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A CONCEPTUAL REVIEW ON THE IMPACT OF ORGANISATIONAL CULTURE ON WELL-BEING AND PRODUCTIVITY

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ABSTRACT

Introduction: Balancing our work and personal lives to experience holistic wellness is important. This will guarantee productivity and healthy, productive habits. To be healthy, we must accept accountability for our decisions and govern our daily lives. This will give us a happy, healthy body, a sense of empowerment, a successful career, fulfilling relationships, and a purpose in life.
Aim: To understand the impact of organisational culture on employees' well-being and productivity, further investigation is required.
Method: Eight peer-reviewed documents on organisational culture were studied from a qualitative perspective. A document analysis design was followed. The documents were chosen based on inclusive criteria on the topic. A thematic content analysis was conducted to identify and generate themes, sub-themes, and categories from the papers.
Results: The findings demonstrated a correlation between the organisational culture and employees' well-being and productivity. Various types of organisational culture were highlighted, along with their influence on employee well-being. It is further indicated that well-being is influenced by job satisfaction.
Conclusions: Organisational support, as an aspect of organisational culture and the structures available to employees, is highlighted for its significant role in maintaining well-being, promoting work-life balance, and enhancing employees' work quality and productivity. Employees' engagement in the organisation, particularly involvement in decision-making, appears to be crucial for their well-being in organisations.

KEYWORDS: Organisational culture 1, organisational commitment 2; well-being 3; productivity 4; work-life balance 5; job satisfaction 6

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1 INTRODUCTION

Provided that work is an essential aspect of a person's life and plays a significant role in their psychological well-being, employees spend a significant amount of time at their jobs (Blustein, 2008; Rautenbach, 2015). If this remains intact, it also affects how successful and satisfied an employee feels (Blustein, 2006; Brown & Lent, 2005; Rautenbach, 2015; Spector, 2005). An organization's success and employee performance improvement depend on the balance of work. As a result, it benefits both the employer and the worker. Work-life balance is a broad concept affecting an employee's general well-being (Singh & Sachdeva, 2013). Some companies have been interested in shifting to a more strategic approach to human resource management since the 1980s (De Cenzo & Robbins, 1996; Rautenbach, 2015). Armstrong (2002) advances the conversation by referring to this strategy to achieve long-term results and emphasise structure, quality, culture, values, and commitment. This approach is based on the notion that organizations or systems should prioritize promoting and preserving employee well-being (Rautenbach, 2015). While a relationship has been identified connecting organisational support, employee engagement, organisational commitment (Panaccio & Vandenberghe, 2010), and productivity (Eisenberger, Fasolo & Davis-LaMastro, 1990), researchers have not extensively explored the link between employee engagement and job satisfaction (Bredell, 2022).

2 METHODOLOGY

Utilizing the qualitative research process enables researchers to derive meaning from the data gathered, primarily aligning it with an inductive approach (Creswell & Creswell, 2018), which facilitates a thorough exploration of the phenomenon (Ornellas, 2018). The term "inductive" signifies the process of deriving meanings from detailed and specific descriptions of individuals and their contexts (Lapan, Quartaroli & Riemer, 2012:44).

The qualitative research process allows researchers to derive meaning from the data collected, primarily following an inductive approach (Creswell & Creswell, 2018). This approach facilitates an in-depth exploration of the phenomenon being studied (Ornellas, 2018). The term “inductive” refers to "building meaning from specific, rich descriptions of people and settings" (Lapan et al., 2012, p. 44). Document analysis or document study was used to derive the data. Studying available documents on a particular topic can lead to a better understanding or deeper interpretation of the topic or phenomenon (Rule & John, 2011). Even though the goal of writing articles or documents is not for them to be part of a study, they can be credible sources of information (Babbie & Mouton, 2001; Padgett, 2017; Strydom, 2021).

