide Articrafts Industry PLC and other organizations operating in similar contexts with practical guidance for cultivating a more supportive and values-driven workplace that enhances employee well-being and organizational performance.

1.3. Research Questions

- What is the relationship between communication practices and employee well-being at Artcrafts Industry PLC?
- What is the relationship between leadership and employee well-being at Artcrafts Industry PLC?
- What is the relationship between recognition & reward programs and employee well-being at Artcrafts Industry PLC?
- What is the relationship between the company's learning and development and employee well-being at Artcrafts Industry PLC?
- What is the relationship between the company values and employee well-being at Artcrafts Industry PLC?

1.4. Research Objectives

This research has two objectives: general objectives and specific objectives and both objectives, both of which are detailed below.

1.4.1. General Objective

The general objective of this study is to investigate the relationship between organizational culture and employee well-being at Artcrafts Industry PLC, with the aim of identifying areas for improvement and developing recommendations for fostering a more positive and supportive work environment.

1.4.2. Specific Objectives

The specific objectives of this study are:

- To examine the relationship between communication and employee well-being.
- To investigate the relationship between leadership and employee well-being.

- To assess the relationship between recognition and reward programs and employee well-being.
- To analyze the relationship between learning and development culture and employee well-being.
- To examine the relationship between company values and employee well-being.

1.5. Significance of the Study

This paper contributes significantly to understanding how organizational culture influences employee well-being, with a specific focus on Articrafts Industry PLC. It provides actionable insights into how cultural elements, such as, communication, leadership, recognition, learning, and company values shape employee lived experiences. The findings will help the company identify strengths and gaps within its culture, leading to data-driven strategies that improve employee satisfaction, productivity, and engagement while reducing turnover and burnout. Moreover, the study supports Articrafts in aligning its promoted values with day-to-day practices, thereby enhancing its employer brand and competitiveness in the market.

For employees, the research amplifies their voices by exploring their perceptions and needs, potentially leading to a healthier, more supportive work environment. Improvements in leadership, communication, recognition, and growth opportunities will not only elevate individual well-being but also foster a sense of psychological safety, belonging, and professional fulfillment.

Beyond the organization, this research offers broader value to HR practitioners and policymakers by providing empirical data on workplace culture in the Ethiopian context. It highlights how cultural dynamics affect employee outcomes, contributing to national conversations on labor practices and organizational development. By promoting employee well-being as a strategic asset, the study also supports efforts to build a more resilient, motivated, and high-performing workforce across Ethiopia's manufacturing sector and beyond.

1.6. Scope of the Study

The scope of this study focuses on examining the link between organizational culture and employee well-being within SAMANU, with a specific emphasis on the case of Articrafts Industry PLC, which is located in Dukum, Ethiopia.

The study investigating the various organizational culture elements that contribute to employee well-being and explores their significance within the context of Articrafts Industry PLC, edible oil industry in Ethiopia. The variables of interest include communication, leadership, recognition & rewards, learning & development and company values.

1.7. Limitation of the Study

This investigation on the relationship between organizational culture and employee well-being at Articraft Industry PLC has several limitations. One of the most expected limitations is the industry-specific context, which may make it difficult to generalize findings to other sectors. Articraft Industry PLC often involves high-risk, high-pressure environments with unique operational demands, such as safety protocols, shift work, and physical labor. These factors can significantly influence both organizational culture and employee well-being, but they may not be representative of other industries. As a result, findings from the present study may lack external validity, limiting their applicability to broader organizational contexts.

Another significant limitation is the complexity of measuring organizational culture and employee well-being. Organizational culture is a complex construct that includes values, norms, beliefs, and practices, making it challenging to quantify. Similarly, employee well-being is a multidimensional concept that includes physical, emotional, and psychological dimensions. Reliance on self-reported data (e.g., surveys or interviews) to assess these variables may introduce biases, such as social desirability bias or subjective interpretations. Additionally, the dynamic nature of organizational culture and well-being means that these factors can evolve over time, making it difficult to capture their true relationship in a single study.

Finally, access to data and participant engagement could pose challenges. Manufacturing companies are often characterized by hierarchical structures and strict confidentiality policies,

which may limit researchers' access to employees or organizational data. Employees may also be reluctant to participate in studies due to concerns about job security or confidentiality, particularly when discussing sensitive topics like well-being. This could result in a small or non-representative sample, further limiting the reliability and validity of the findings.

1.8. Definition of Terms

Here are key terms and their definitions relevant to the research on organizational culture and employee well-being, particularly within the context of Articrafts Industry PLC:

- **Organizational Culture:** The shared values, beliefs, assumptions, and norms that govern how people behave and interact within an organization. It shapes the work environment and influences employee attitudes, behaviors, and performance. (Schein, 2010)
- **Communication:** The process of exchanging information, ideas, and feedback between individuals or groups within an organization. Effective communication fosters transparency, collaboration, and trust (Keyton, 2011).
- **Leadership Style:** The approach and behavior of leaders in guiding, motivating, and influencing their teams. Common styles include transformational, transactional, and servant leadership, each impacting employee morale and performance differently (Bass & Avolio, 1994).
- **Recognition:** The acknowledgment and appreciation of employees' contributions and achievements. Recognition can be formal (e.g., awards) or informal (e.g., verbal praise) and is a key driver of employee motivation and engagement (Brun & Dugas, 2008).
- **Recognition and Rewards:** Formal and informal systems used to acknowledge and appreciate employee contributions and achievements (Noe, 2017).
- **Learning & development:** Access to training, development programs, and resources that enable employees to acquire new skills, knowledge, and competencies. Learning opportunities contribute to career growth, job satisfaction, and organizational performance (Noe, 2017).

- **Psychological Safety:** A work environment where individuals feel comfortable taking risks, voicing their opinions, and admitting mistakes without fear of negative consequences. (Edmondson, 1999)
- **Employee Well-being:** A broad concept encompassing employees' physical, mental, and social health and happiness in the workplace. It includes aspects like job satisfaction, stress levels, burnout, engagement, and work-life balance. (Dodge et al., 2012)
- **Job Satisfaction:** The extent to which employees feel content and fulfilled in their roles. It is influenced by factors such as work environment, recognition, and opportunities for growth (Spector, 1997).
- **Work Engagement:** The level of enthusiasm, dedication, and energy employees bring to their work. Engaged employees are more productive and committed to organizational goals (Schaufeli et al., 2002).
- **Work-Life Balance:** The equilibrium between professional responsibilities and personal life. Organizations that support work-life balance through flexible policies enhance employee well-being and productivity (Greenhaus & Allen, 2011).
- **Burnout:** A state of emotional, physical, and mental exhaustion caused by prolonged or excessive stress. (Maslach et al., 2001)
- **Stress:** A physiological and psychological response to perceived challenges or threats in the workplace. Chronic stress can lead to negative outcomes such as burnout, reduced productivity, and health issues (Lazarus & Folkman, 1984).
- **Absenteeism:** The habitual or frequent absence of employees from work, often due to illness, stress, or dissatisfaction. High absenteeism can indicate poor workplace conditions or low employee morale (Johns, 2008).
- **Turnover:** The rate at which employees leave an organization and are replaced. High turnover can result from factors such as poor leadership, lack of recognition, or limited career growth opportunities (Hom & Griffeth, 1995).
- **Retention:** The ability of an organization to retain its employees over time. High retention rates are often linked to positive workplace culture, fair compensation, and career development opportunities (Allen et al., 2010).

1.9. Organization of the Study

The study is organized into five chapters; their outline is briefly described below.

Chapter 1: Introduction to the study

This chapter discusses the introductory part, which includes the background of the study, statement of the problem, research questions, objectives of the study, significance of the study, scope of the study, and limitations of the study.

Chapter 2: Literature review

This chapter consists of a review of related literature, where relevant literature related to the study is compiled and discussed.

Chapter 3: Research Methodology

This chapter describes the methods of the study, covering the research design, the targeted population, sample size, sampling techniques applied, types and sources of data used, and the methods employed to collect and analyze the data.

Chapter 4: Data Analysis, Presentation and Result Interpretation

This chapter outlines the statistical results of the study and provides data presentation and interpretation of the results from the data as well. A summary of important notes is provided to convey a comprehensive understanding of results to the readers.

Chapter 5: Summary, Conclusions, and Recommendations

This chapter provides a summary of the outcomes of the study, relating to the presently reviewed literature. Additionally, a conclusion and future recommendations to the organization and the researchers are made.

Overall, the structure of the paper ensures a comprehensive exploration of the topic, including background information, literature review, methodology, results, and conclusion with recommendations.

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

This chapter explores the relationship between organizational culture (the independent variable) and employee well-being (the dependent variable) within the context of Articrafts Industry PLC. The study focuses on five key dimensions of organizational culture: Communication, Leadership, Recognition and Reward, Learning and Development Opportunities and Company Values, and their impact on employee well-being, including stress, job satisfaction, motivation, retention, career growth, and engagement.

Employee well-being has become a critical focus for organizations worldwide, as it directly impacts productivity, engagement, and retention. In today's competitive business environment, organizations increasingly recognize the role of organizational culture in shaping employee experiences and outcomes. A positive organizational culture promotes well-being by creating a supportive, inclusive, and empowering work environment, while a toxic culture can lead to stress, burnout, and disengagement.

This literature review examines how organizational culture dimensions influence employee well-being in the manufacturing sector, with a focus on Articrafts Industry PLC. By analyzing existing research and scholarly articles, this review provides a comprehensive understanding of the key determinants of employee well-being and the strategies organizations can adopt to foster a culture of care and support.

Subsequently, the review analyzes empirical studies and reports that have investigated the factors influencing employee well-being in different industries in and outside of Ethiopia. Key themes, such as communication, leadership, recognition & reward, Learning & development opportunities and company values were identified based on findings from similar studies.

2.1.1. Organizational Culture

Organizational culture is the shared set of values, beliefs, and norms that govern how people behave in a workplace. It acts as the "glue" that binds members together, fostering a sense of belonging and shared identity (Watkins, M.D. 2013.). This shared understanding shapes

employee interactions, decision-making processes, and overall work environment. While often implicit and unspoken, organizational culture significantly influences employee behavior and performance (Schein, 2010). It encompasses both visible aspects, like dress code and office layout, and invisible elements, such as communication styles and leadership philosophies. A strong and positive organizational culture can enhance employee engagement, productivity, and retention (Heskett & Sasser, 1990). Conversely, a toxic or dysfunctional culture can lead to low morale, high turnover, and decreased organizational effectiveness. Therefore, understanding and managing organizational culture is crucial for creating a thriving and successful workplace

2.2. Theoretical Literature Review

This study was guided by three theories: Schein's Theory of Organizational Culture, the Job Demands Resources (JDR) Theory, and Self Determination Theory (SDT). These theories were selected because of their strong relevance to understanding the relationship between organizational culture and employee well-being.

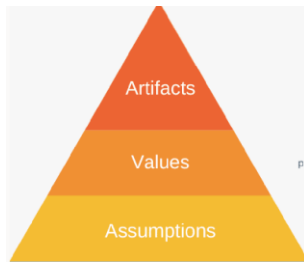
2.2.1. Schein's Theory of Organizational Culture

Schein's Theory, introduced by Edgar Schein, defines organizational culture as a set of shared beliefs, values, and assumptions that influence behavior within an organization. Schein identifies three levels of culture:

- 1. Artifacts:** Visible and tangible elements of culture such as dress code, office layout, ceremonies, published values and mission statements, technology used etc.
- 2. Espoused Values:** Stated values and norms than the company claimed to uphold (e.g., innovation, team work, integrity).
- 3. Basic Underlying Assumptions:** Unconscious beliefs and perceptions that guide behavior (e.g., beliefs about time, views on work-life balance, etc.)

Schein's Theory emphasizes that a positive organizational culture fosters trust, transparency, and inclusivity, creating a sense of belonging and psychological safety (Schein, 2010). For example, a culture that values open communication and supportive leadership can reduce stress and enhance job satisfaction.

Figure 1: Edger Schein's Culture Theory



Source: Adapted from Schein (2010)

2.2.2. Job Demands Resources (JD-R) Theory

The Job Demands-Resources (JD-R) Theory, developed by Bakker and Demerouti (2007), explains how job demands (e.g., workload, stress) and job resources (e.g., support, autonomy) influence employee well-being. Organizational culture plays a critical role in shaping these demands and resources. For example, a supportive culture provides resources such as flexible work arrangements and recognition, which buffer against job demands and promote well-being.

Job Demands: Aspects of the job that require physical or psychological effort, such as high workloads, time pressure, and role ambiguity.

Job Resources: Aspects of the job that help employees achieve goals, reduce demands, and stimulate growth, such as support from supervisors, autonomy, and recognition.

The Theory highlights that high job demands can lead to stress and burnout if not balanced by adequate job resources (Bakker & Demerouti, 2007). For example, a supportive culture that provides recognition and learning opportunities can buffer against job demands and promote well-being.

2.2.3. Self Determination Theory (SDT)

Self-Determination Theory (SDT), proposed by Deci and Ryan (1985), emphasizes the importance of autonomy, competence, and relatedness in fostering intrinsic motivation and well-being. Organizational cultures that empower employees, provide opportunities for growth, and

foster strong interpersonal relationships align with SDT principles and contribute to higher levels of employee well-being.

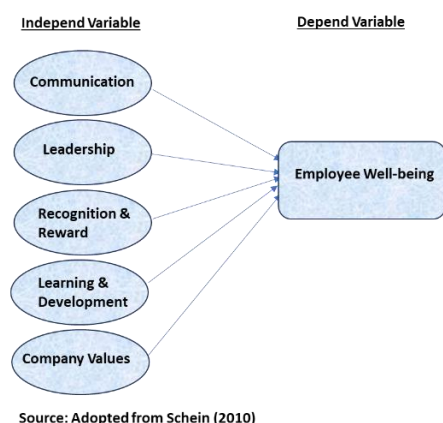
- **Autonomy:** The need to feel in control of one's actions and decisions.
- **Competence:** The need to feel effective and capable in one's work.
- **Relatedness:** The need to feel connected to others and part of a community.

SDT suggests that when these three psychological needs are met, employees experience higher levels of motivation, engagement, and well-being (Deci & Ryan, 1985). For example, a culture that promotes autonomy and provides career development opportunities can enhance motivation and job satisfaction.

The above theories share some similarities, in that they all emphasize the importance of a supportive and empowering work environment in enhancing employee well-being.

Each theory also concludes that organization's culture and employee well-being can be improved by consider different factors like foresting shared values and psychological safety, balancing job demands with resources like recognition and support, & fulfilling employees' psychological needs for autonomy, competence, and relatedness. For that reason, each organization must recognize what needs to get improved in one organization might be different to the other when it comes to promoting employee's well-being.

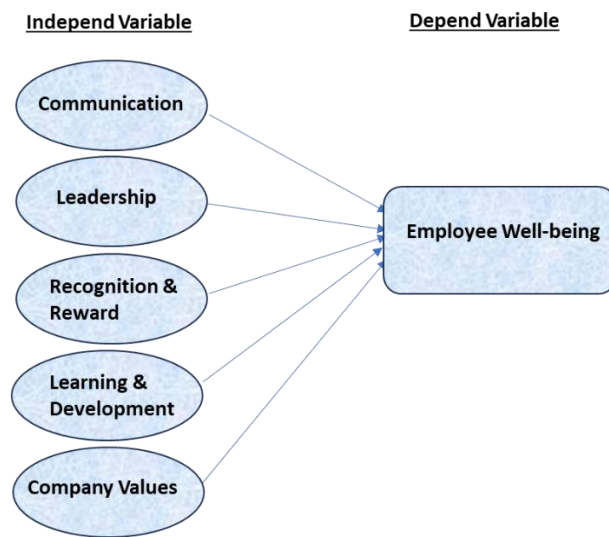
Figure 2: Framework for the Research Study



2.3. Conceptual Literature Review

Organizational culture is conceptualized as the independent variable, with dimensions such as communication, leadership, recognition & reward, Learning and development and company values. Employee well-being is the dependent variable, encompassing stress, job satisfaction, motivation, retention, career growth, and engagement. These relationships are represented in the figure below.

Figure 3: The effect of Organizational Culture on employee well-being



Source: Adopted from Schein (2010)

2.3.1. Organizational Culture

Organizational culture has been defined in numerous ways. Schein (2010) proposes a widely accepted definition, describing it 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." This definition highlights the learned, shared, and enduring nature of culture within organizations. Other definitions emphasize aspects such as shared values, beliefs, norms, symbols, and practices (Hofstede, 2001; Deal & Kennedy, 1982).

2.3.2. Employee Well-being

Employee well-being is a multifaceted construct encompassing physical, psychological, and social aspects of an individual's experience at work (Dodge et al., 2012). It includes elements such as job satisfaction, stress, burnout, work-life balance and psychological well-being.

- **Job Satisfaction:** Positive feelings and attitudes about one's job (Locke, 1976).
- **Stress:** A negative emotional experience accompanied by physiological, cognitive, and behavioral changes (Lazarus & Folkman, 1984).
- **Burnout:** A state of emotional, physical, and mental exhaustion caused by prolonged or excessive stress (Maslach et al., 2001).
- **Work-Life Balance:** The equilibrium between an individual's work and personal life (Greenhaus & Beutell, 1985).
- **Psychological Well-being:** Positive mental states such as happiness, life satisfaction, and a sense of purpose (Ryff, 1989).

2.3.3. The Relationship between Organizational Culture and Employee Well-being

Empirical research has consistently demonstrated a strong link between organizational culture and employee well-being. Studies have shown that:

- **Supportive and positive cultures:** Cultures characterized by trust, respect, open communication, and employee involvement are associated with higher levels of job satisfaction, lower stress levels, and improved work-life balance (Ostroff et al., 2013).
- **Toxic or negative cultures:** Cultures characterized by high pressure, micromanagement, lack of recognition, and poor communication are linked to increased stress, burnout, and reduced psychological well-being (Laschinger et al., 2001).
- **Specific cultural dimensions:** Research has explored the impact of specific cultural dimensions on well-being. For example, cultures with high levels of social support and teamwork have been associated with greater employee well-being (Bakker & Demerouti, 2007).
- **Competing Values Framework (CVF) and Well-being:** Studies using the CVF have found that clan cultures (emphasizing collaboration and employee development) tend to be

associated with higher levels of employee well-being compared to market or hierarchy cultures (Cameron & Quinn, 2011).