Organisational culture can be defined as “a set of common values, norms, goals and expectations shared by the organisation’s members (Quinn & Rohrbaugh, 1983 in Fernandes, Pereira & Wiedenhoft, 2023:01). Lockhart, Shahani & Bhanugopan (2020) believes that organisational culture affects not only the individual’s behaviour but also the way in which an organisation functions.

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2.1 The goal of the study

The study aimed to establish whether there is a connection between organisational culture and employees' well-being and productivity.

2.2 Inclusive criteria

Documents had to meet the following criteria:

- Recent: not older than 10 years.
- Showed organisational culture as a key concept.
- And was compatible with the document analysis methodology.

2.3 Sample of eight documents

1. Assens-Serra, J., Boada-Cuerva, M., Serrano-Fernandez, M-J and Aguillo-Tomas, E. (2021). Gaining a better understanding of the types of organization culture to manage suffering at work. In this article, the information is linked to the psychology field.
2. Bogale, A.T. & Debela, K.L. (2024). Organisational culture: a systemic review. This article is linked to the business and management domain
3. Fernandes, P., Pereira, R. and Wiedenhoft, G. (2023). Organisational culture and individuals' discretionary behaviors at work: a cross-cultural analysis. This article was chosen as it comes from the sociology field.
4. Klajko, D., Restas, P., Szabo, Z.P and Czibor, A. (2019). The effect of organisational culture on employee well-being: work-related stress, employee identification, turnover intention. Conference Paper.
5. Manner, J. (2024). *Improving employee wellbeing from the top down: the importance of organizational culture in the planning and delivery of workplace health programs.* Doctoral dissertation.
6. Rathi, G. & Srivastava, A.K. (2024). Organisational culture and employee well-being (with special reference to automotive sector). This article was included in the sample as it was specifically aimed at the automotive industry and could bring information from this field to the study.
7. Sakhrekar, S., Samdani, N., Ogale, S. Parashar, R. (2021). Organisational culture. Ilkogretim Online – Elementary Education Online.
8. Tsai, Y. (2011). *Relationship between organisational culture, Leadership Behaviour and Job Satisfaction.* Although this article is older than ten years. it was included in the sample because it fit the topic well.

Articles from different fields were included to establish how information on organisational culture could be the same or different in different fields.

2.4 Data collection

Nieuwenhuis (2020) discerns between primary and secondary documents. Existing research as a form of secondary literature was drawn on in this study. Eight peer-reviewed articles were chosen, using the keywords 'organisational culture'. The documents selected were in PDF format.

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2.5 Data analysis

Thematic analysis was employed to execute the coding establishing the recurring themes, subthemes, and categories. This is not a haphazard process but rather a significant process to corroborate the validity of the data collection (Strydom, 2021). Therefore, document analysis is a structured process that follows specific steps (Strydom, 2021). It requires a thorough study of the documents, double-checking, and spot-checking several times but at the same time a level of flexibility should be incorporated to pick up on themes and patterns that were not predetermined (Strydom, 2021).

2.5 Findings

2.5.1 Themes

Two themes were identified, organisational support and organisational commitment. Organisational support refers to open communication, supporting work-life balance, developing wellness initiatives, workplace health programs (health intervention), being flexible in the workplace, and for employees to feel psychologically safe. Whereas organisational commitment refers to occupational support (safety), professional development, workload control, including employees in planning and decision-making processes, and a positive work environment.

2.5.2 Subthemes and Categories

2.5.2.1 Job satisfaction

It was indicated that when job satisfaction is experienced it provides the employees with a sense of enjoyment to be at work. It leads to the employees being more innovative and creative at work. Thus, enjoyment, innovation, and creativity were the categories.

2.5.2.2 Productivity

When organisational culture is positively in place it ensures productivity. But providing a quality service thus being efficient, was pointed out as a category.