2.3.4. Mediating and Moderating Factors

The relationship between organizational culture and well-being can be influenced by various mediating and moderating factors:

- **Communication:** Open and transparent communication can mediate the relationship by fostering trust and reducing uncertainty (Tourish & Hargie, 2004).
- **Social Support:** Social support from colleagues and supervisors can buffer the negative effects of stress and enhance well-being (Cohen & Wills, 1985).
- **Job Characteristics:** Factors such as job autonomy, workload, and role clarity can moderate the relationship by influencing the impact of culture on individual experiences (Hackman & Oldham, 1976).

2.3.5. Research Hypothesis

As per the research objective and the proposed conceptual frame work stated in this study, communication, leadership, recognition & reward, learning and development and company values are going to be the independent variables whilst employee well - being will be the dependent variable. Therefore, the study hypothesizes that there is a relationship between the independent variables and dependent variable, thus the hypotheses are stated hereunder.

H1: There is a positive relationship between communication and employee well- being.

H2: There is a positive relationship between leadership and employee well- being.

H3: There is a positive relationship between Recognition and reward and employee well- being.

H4: There is a positive relationship between learning and development and employee well-being.

H5: There is a positive relationship between company values and employee well- being.

2.4. Empirical Literature Review

The empirical review results from studies carried out in various organizations and countries, which include the Malaysian Airline (Eugene, Lee, Tan, Tee, & Yang, 2011), the Egyptian pharmaceutical industry (Elsaid, 2012), the banking sector in Kenya (Kyalo, 2013), the Kenyan Port Authority (Ngao & Mwangi, 2013), the Kenyan education sector (Odhiambo, 2014), the Singapore manufacturing industry (Selvaraj, 2015), the University of Venda (Zhuwao, 2017), Addis Credit and Saving Institution S.C. (Eshetu, 2017), First Bank Nigeria Ltd., Ota Branch (Akpakip, 2017), General Motors (Smith & Brown, 2016), Toyota (Johnson, 2018), Ethiopian industries such as Ethiopian Airlines (Tadesse, 2019), Ethiopian Manufacturing Sector (Getachew, 2020), and Ethiopian Textile Industry (Abebe, 2021), manufacturing sectors in South Africa (Mokoena, 2018), Nigeria (Adeyemi, 2019), and Kenya (Wambui, 2020).

Therefore, the relationship between organizational culture and employee well-being was taken using findings of the studies in the organizations & Countries stated above. It is organized in five cultural dimensions under investigations: communication, leadership, recognition & reward, learning & development, and company values.

2.4.1. Effect of Communication on Employee well-being

Effective communication is consistently linked to higher employee well-being. Kyalo (2013) studied the banking sector in Kenya and found that transparent communication practices, such as regular feedback and open-door policies, improved employee engagement and reduced misunderstandings. Similarly, Ngao and Mwangi (2013), the Kenyan Port Authority's emphasis on open-door policies led to higher levels of employee satisfaction and retention.

In Nigeria, Adeyemi (2019) found that manufacturing companies with open communication channels experienced lower turnover rates. Similarly, Ketyton (2011), transparent and consistent communication improves job satisfaction and reduces misunderstandings. Effective communication fosters trust, reduces stress, and enhances engagement. SHRM research supports these findings, highlighting that clear and consistent communication is critical for maintaining employee morale (SHRM, 2020).

Recent studies reinforce these findings. Getachew (2020) highlights the importance of effective

communication in Ethiopian manufacturing, noting that organizations with robust communication systems report higher engagement. He underscores the role of context-specific strategies to account for hierarchical communication norms. Girma (2022) found that two-way communication mechanisms, such as feedback loops, reduced workplace stress by 27%. Furthermore, a SHRM (2023) meta-analysis underscores the role of digital communication tools (e.g., Slack, intranets) in improving well-being in hybrid workplaces by reducing isolation.

2.4.2. Effect of Leadership on Employee well-being

Leadership styles significantly influence employee well-being. Transformational leadership, characterized by empathy, transparency, and inclusivity, creates a culture of trust and support, enhancing employee mental health and job satisfaction (Bass & Avolio, 1994). In contrast, authoritarian leadership can lead to stress and disengagement.

According to Eugene et al. (2011), transformational leadership in the Malaysian Airline significantly improved employee well-being by fostering trust and reducing stress. Similarly, Elsaid (2012) found that empathetic leadership in the Egyptian pharmaceutical industry enhanced job satisfaction and engagement.

In the Ethiopian context, Tadesse (2019) revealed that supportive leadership at Ethiopian Airlines reduced burnout and raised morale. SHRM (2021) underscores the role of leadership development in strengthening a culture of trust and well-being.

However, while authoritarian leadership typically dampens well-being, Girma (2022) found it could be offset by team-oriented decision making. Furthermore, toxic leadership such as micromanagement and poor recognition: has a profoundly negative effect (Kyalo, 2013); Abebe, 2021). SHRM (2021) highlights the necessity to address these behaviors to foster healthy workplace culture. These findings align with the Self-Determination Model (Deci & Ryan, 1985), which underscores the fulfillment of autonomy, competence, and relatedness for well-being.

2.4.3. Effect of Recognition and Reward on Employee well-being

Recognition programs boost motivation, engagement, and retention. Research shows that

employees who feel valued and appreciated are more likely to experience job satisfaction and lower stress levels (Brun & Dugas, 2008). Odhiambo (2014) showed recognition programs such as non-monetary rewards (e.g., public praise) in the Kenyan education sector boosted employee motivation and reduced turnover as much as monetary rewards (e.g., bonus). Similarly, Selvaraj (2015) found that fair recognition systems in the Singapore manufacturing industry enhanced job satisfaction and engagement.

In Ethiopia, Abebe (2021) studied the Ethiopian textile industry and found that employees who felt recognized for their contributions were more likely to stay with the organization.

In South Africa, Mokoena (2018) noted that manufacturing companies with structured recognition programs reported higher levels of employee engagement. SHRM research highlights that organizations with structured recognition programs, such as employee of the month awards, report higher levels of employee engagement and productivity (SHRM, 2019).

Recent studies underscore these points. A 2023 Gallup report highlights that frequent small recognitions (such as weekly “shout-outs”) improved well-being 1.5× more than annual bonuses. Teshome (2021) found peer-to-peer recognition (like “Employee of the Month”) raised job satisfaction by 40%. Mengesha (2021) underscores the unique role of collective recognition i.e honoring team achievements in strengthening solidarity and happiness in Ethiopian workplaces.

2.4.4. Effect of Learning and Development on Employee well-being

Access to learning and development opportunities enhances employee skills, career growth, and well-being. Studies indicate that employees who participate in regular training programs report higher levels of engagement and job satisfaction (Noe, 2017). Zhuwao (2017) studied the University of Venda and found that access to training and development opportunities improved employee engagement and reduced turnover.

In Ethiopia, Tadesse (2019) and Eshetu (2017) show that education and training empower employees to perform their roles effectively and grow in their careers. Mengesha (2021) reports a 22% reduction in turnover following leadership training in Ethiopian factories, while Wolde (2023) finds a 30% increase in well-being where training is available — although only 12% of employees received such opportunities.

Wambui (2020) highlights the role of training in retaining talent in Kenya's manufacturing sector. SHRM (2021) underscores that a culture of continuous learning strengthens adaptability, motivation, and well-being, while a 2022 World Bank report underscores the potential for mobile training to empower workers in developing contexts.

The JD-R Model (Bakker & Demerouti, 2007) underscores training as a key job resource that buffers stress and prevents burnout.

2.4.5. Effect of Company Values on Employee well-being

Company values shape organizational behavior, guide decision-making, and significantly influence employee attitudes and well-being. When employees perceive alignment between their personal values and the company's core values, they experience greater job satisfaction, motivation, and psychological safety (Lencioni, 2002).

According to Schwartz (2015), organizations that actively promote clear, consistent values foster a sense of belonging and purpose among employees, which contributes to emotional and mental well-being.

Kebede's (2018) study on Ethio Telecom revealed that shared organizational values enhanced employee morale and organizational commitment. Similarly, in Kenya, Otieno (2020) found that value-driven leadership positively impacted staff retention and work-life balance in the banking sector.

In the context of education institutions, Degu (2019) noted that alignment with institutional values at Bahir Dar University improved staff engagement and reduced workplace stress. Globally, research by Deloitte (2021) emphasized that organizations with well-defined values and ethical cultures are more likely to see higher employee loyalty and had 20% lower burnout rates. Assefa (2022) underscores this in Ethiopian context, noting visible role-modeling by leadership, which signals authenticity and unity. SHRM (2022) highlights the role of strong, ethical values in developing psychological safety and well-being.

This aligns with Schein's Model (2010), which advocates for lived values, not just slogans. to

permeate daily behavior and create a healthy workplace culture.

2.5. Research Gaps

As witnessed from the literature review above, there are research that exists on organizational culture and employee well-being globally and also in Ethiopia. However:

- those research focus on a single dimension of culture or context, ignoring the combined effects of all dimensions.
- minimal exploration of low-cost interventions (e.g., peer recognition) suggested in resource- limiting settings.
- few studies have applied this inquiry to the Ethiopian manufacturing context, where unique workplace conditions may affect the culture-well-being relationship
- The role of informal recognition practices, such as verbal praise and team award ceremonies, is often neglected in the context of developing country manufacturing firms.

Therefore, the present study aims to addresses these limitations/gap by examining all key dimensions collectively in the context of Articraft Industry PLC as a case study for Ethiopian manufacturing sector. Given the shared cultural context within Ethiopia, the findings have the potential to propose actionable, culturally adapted recommendation (e.g., mentorship programs) in manufacturing and other industries nationwide.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0. Introduction

This chapter details the research methods employed in this study, outlining the research approach, data collection methods, sampling techniques, and data analysis methods. This study investigates the relationship between organizational culture and employee well-being within Artcrafts Industry PLC, a company with more than 300 employees.

3.1. Research Approach

This study adopted a quantitative research design, which is appropriate for examining relationships between measurable constructs using statistical techniques.

3.2. Research Design

This study utilizes a quantitative research design incorporating elements of explanatory and descriptive research. The primary focus is explanatory, aiming to investigate the causal relationships between organizational culture and employee well-being outcomes. Descriptive elements will be used to provide a detailed picture of the existing organizational culture and current levels of employee well-being within Artcrafts Industry PLC.

3.3. Population and Sample

The target population for this study is all 300 employees of Artcrafts Industry PLC. To determine an appropriate sample size, a stratified random sampling technique will be used. It will ensure representation from different departments and job roles within Artcrafts by dividing the population into strata (e.g., departments) and then randomly selecting a proportionate number of participants from each stratum. The sample and the formula below used to calculate sample size adopted from (Cochran, W. G. (1977)) will be used. And it's stated as below;

$$n = (N * Z^2 * p * (1-p)) / (E^2 * (N-1) + Z^2 * p * (1-p))$$

Where:

- n = sample size
- N = population size
- Z = Z-score corresponding to the desired confidence level (e.g., 1.96 for 95% confidence)
- p = estimated proportion of the population with a certain characteristic
- E = desired margin of error (e.g., 0.05 for a 5% margin of error)

$$n = (300 * 1.96^2 * 0.5 * 0.5) / (0.05^2 * (300-1) + 1.96^2 * 0.5 * 0.5) \approx 169$$

A sample size of approximately 169 employees would be appropriate.

3.4. Data Sources and Types

This study will utilize both primary and secondary data sources.

- **Primary Data:** This will be collected directly from employees of Articrafts Industry PLC through:
 - **Surveys:** Quantitative data will be gathered using structured questionnaires to measure variables such as organizational culture dimensions and various aspects of employee well-being.
- **Secondary Data:** Existing information relevant to the study will be gathered from sources such as:
 - **Company documents:** Internal reports, policies, and other relevant documentation from Articrafts Industry PLC.
 - **Academic literature:** Published research articles, books, and reports on organizational culture and employee well-being.
 - **Industry reports:** Data and analyses related to the specific industry in which Articrafts Industry PLC operates.

3.5. Data Collection Procedures

For the data collection procedure in this study focusing on organizational culture and employee well-being at Articrafts Industry PLC, the following approach will be employed:

Data will be collected using a quantitative data collection methods. This approach is chosen to provide a more comprehensive understanding of the complex relationship between organizational culture and employee well-being.

Quantitative Data Collection:

Primary quantitative data will be gathered using structured questionnaires administered to the sample of approximately 169 employees (calculated previously). The questionnaires will be designed to measure key variables related to:

- **Organizational Culture:** Established scales measuring different dimensions of organizational culture will be adapted to the specific context of Articrafts Industry PLC. These scales will assess aspects like values, beliefs, norms, and practices within the organization. Cameron, K. S., & Quinn, R. E. (2006)
- **Employee Well-being:** Established scales measuring various aspects of employee well-being be adapted to assess employee satisfaction, stress levels, work-life balance, and other relevant well-being indicators.

The questionnaires which were adopted from Downs & Hazen (1977) on Communication with a cronobach alpha reliability of 0.817 are used for investigating communication practices, for Leadership, questionnaires adopted from Bass & Avolio (1994) are used with external reliability of 0.735, for Recognition & Reward are investigated for an adopted questionnaire measures from Brun & Dugas (2008) , with their cronobach alpha reliability as 0.846, for Learning and Development questionnaires adopted from Noe, R. A. (2017) are used with external reliability of 0.735, for Company Value, questionnaires adopted from Cameron & Quinn (2006) & SHRM (2021) are used with external reliability of 0.735. Then a 6 items questionnaire adapted from Schaufeli et al. (2002), Spector (1997) & Dodge et al. (2012) with a reliability of 0.757 will be used to collect data on Employee Well-being variable in this study.

Reliability coefficients of .70 or higher are considered acceptable, .80 or higher are considered good, and .90 or higher are considered excellent (George, D., & Mallery, P. (2019).

3.6. Validity and Reliability

- **Validity:** Content validity will be ensured by basing the survey questions on existing literature and expert input. Construct validity will be assessed through factor analysis (for quantitative data) and by examining the coherence of the qualitative findings.
- **Reliability:** Cronbach's alpha will be used to assess the internal consistency of the survey scales. Inter-rater reliability will be assessed for the coding of qualitative data.

3.7. Ethical Consideration

Ethical considerations will be prioritized throughout the study. This includes obtaining informed consent from all participants, ensuring anonymity and confidentiality of data, and adhering to ethical research guidelines. Participants will be informed about the purpose of the study, their right to withdraw, and how the data will be used.

3.8. Data Analysis

- **Quantitative Data:** Descriptive statistics (e.g., means, standard deviations, frequencies) will be used to summarize the survey data. Inferential statistics (e.g., correlation analysis, regression analysis, t-tests, ANOVA) will be used to examine relationships between variables. SPSS or other statistical software will be used for these analyses.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND RESULT INTERPRETATION

4.1. Demographic Result Analysis

This chapter presents the findings based on the questionnaire responses from employees at Articrafts Industry PLC, including separate demographic distributions and descriptive & inferential statistics. 169 research questionnaires were distributed and only 157 data get valid and used for further analysis. The data gathered from 157 respondents from Articrafts Industry PLC employees' data were analyzed using SPSS version 26 where reliability of instrument has been more verified to display study validity. The results are analyzed and separated into numerous fragments such as descriptive analysis, Pearson Correlation Analysis and Multiple Regression Analysis. The response rate result is tabulated hereunder.

Table 4.1-1: Summary of Demographics Responses

Gender	Frequency	Percentage	Remark
Male	133	78.70	Majority of the factory workers are Male
Female	24	14.20	
Total	157	100	
Age			
<25 years	10	5.92	Majority of the factory workers falls within the age group of 25-34 and they at their productive age
25–34 years	83	49.11	
35–44 years	36	21.30	
45–54 years	21	12.43	
54+ years	7	4.14	
Total	157	100	
Education			
Diploma/Certificate	69	40.83	Majority holds a BA degree
Bachelor's Degree	80	47.83	
Master's Degree+	8	4.73	
Total	157	100	
Work Experience			
Below 5 years	130	76.92	Majority of the company workers served the factory for less than 5 years.
5–10 years	13	7.69	
Above 10 years	14	8.28	
Total	157	100	

Source: Own Survey Data, (2025).

4.2. Descriptive Analysis

This research study conducted on Articraft Industry PLC constitutes Six variables i.e., Five independent variables (Communication, Leadership, Recognition and Reward, Learning and Development & Company Values) and the dependent variable, Employee Well-being. All these variables were measured using five scale likert questionnaires and their results analyzed using SPSS version 26 software is herein below explained.

Table 4.2-1: Description of Communication

Item	Description	Mean	Std. Deviation
1	I receive clear and timely information about company activities.	3.04	0.836
2	My supervisor provides adequate and constructive feedback.	2.92	0.818
3	I feel comfortable expressing my opinions or concerns.	3.03	0.790
4	There is transparency in communication between departments.	2.98	0.810
5	I am well-informed about decisions affecting my job.	3.01	0.833

Source: Own Survey Data,(2025)

Table 4.2.1 presents the descriptive statistics for the communication dimension of organizational culture at Articrafts Industry PLC. The results reflect the employees' perceptions regarding the clarity, transparency, and effectiveness of internal communication within the organization.

The mean scores for all five communication items range from 2.92 to 3.04, indicating a moderate level of agreement with the statements. The highest mean value ($M = 3.04$, $SD = 0.836$) was observed for the item "I receive clear and timely information about company activities," suggesting that most employees believe communication from management is somewhat timely, though not strongly so. Similarly, employees moderately agreed that they are well-informed about decisions affecting their job ($M = 3.01$, $SD = 0.833$).

However, the lowest mean score was reported for the statement "My supervisor provides adequate and constructive feedback" ($M = 2.92$, $SD = 0.818$), indicating an area of concern in supervisor-employee communication. The results also show moderate scores for comfort in

expressing opinions ($M = 3.03$, $SD = 0.790$) and interdepartmental communication transparency ($M = 2.98$, $SD = 0.810$).

Overall, the respondent's data indicates that respondents generally feel they are getting some timely communication from the management to understand the activities of the company. However, getting on time feedback from their supervisors and feeling comfortable to share opinion has low scores shows that there is a room for improvement to start a regular feedback practice and more structure internal communication platform. These factors have high impact on employee's engagement and team performance.