2.5.2.3 Employee wellbeing

It was indicated that organisational culture, thus commitment and support experienced by the employees, can be linked to employee well-being. The categories that stood out were when employees' well-being is prioritized, it indicates a lower work-related stress level, which was linked to a lower prevalence of absenteeism, employees seem less fatigued, and sick leave rates also decline.

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2.5.2.4 Work-life balance

When employees feel a sense of belonging in the workplace, they seem to have a more positive attitude towards their work and in the workplace. These two categories were highlighted to play a role in the work-life balance of employees.

2.5.2.5 Employee behaviour

Employees who feel supported in the workplace show better collaboration and teamwork was mentioned as significant. Teamwork was linked to a decline in employees intending to leave their jobs, thus a lower staff turnover. It further improves the identification of the employees with the workplace. This refers to employees feeling associated with or related to the workplace increasing their level of productivity.
The figure below shows how the themes, subthemes, and categories are linked and interpreted.

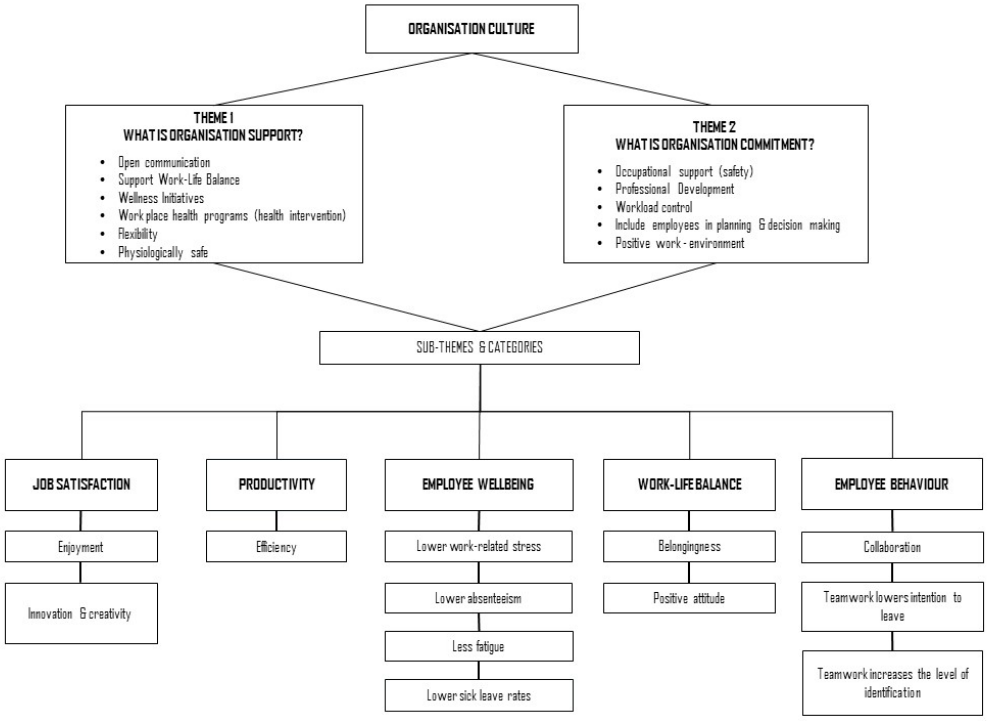

Figure 1 Themes, Subthemes and Categories

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3. DISCUSSION

From a flexible point of analysing the patterns, the link between the characteristics and the findings was observed. Collins & Porras (2000, in Sakhrekar, Samdani, Ogale & Parashar, 2021:6633) identified 7 characteristics of organisational culture:

1) Innovation and risk-taking
2) Attention to detail
3) Outcome orientation
4) People orientation
5) Team orientation
6) Level of aggressiveness
7) Stability

Innovation and risk-taking links with job satisfaction. Attention to detail and outcome orientation are related to productivity. People orientation is connected to employee well-being. Team orientation and the employee's level of aggressiveness are interrelated to employee behaviour. And lastly, stability shows a relation to employee well-being and employee behaviour.