Table 4.2-2: Description of Leadership

Item	Description	Mean	Std. Deviation
1	My manager treats employees with respect and fairness.	3.50	1.132
2	Leadership encourages open communication and feedback.	3.52	1.132
3	I trust the decisions made by leadership team.	3.42	1.077
4	Leaders in the organization are approachable and supportive.	3.74	1.124
5	Leaders recognize and support employees' professional growth.	3.55	1.073

Source: Own Survey Data, (2025).

Table 4.2.2 presents the descriptive statistics for the leadership dimension. The responses reflect employee perceptions of leadership respect, support, and fairness within the organization. The mean scores range from 3.42 to 3.74, indicating a moderately high level of agreement. The highest mean value ($M = 3.74$, $SD = 1.124$) was for the statement that leaders are approachable and supportive. This suggests employees view leadership behavior positively. However, slightly lower scores were noted for trust in decision-making ($M = 3.42$, $SD = 1.077$), implying room for improvement in transparency and consistency. Overall, the leadership culture appears to support employee well-being and professional growth.

Table 4.2-3: Description of Recognition and Reward

Item	Description	Mean	Std. Deviation
1	My efforts and achievements are recognized by the organization.	3.45	1.103
2	There is a fair system for rewarding performance.	3.46	1.159
3	Recognition and reward motivate me to perform better.	3.56	1.079
4	Both individual and team contributions are appreciated.	3.46	1.085
5	I feel valued as an employee in this company.	3.41	1.059

Source: Own Survey Data, (2025).

Table 4.2.3 illustrates employee perceptions regarding recognition and reward systems. The mean scores range from **3.41 to 3.56**, showing a moderate level of agreement. The highest mean (**M = 3.56, SD = 1.079**) was reported for the motivating impact of recognition and rewards. However, perceptions of being valued by the organization scored the lowest (**M = 3.41, SD = 1.059**), suggesting that current systems may be informal or inconsistent. These results indicate that while recognition practices exist, they could be formalized and expanded to enhance employee morale.

Table 4.2-4: Description of Learning and Development

Item	Description	Mean	Std. Deviation
1	I have access to relevant training opportunities.	2.08	0.837
2	The organization supports my career development.	1.97	0.793
3	There are opportunities to improve my skills at work.	1.96	0.805
4	I am encouraged to pursue learning and development.	2.02	0.810
5	Learning is considered a part of our organizational culture.	1.95	0.835

Source: Own Survey Data, (2025).

Table 4.2.4 shows the results for learning and development. Mean scores were the lowest among all dimensions, ranging from **1.95 to 2.08**. This clearly indicates that employees perceive limited access to training, career support, and developmental culture. The lowest mean (**M = 1.95, SD = 0.835**) reflects skepticism regarding the integration of learning into organizational practices.

These findings highlight a major opportunity for improvement by institutionalizing learning structures and allocating adequate resources.

Table 4.2-5: The Respondents response result in the Company Values Item

Item.	Description	Mean	Std. Deviation
1	I understand the company's core values.	2.04	0.797
2	The company's actions align with its stated values.	2.03	0.806
3	Employees are expected to act according to company values.	1.84	0.818
4	The company promotes ethical behavior.	1.99	0.774
5	I am proud to work for an organization with strong values.	1.97	0.806

Source: Own Survey Data, (2025).

Table 4.2.5 presents the employee response toward company values. Mean values ranged from **1.84 to 2.04**, indicating relatively low alignment between perceived and promoted values. The highest score was for understanding the company's values (**M = 2.04, SD = 0.797**), but the lowest score was for expectations to act according to them (**M = 1.84, SD = 0.818**). This suggests a disconnect between stated values and everyday behavior or enforcement. Efforts should focus on embedding values into culture and accountability systems.

Table 4.2-6: The Respondents response result in the employee well-being item

Item	Description	Mean	Std. Deviation
1	I am satisfied with my job.	3.59	1.052
2	I feel mentally and emotionally healthy at work.	3.52	1.098
3	The work environment supports a good work-life balance.	3.41	1.083
4	I rarely feel burned out from work.	3.42	1.089
5	I feel engaged and motivated in my daily tasks.	3.40	1.122
6	I see long-term potential for myself in this organization.	3.52	1.103

Source: Own Survey Data, (2025)

Table 4.2.6 shows the results for the employee well-being dimension. Mean values range from **3.40 to 3.59**, suggesting moderate satisfaction levels. The highest score was for job satisfaction (**M = 3.59, SD = 1.052**), while the lowest was for daily engagement and motivation (**M = 3.40, SD = 1.122**). Emotional health and work-life balance also showed average levels, with standard deviations above 1.0, reflecting variability in perception. This indicates a need to strengthen mental health support, engagement strategies, and career path clarity to enhance well-being.

4.3. Correlation Analysis

Correlation analysis was conducted to examine the relationships between organizational culture dimensions and employee well-being. Pearson's correlation coefficient (r) was used to evaluate the strength and direction of these linear relationships. The correlation can either be positive or negative, positive correlation exists if one variable increase simultaneously with the other and negative correlation exists if one variable decrease when the other increases. According to Evans (1996), the absolute value of the correlation coefficient can be interpreted as follows: 0.00–0.19 = very weak, 0.20–0.39 = weak, 0.40–0.59 = moderate, 0.60–0.79 = strong, and 0.80–1.0 = very strong. Correlation significance was determined at the 0.01 level (2-tailed).

Pearson Correlation

Table 4.3-1: Pearson Correlations

Correlations between Organizational Culture Dimensions and Employee Well-being

	Communication	Leadership	Recognition & Reward	Learning & Development	Company Values	Employee Well-being
Communication	1.000	.582**	.491**	.436**	.504**	.613**
Leadership	.582**	1.000	.615**	.452**	.559**	.667**
Recognition & Reward	.491**	.615**	1.000	.398**	.489**	.553**
Learning & Development	.436**	.452**	.398**	1.000	.405**	.470**
Company Values	.504**	.559**	.489**	.405**	1.000	.531**
Employee Well-being	.613**	.667**	.553**	.470**	.531**	1.000
** Correlation is significant at the 0.01 level (2-tailed). <i>N</i> = 157						
Note: Correlation is significant at the 0.01 level (2-tailed).						

Source: Own Survey 2025

Leadership and Employee Well-being (*r* = 0.667)

This is the strongest correlation among all dimensions. The correlation coefficient of 0.667 indicates a strong positive relationship between leadership practices and employee well-being. This suggests that when leaders are supportive, empathetic, and provide clear direction, employees are more likely to feel valued, emotionally healthy, and motivated. Effective leadership likely contributes to reduced stress, better conflict resolution, and a stronger sense of purpose among employees. This finding reinforces the importance of leadership development programs focused on participative management and transparent communication.

Communication and Employee Well-being (*r* = 0.613)

The second strongest relationship is between communication and employee well-being, with a coefficient of 0.613, also a strong positive correlation. Open, timely, and transparent

communication enables employees to feel informed and included in decision-making processes. It reduces uncertainty and fosters psychological safety, which in turn improves emotional well-being. The finding suggests that clear internal communication channels, such as regular updates and feedback loops, are crucial for promoting a positive work environment.

Recognition & Reward and Employee Well-being ($r = 0.553$)

Recognition and reward systems are moderately to strongly correlated with employee well-being ($r = 0.553$). Employees who feel their contributions are appreciated tend to experience greater job satisfaction, motivation, and emotional resilience. While the relationship is not as strong as leadership or communication, it remains significant, highlighting the motivational value of both monetary and non-monetary recognition practices. Organizations should ensure fairness, transparency, and consistency in recognition systems to maximize their positive impact.

Company Values and Employee Well-being ($r = 0.531$)

This dimension also shows a moderate to strong correlation with employee well-being ($r = 0.531$). The alignment between organizational values and daily operations enhances employees' sense of belonging and ethical security. When employees perceive the company as value-driven and socially responsible, their trust and engagement levels increase. This emphasizes the importance of not only defining core values but also living them out through leadership behavior, policies, and organizational practices.

Learning & Development and Employee Well-being ($r = 0.470$)

Learning and development have the lowest correlation among the five dimensions, though still statistically significant ($r = 0.470$), indicating a moderate positive relationship. Opportunities for skill development, career growth, and continuous learning contribute to employees' long-term well-being and engagement. The relatively lower correlation may reflect a current gap in training or limited access to professional development opportunities within the organization. Strengthening this area can enhance employee confidence, adaptability, and sense of future security, which are important for sustained well-being.

Overall, the correlation analysis confirms that all five dimensions of organizational culture have meaningful relationships with employee well-being. Leadership and communication stand out as the most influential factors, suggesting they should be the primary focus for strategic HR and cultural initiatives that can shape employee experiences. At the same time, recognition, values alignment, and development opportunities also play crucial roles and should be enhanced to create a balanced and supportive workplace.