In addition, the four types of organisational culture were discerned, as "*clan/team, adhocracy, market, and hierarchy"* (Fernandes et al, 2020:04). With team refers to a positive workplace in which employees' development and empowerment are prioritized (Fernandes et al, 2020). This links to the theme organisational commitment and the subtheme of employee behaviour where collaboration was highlighted as one of the categories. Adhocracy can be described as a dynamic work environment where employees can be creative and innovative (Fernandes et al, 2020). Adhocracy connects with the theme organisational commitment and the subtheme of job satisfaction where innovation and creativity of employees were indicated as categories. The market type means showing results and achieving goals (Fernandes et al, 2020). This type points to the subtheme productivity and the category efficiency. Lastly, hierarchy can be explained as a constructed organisation that functions according to its policies, under dedicated and adept leadership providing safety, lucidity, and efficiency (Fernandes, et al, 2020). Hierarchy links to the theme organisational support and the subtheme work-life balance with categories belongingness and having a positive attitude in the workplace.

4. RECOMMENDATIONS

- To study employees' well-being within the four types of organisational culture, namely team, adhocracy, market and hierarchy.
- To study the management styles and theories applicable to these four types of organisational culture.
- To study the leadership styles and theories applicable to these four types of organisational culture.

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5. CONCLUSIONS

Some general comments can be made on the findings of this study. There seems to be efficient evidence to prove that organisational culture affects the well-being and productivity of their employees. Organisations with managers that merely focus on the output and results, to achieve their goals, will need to make some changes in changing their mindset about productivity. This will help them to see other adaptions in their managerial style within the organisation, are necessary. An understanding needs to be developed whereby they will cultivate the conviction that the well-being of their employees will enhance their positive attitude which feeds into their level of productivity. They will be less absent from work, take less sick leave, and do not support the idea of leaving their jobs, which will bring about a decline in staff turnover and result in more stability in the organisation.

The findings clearly showed that when employees feel psychologically safe and belong, this fosters a positive attitude, which increases their identification with the organisation. This promotes enjoyment in the workplace, as employees can be innovative and creative and do their work efficiently.

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CONFLICT OF INTEREST: The author declares no conflict of interest.

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"Hold On, I'm On My Way To Happier Self!": The Effect of Yoga Practice Towards Affect & Emotion Dysregulation

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ABSTRACT

This study explores the effects of yoga practice on affect and emotion dysregulation in emerging adults, a demographic characterized by high stress and psychological challenges. Utilizing a self-experiment design, the researcher practiced yoga over two weeks, followed by a two-week control period without yoga. Affect and emotion dysregulation were measured pre- and post-intervention using the Positive and Negative Affect Schedule (PANAS) and Difficulties in Emotion Regulation Scale (DERS). Results revealed significant improvements: positive affect increased by 15 points, while negative affect decreased by 20 points in the experimental phase. Emotion dysregulation scores showed reductions in aspects such as awareness and strategy. The findings align with evidence that yoga enhances body awareness and cognitive reappraisal strategies, facilitating emotion regulation. Physiologically, these effects may be linked to elevated gamma-aminobutyric acid (GABA) levels, contributing to reduced anxiety. This research underscores yoga's potential as a practical intervention for improving emotional well-being, highlighting its role in reducing negative affect and promoting adaptive coping strategies. Future studies are recommended to explore the longitudinal effects of yoga and its integration into stress management programs for emerging adults.

Keywords: yoga, emotion regulation, affect, mental health, emerging adults

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"I enjoy them!": Joy in Ghanaian Parenting during Early Childhood

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Abstract:

Parenting is often stressful – involving difficult decision-making, navigating challenging societal expectations, and managing complex relationship dynamics. While a common archetype of the African parent is a strict disciplinarian, the presence of play, joy, and awe are important phenomena in understanding the role parents play in the development of their young children.