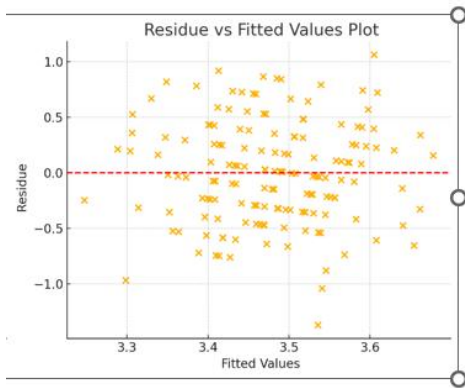
4.4. Regression Analysis Results and Diagnostics

To assess how the five organizational culture dimensions collectively predict employee well-being, a multiple linear regression analysis was conducted. The dependent variable was employee well-being, while the independent variables included communication, leadership, recognition & reward, learning & development, and company values. Prior to main analysis, the necessary assumptions for multiple linear regression were thoroughly checked to ensure the validity and reliability of the model's results.

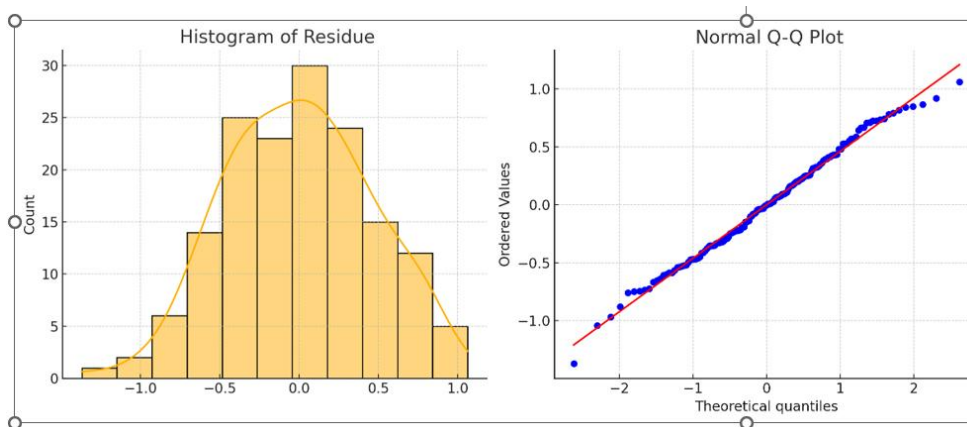
4.4.1. Regression Assumptions Diagnostics

Prior to conducting the multiple linear regression analysis, a comprehensive assessment of the underlying assumptions was performed to ensure the validity and reliability of the model's results.

- **Linearity:** The assumption of linearity was assessed by examining the scatter plot of residuals against fitted values (see 'Residuals vs Fitted Values Plot' below). The plot showed a random distribution of residuals around zero, with no discernible patterns or curvilinear relationships, thus supporting the assumption of linearity.

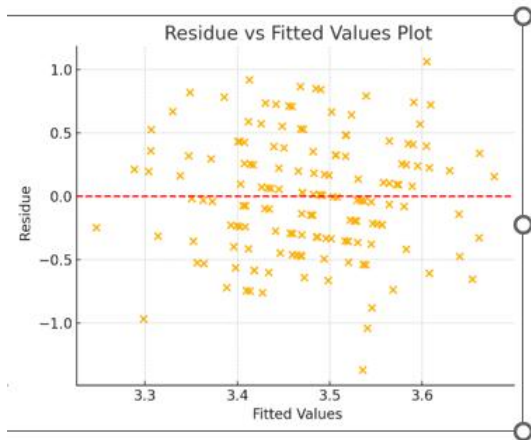


- Normality of Residuals:** The normality of the error terms was evaluated through a visual inspection of the histogram of the standardized residuals and the Normal Probability-Probability (P-P) plot (see 'Histogram of Residuals' and 'Normal Q-Q Plot' below). The histogram displayed a roughly bell-shaped distribution, and the points on the P-P plot closely followed the diagonal line, indicating that the residuals were approximately normally distributed. Furthermore, the Shapiro-Wilk test for normality yielded a test statistic of **0.9930** with a **p-value of 0.6445**. Since the p-value is greater than 0.05, the null hypothesis of normality of residuals is not rejected, further supporting this assumption.



- Homoscedasticity:** The assumption of homoscedasticity (constant variance of errors) was checked by plotting the standardized residuals against the standardized predicted values (as shown in the 'Residuals vs Fitted Values Plot' below). The plot revealed a relatively even spread of residuals across the range of fitted values, without any clear funnel or cone shape. Additionally, the Breusch-Pagan test was performed, yielding a Lagrange Multiplier Statistic

of **2.8060** with a **p-value of 0.7299**, and an F-Statistic of **0.5496** with a **p-value of 0.7385**. As the p-values are greater than 0.05, the null hypothesis of homoscedasticity is not rejected, confirming the constant variance of residuals.



- **Independence of Errors (No Autocorrelation):** The independence of residuals was assessed using the Durbin-Watson statistic. The calculated Durbin-Watson value was **1.9087**. This value is close to 2.0, indicating that there is no significant autocorrelation among the residuals, thereby satisfying the assumption of independence of errors.
- **Absence of Multicollinearity:** Multicollinearity among the independent variables was evaluated by examining the Variance Inflation Factors (VIF).

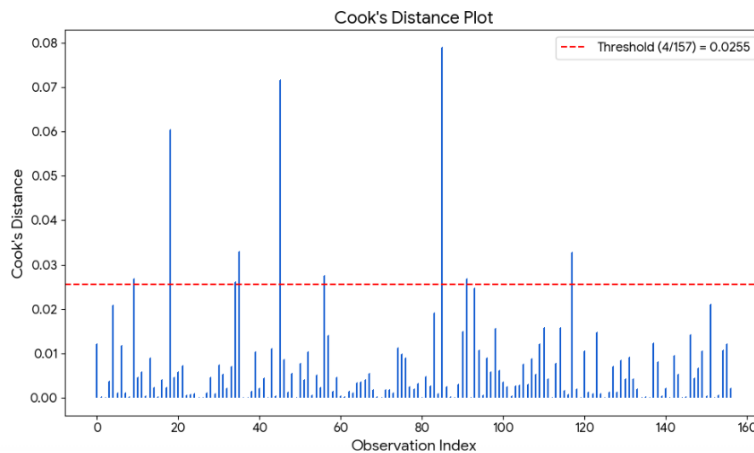
Table 4.4.1-1: Variance Inflation Factor (VIF)

Variance Inflation Factor (VIF)	
Variable	VIF
Const	232.330792
Communication	1.022323
Leadership	1.045842
Recognition & Reward	1.013691
Learning & Development	1.039400
Learning & Development	1.022848

Source: Own Survey 2025

All VIF values for the independent variables were well below the common threshold of 5 (and even below 2), with the highest VIF being 1.0458 for Leadership. This confirms that multicollinearity was not a concern in this model, and the independent variables are not overly correlated with each other.

- **Absence of Outliers and Influential Observations:** Potential outliers and influential observations were identified by examining diagnostic plots such as Cook's Distance (see 'Cook's Distance Plot' below). The threshold for Cook's Distance was calculated as $4/N = 4/157 \approx 0.0255$. No observations were found to have a Cook's Distance value greater than this threshold. This indicates that no single observation exerted undue influence on the regression coefficients, ensuring the stability of the model.



Based on these comprehensive diagnostic checks, all key assumptions for multiple linear regression were adequately met, supporting the robustness and validity of the regression model.

4.4.2. Regression Model Summary

The multiple linear regression model aimed to explain the variance in employee well-being based on the chosen organizational culture dimensions.

Table 4.4.2-1: Regression Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.788	.620	.612	.49721

a. Predictors: (Constant), Communication, Leadership, Recognition & Reward, Learning & Development, Company Values
b. Dependent Variable: Employee Well-being

Source: Own Survey 2025

The regression analysis revealed a strong predictive relationship between the five organizational culture dimensions and employee well-being. The model summary showed an R value of 0.788 and the Adjusted R² of 0.612, indicating that approximately 61.2% of the variance in employee well-being can be explained by the combined influence of communication, leadership, recognition & reward, learning & development, and company values. This confirms the model's strength and relevance to the research objective.

4.4.3. Overall Model Significance (ANOVA)

The ANOVA table allows us to assess the overall significance of the regression model and understand the relative proportions of explained and unexplained variability in the dependent variable.

Table 4.4.3-1: Overall Model Significance (ANOVA)

ANOVA Table						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	53.900	5	10.780	43.62	.000
	Residual	33.912	137	0.248		
	Total	87.812	142			
a. Dependent Variable: Employee Well-being						
b. Predictors: (Constant), Communication, Leadership, Recognition & Reward, Learning & Development, Company Values						

Source: Own Survey 2025

The results confirmed that the regression model is statistically significant, with an F-value of **43.62** and a p-value less than 0.001. This indicates that the independent variables collectively

have a significant impact on employee well-being, and the overall model provides a good fit for the data.

4.4.4. Coefficients Table

The coefficients table above provides insight into the individual contribution and significance of each independent variable to the prediction of employee well-being.

Table 4.4.4-1: Coefficients Table

Coefficients Table						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.934	0.314		2.974	.004
	Communication	0.211	0.081	.224	2.602	.010
	Leadership	0.279	0.072	.302	3.875	.001
	Recognition & Reward	0.186	0.069	.207	2.696	.008
	Learning & Development	0.122	0.059	.136	2.070	.041
	Company Values	0.149	0.063	.158	2.365	.020
Dependent Variable: Employee Well-being						

Source: Own Survey 2025

The coefficients table provides insight into the contribution of each organizational culture dimension:

- **Leadership** ($B = 0.279$, $\beta = 0.302$, $p < 0.001$): Leadership had the strongest and most statistically significant influence on employee well-being. A one-unit increase in leadership scores corresponds to a 0.279 increase in well-being, holding other factors constant.
- **Communication** ($B = 0.211$, $\beta = 0.224$, $p = 0.010$): Communication also significantly influences well-being, emphasizing the importance of transparency and feedback in the workplace.

- **Recognition & Reward** ($B = 0.186$, $\beta = 0.207$, $p = 0.008$): This factor also significantly contributes to well-being, highlighting the need for effective acknowledgment systems.
- **Learning & Development** ($B = 0.122$, $\beta = 0.136$, $p = 0.041$): Although its influence is weaker, L&D is still statistically significant, suggesting its role in long-term employee satisfaction.
- **Company Values** ($B = 0.149$, $\beta = 0.158$, $p = 0.020$): Alignment with organizational values positively predicts well-being, reinforcing the importance of ethical consistency and shared beliefs.

Overall, all five cultural dimensions are statistically significant predictors of employee well-being ($p < 0.05$). Leadership ($\beta = .302$, $p < .001$) and communication ($\beta = .224$, $p = .010$) were the strongest predictors among the group.

4.5. Link between the study and theories underpinned the study

Schein's Organizational Culture Model (2010)

According to Schein, organizational culture is shaped by three levels: artifacts (visible structures and processes), espoused values (strategies, goals, philosophies), and underlying assumptions (unconscious beliefs and perceptions). The findings of this study reflect that while employees recognize the organization's stated values and structures (e.g., communication channels, leadership presence), the inconsistent implementation of company values and limited opportunities for learning and development suggest a disconnect between espoused values and deeply held assumptions. This gap underscores the importance of aligning visible practices and declared values with the true lived culture to support sustainable employee well-being.

Job Demands-Resources (JD-R) Theory (Bakker & Demerouti, 2007)

JD-R theory posits that employee well-being is influenced by the balance between job demands (e.g., workload, pressure) and job resources (e.g., support, autonomy, recognition). The study confirms that organizational culture dimensions serve as critical job resources. For instance, leadership, communication, and recognition were shown to buffer stress and enhance engagement. Learning and development opportunities, although less impactful in this study,

also represent important resources that can energize employees when effectively implemented. The regression results showing significant relationships between these dimensions and employee well-being reinforce JD-R theory's central argument that the availability of adequate resources promotes motivation and protects against burnout.

Self-Determination Theory (Deci & Ryan, 1985)

SDT highlights that psychological well-being is driven by the satisfaction of three basic needs: autonomy, competence, and relatedness. This research supports the theory by illustrating that leadership style and communication practices significantly contribute to fulfilling these needs. Supportive leadership fosters autonomy and relatedness, while clear communication and feedback enhance feelings of competence. The weaker results in learning and development reflect unmet needs in competence-building, suggesting the potential for increased well-being if employees are given more opportunities to grow their skills and careers.

The findings of this study demonstrate that organizational culture has a significant and measurable impact on employee well-being. The theoretical linkages confirm that cultural practices can either facilitate or hinder psychological satisfaction and job engagement. By applying Schein's model, JD-R theory, and SDT in both the design and interpretation of the research, this study contributes to a deeper understanding of how cultural interventions can be used as strategic tools to enhance well-being, particularly in fast-growing and dynamic industrial environments like Articrafts Industry PLC.

CHAPTER FIVE: CONCLUSION AND RECOMMEDATION

5.1 Summary of the Findings

This chapter summarizes the findings from the preceding analysis and presents conclusions and recommendations based on the study's objectives. The research aimed to assess the role of organizational culture in promoting employee well-being, with a case study focus on Samanu – Articrafts Industry PLC. Data were collected from 157 employees using a structured questionnaire and analyzed using descriptive statistics, correlation, and regression.

The findings highlight that all five dimensions of organizational culture—communication, leadership, recognition and reward, learning and development, and company values—are positively related to employee well-being. Among these, leadership and communication were found to be the strongest predictors. Descriptive results showed moderate levels of agreement with most items, indicating general satisfaction but also highlighting areas needing improvement.

The communication dimension revealed a moderate perception among employees, particularly around clarity, feedback, and transparency. Leadership was generally viewed positively, especially regarding approachability and support. Recognition and reward were rated moderately, suggesting the need for more formal and consistent practices. Learning and development received the lowest scores, pointing to a significant gap in training opportunities and career growth. Employees perceived the implementation of company values as inconsistent, despite understanding the stated values.

The correlation analysis showed that all five cultural dimensions were significantly and positively correlated with employee well-being. Leadership ($r = 0.667$) and communication ($r = 0.613$) showed the strongest correlations, indicating that these aspects have the greatest influence on well-being. Recognition and reward ($r = 0.553$), company values ($r = 0.531$), and learning and development ($r = 0.470$) also showed meaningful associations.

Multiple regression analysis further confirmed that all five dimensions significantly predicted employee well-being. The model explained 61.2% of the variance ($\text{Adjusted } R^2 = 0.612$). Among the predictors, leadership and communication had the highest standardized coefficients, highlighting their critical role.

5.2 Conclusions

This study concludes that organizational culture significantly impacts employee well-being at Articrafts Industry PLC. Effective leadership and transparent communication emerged as critical drivers of well-being. While recognition, learning, and shared values also play important roles, they currently require attention to better align with employee expectations.

Despite having organizational values and HR practices in place, their practical implementation needs reinforcement. Employees responded more favorably to leadership and communication practices but felt underserved in areas like structured training and formal recognition. These disparities suggest that although the company has laid a foundation for a positive culture, additional strategic focus is needed to ensure a holistic and inclusive work environment.

The results of the study affirm that organizational culture plays a vital role in shaping employee well-being. Specifically, positive leadership styles, clear and transparent communication, timely recognition, and alignment between company values and lived experiences are essential drivers of employee engagement and psychological safety. Despite the company's growing prominence in the manufacturing sector, some gaps in learning opportunities and implementation of core values indicate areas needing attention. The conclusions drawn support the foundational premise that employee well-being is not only a human resource responsibility but a strategic priority for sustaining productivity and retention.

The study contributes empirical evidence to the growing body of knowledge on workplace well-being in Ethiopian manufacturing contexts. It emphasizes that fostering a strong, inclusive culture that supports autonomy, competence, and relatedness—as proposed by Self-Determination Theory—results in a more motivated and resilient workforce. Moreover, the study validates Schein's model of culture, showing the importance of closing the gap between stated and enacted values.

Overall, the results underscore the need for leadership development, improved communication systems, expanded recognition platforms, investment in professional development, and embedding core values into daily operations at Articrafts Industry PLC. A culturally aligned and

people-focused strategy will not only enhance well-being but also contribute to higher engagement, motivation, and retention.

5.3 Recommendations

Based on the findings and conclusions, several recommendations are proposed to enhance employee well-being through organizational culture at Articrafts Industry PLC:

- **Strengthen Communication:** Conduct regular town hall meetings, feedback mechanisms circulate digital newsletters, and ensure consistent messaging across all levels to foster transparency and timely information flow. This needs to be implemented by HR department in coordination with department heads as monthly routine.
- **Strengthen Leadership Development:** Implement targeted leadership training programs focused on empathy, transparency, and team motivation to promote participatory, empathetic, and supportive leadership styles. The training and development unit under HR and some other external consultant (as needed) needs to start to have workshops and coaching cycles every 3 months.
- **Optimize Recognition & reward Programs:** Establish both formal (e.g., employee of the month/quarter/year) and informal (e.g., peer recognition) platforms to celebrate performance. Tie recognition to clear performance metrics to ensure fairness. HR department and line managers needs to initiate and implement these programs with in 2 months and evaluate and refine semiannually.
- **Expand Learning & Development Opportunities:** Allocate budgets and dedicated resource for training on both technical and soft skills trainings. Introduce mentorship, and career development programs and encourage middle managers to act as mentors and coaches. HR and Finance need to keep budget while line managers monitor usage. The budget can be planned together with the next fiscal quarter.
- **Reinforce Company Values:** HR Integrate core values into induction programs, performance reviews, and internal branding efforts to ensure consistent value alignment.

Regularly communicate success stories that can be considered as example. Leaders need to be a role model in their daily tasks.

- **Monitor well-being** regular: conduct annual well-being surveys to track progress and use the data to take action on areas that needs improvement. HR in coordination with external consultant if needed need to have their first survey within 6 month and repeat yearly

Additional strategies include ensuring fair and merit-based reward systems, improving the work environment through better facilities and management support, and addressing employee grievances promptly. These actions will collectively help create a culture that supports well-being,

These recommendations, if implemented consistently, can promote a positive work environment where employees feel engaged, respected, and empowered. Future research is encouraged to replicate this study across other manufacturing companies or sectors in Ethiopia to generalize findings and strengthen strategies for workforce well-being and productivity.

5.4 Limitations of the Study

- Sample limited to Articrafts Industry PLC, affecting generalizability to other industries.
- Sample size, although sufficient, did not reach the initially targeted 169.
- The cross-sectional nature of the study limits causal interpretations.
- Data was self-reported, which may introduce response bias.

5.5 Suggestions for Future Research

- Conduct longitudinal studies to track cultural impacts over time.
- Compare organizational culture and well-being across multiple industries or companies within Ethiopia.

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Appendix A: Questionnaire (English Version)

Dear Participant,

This questionnaire is part of a research study to understand how different aspects of organizational culture affect employee well-being at Articrafts Industry PLC. Please respond honestly. All responses are confidential and anonymous.

Use the following scale to respond:

1= Strongly Disagree, 2=disagree, 3= Neutral, 4= Agree, 5=Strongly Agree

PART 1: Background Information

Department _____

Kindly answer the questionnaire below by ticking [✓] in the appropriate box.

1. Gender

Male ()

Female ()

2. Age of the respondents

a) < 25 years ()

b) 25 – 34 years ()

c) 35 - 44 years ()

d) 45 - 54 years ()

e) 54+ ()

3. Highest Level of education

a) College certificate / diploma ()

b) Bachelor's degree ()

c) Masters ()

4. How long have you been working in the organization?

Below 5 years ()

Below 10 years ()

Above 10 years ()

PART A: Communication

Please indicate your level of agreement with the following statements.

Statement	1	2	3	4	5
5. I receive clear and timely information about company activities.					
6. My supervisor provides adequate and constructive feedback.					
7. I feel comfortable expressing my opinions or concerns.					
8. There is transparency in communication between departments.					
9. I am well-informed about decisions affecting my job.					

PART B: Leadership

Statement	1	2	3	4	5
10. My manager treats employees with respect and fairness.					
11. Leadership encourages open communication and feedback.					
12. I trust the decisions made by leadership team.					
13. Leaders in the organization are approachable and supportive.					
14. Leaders recognize and support employees' professional growth.					

PART C: Recognition and Reward

Please indicate your level of agreement with the following statements.

Statement	1	2	3	4	5
15. My efforts and achievements are recognized by the organization.					
16. There is a fair system for rewarding performance.					
17. Recognition and reward motivate me to perform better.					
18. Both individual and team contributions are appreciated.					
19. I feel valued as an employee in this company.					

PART D: Learning and Development

Please indicate your level of agreement with the following statements.

Statement	1	2	3	4	5
20. I have access to relevant training opportunities.					
21. The organization supports my career development.					

22. There are opportunities to improve my skills at work.					
23. I am encouraged to pursue learning and development.					
24. Learning is considered a part of our organizational culture.					

PART E: Company Values

Please indicate your level of agreement with the following statements.

Statement	1	2	3	4	5
25. I understand the company's core values.					
26. The company's actions align with its stated values.					
27. Employees are expected to act according to company values.					
28. The company promotes ethical behavior.					
29. I am proud to work for an organization with strong values.					

PART F: Employee Well-being

Please indicate your level of agreement with the following statements.

Statement	1	2	3	4	5
30. I am satisfied with my job.					
31. I feel mentally and emotionally healthy at work.					
32. The work environment supports a good work-life balance.					
33. I rarely feel burned out from work.					
34. I feel engaged and motivated in my daily tasks.					
35. I see long-term potential for myself in this organization.					

Thank you for your participation.

Appendix B: Questionnaire (Amharic Version)

ውድ ተሳታፊ፣

ይህ መጠይቅ በአርቲዲስትሪክ ኢንዱስትሪ ኃላ/የተ/የግ/ማህበር የድርጅት ባህል የሰራተኞች ደህንነት ላይ ያለውን ተጽዕኖ ለመረዳት የተዘጋጀ ጥናት አካል ነው። እባክዎን በታማኝነት ይሞሉት። ሁሉም ምላሾች ሚስጥራዊ እና የማይታወቁ ናቸው።

ለመመለስ የሚከተለውን መጠን ይጠቀሙ፡-

1 = በጣም አልስማማም, 2 = አልስማማም, 3 = ገለልተኛ, 4 = እስማማለሁ, 5 = በጣም እስማማለሁ

ክፍል 1: መሠረታዊ መረጃ

ክፍል _____

እባክዎን በትክክል ያሉትን [✓] በማስረዝ ይምረጡ።

1. ፆታ: () ወንድ () ሴት

2. የእርስዎ ዕድሜ

() ከ25 ዓመት በታች

() 25–34 ዓመት

() 35–44 ዓመት

() 45–54 ዓመት

() 54+ ዓመት

3. ከፍተኛ ትምህርት ደረጃ

() ዲፕሎማ/ምስክር ወረቀት

() ባችለር ዲግሪ

() ማስተርስ

4. በድርጅቱ ውስጥ ያሳለፉት ጊዜ

() ከ5 ዓመት በታች

() ከ10 ዓመት በታች

() ከ10 ዓመት በላይ

PART A: ክፍል ሀ :ኮሙኒኬሽን

እባክትን ከታች ካሉት ንግግሮች ጋር ያለዎትን የመስማማት ደረጃ ያሳዩ።

Statement	1	2	3	4	5
ስለ ድርጅቱ እንቅስቃሴዎች ግልጽ እና በሰዓቱ መረጃ እገኛለሁ።					
አለቃዬ በቂ እና ጠቃሚ አስተያየት ይሰጠኛል።					
5. ሐሳቤን ወይም ስጋቶቼን ለመግለፅ አልሰጋም።					
በክፍሎች መካከል በሚካሄደው ኮሚዩኒኬሽን/የግንኙነት ውስጥ ግልጽነት አለ።					
6. ስራዬን የሚመለከቱ ውሳኔዎች ላይ በቂ መረጃ እገኛለሁ።					

ክፍል ለ: መሪነት

Statement	1	2	3	4	5
7. አለቃዬ ሰራተኞችን በአክብሮት እና በፍትሃዊነት ይይዛቸዋል።					
8. መሪዎች ክፍት የእርስ በእርስ ግንኙነት እና አስተያየት መስጠትን ያበረታታሉ።					
9. በመሪዎች የሚወሰዱ ውሳኔዎችን አምናለሁ።					
10. የድርጅቱ አመራሮች ተደራሽነትና የሚደግፉ ናቸው።					
11. አመራሮች የሰራተኞች ሙያዊ እድገት ያውቃሉ እንዲሁም እድገቱን ይደግፋታል።					

ክፍል ሐ: እውቅና እና ሽልማት

እባክትን ከታች ካሉት ንግግሮች ጋር ያለዎትን የመስማማት ደረጃ ያሳዩ።

Statement	1	2	3	4	5
12. ተደጋጋሚ የሥራ ማሳያዎቼን ኩባንያው ያውቃል።					
13. የሥራ የአፈፃፀምን የሚሸልምበት ፍትሃዊ አሰራር አለ።					
14. እውቅናና ሽልማት የተሻለ የሥራ አፈፃፀም እንዲኖረኝ ያበረታታኛል።					
15. የግልና የቡድን አባላት የሥራ አፈፃፀም የሚገልጽ እውቅና አለ።					
16. በዚህ ኩባንያ ውስጥ የተከበርሁ/ዋጋ እንዳለኝ ሰራተኛ ይሰማኛል።					

ክፍል መ: መማርና እድገት

እባክትን ከታች ካሉት ንግግሮች ጋር ያለዎትን የመስማማት ደረጃ ያሳዩ።

Statement	1	2	3	4	5
17. ከሥራ ተዛማጅነት ያላቸውን የስልጠና እድሎች አገኛለሁ.					
18. ድርጅቱ የእኔን ሙያዊ እድገት ይደግፋል።					
19. በሥራ ላይ ችሎታዬን ለማሻሻል እድሎች አሉ.					
20. መማርን እና እድገትን እንድከታተል እበረታታለሁ.					

21. መማር የድርጅታዊ ባህላችን አካል ተደርጎ ይወሰዳል።					
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ክፍል ስ፡ የኩባንያው እሴቶች

እባክትን ከታች ካሉት ንግግሮች ጋር ያለዎትን የመስማማት ደረጃ ያሳዩ።

Statement	1	2	3	4	5
22. የኩባንያውን ዋና እሴቶች ተረድቻለሁ።					
23. የኩባንያው ድርጊቶች ከተጠቀሱት እሴቶች ጋር ይጣጣማሉ።					
24. ሰራተኞች በኩባንያው እሴት መሰረት እንዲሰሩ ይጠበቅባቸዋል።					
25. ኩባንያው የስነምግባር ባህሪን ያበረታታል					
26. ጠንካራ እሴቶች ላለው ድርጅት በመስራት ኩራት ይሰማኛል።					

ክፍል ረ፡ የሰራተኛ ደህንነት

እባክትን ከታች ካሉት ንግግሮች ጋር ያለዎትን የመስማማት ደረጃ ያሳዩ።

Statement	1	2	3	4	5
27. በአሁኑ ስራዬ ረክቻለሁ/ደስ ይላኛል።					
28. በስራ ቦታዬ የአእምሮና የስሜት ጤና አለኝ።					
29. የስራዬ አካባቢ የተሻለ ስራ/ሕይወት ሚዛን እንዲኖር ይደግፋል።					
30. ከስራ በኩል ጭንቀት በትንሽ ይሰማኛል።					
31. በዕለቱ ስራዬ ላይ ተነሳሽነትና ተሳትፎ አለኝ።					
32. በዚህ ድርጅት ውስጥ ለራሴ ወደፊት እድልን አንዳለኝ ይታያል።					

ለተሳትፍዎ አመሰግናለን!