Play has an essential role in the development of children's physical health as well as cognitive and socioemotional skills (Gerosa et al., 2021; LaFreniere, 2013). Evidence suggests that prosocial behaviors, such as cooperation, begin to develop in early childhood (Hosseini et al., 2021). Through play, children learn to communicate with the world around them. Play also creates natural opportunities for children and their caregivers to strengthen attachment bonds and get to know each other in low-stress environments. The period known as early childhood (ages birth to five years old) is increasingly becoming recognized as vital for laying the foundation for overall positive outcomes in human development, and more attention is drawn to the importance of play during this period of life (Lucas, Richter, & Daelmans, 2018; Shonkoff & Garner, 2012;). As parents are responsible for addressing the needs of their children across developmental domains, there is a great need to understand how parents support play for children in this period of life (Bornstein et al., 2012). Albeit, there is a dearth of literature concerning play and adult support of play during early childhood among children living outside of the Western context. To understand how children play, learn and imagine during early childhood in various cultural contexts, the present study examines play interactions of custodial parents and children aged five years and younger in Accra, Ghana. Specifically, this study investigates a) parents' participation in play, b) types and modes of play, c) parents' attitudes about play, and d) the presence of awe and joy in parent-child interactions.

Data was collected using qualitative interviews of 20 custodial parents in English, Twi and Ga with the aid of an interpreter. Participants were selected through a non-probability, cluster sampling model in which the primary investigator partnered with early childhood learning centers representing three socio-economic demographics. Snowball sampling was also utilized.

Participants described ways in which they interacted with their children in play activities, play that involved the child and other people, and the ways in which their children engaged in solo play. The main types of play identified were dramatic play, big body (or gross motor) play, and exploratory play. Parents detailed child-led imaginary and role play games, indoor and outdoor play, and the use of toys, games, found materials, and technology. Many participants described play interactions as activities that they enjoyed engaging in with their children and demonstrated an awareness of the importance of play as part of their child's development. These findings indicate evidence of responsive caregiving and the nurturing of developmental domains during early childhood through parent-supported and independent play activities.

Keywords: Parent-supported play, early childhood development, parent-child interaction, responsive caregiving, Ghana

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Influence of Emotion Regulation to Pre-service Teachers' Mental Well-being and Interpersonal Relationships

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ABSTRACT

An individual's way of regulating their emotions influences the state of their well-being and interpersonal relationships. Therefore, determining which emotion regulation strategy is more significantly associated with these variables and how it actually influences them can help pre-service teachers cope better with their emotional experiences and improve the expression of these emotions, which will be helpful with their effectiveness in teaching and in managing the classroom. To achieve the purpose of this quantitative correlational study, an online survey that contains three questionnaires was distributed among pre-service teachers: the Emotion Regulation Questionnaire (ERQ) to determine the frequent use of emotion regulation strategies, Warwick-Edinburg Mental Well-Being Scale (WEMWBS) to determine the state of their well-being, and the Functional Idiographic Assessment Template-Questionnaire-Short Form (FIAT-Q—SF) to determine their levels of interpersonal relationship and functioning problems. Linear Regression, Pearson's Correlation, and Multiple Regression were used to identify the relationships among the variables. Results of this study shows that less frequent levels of use of expressive suppression rather than cognitive reappraisal leads in lower levels of mental well-being and higher levels of interpersonal relationships and functioning problems, while more frequent levels of use of cognitive reappraisal results in higher levels of mental well-being, but its results has no significance or causation to interpersonal relationship problems. Nevertheless, it produced lower levels of interpersonal relationships and functioning problems. Furthermore, the total levels of emotion regulation from the ERQ itself showed no significance or correlation on the levels of mental well-being. The results are discussed in light of its implications to the pre-service teachers wellbeing and mental health.

Keywords: emotion regulation, cognitive reappraisal, expressive suppression, mental well-being, interpersonal relationships

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Through The Lens of Gratitude, Resilience & Well-being: Study of Adolescent Children of Parents with Mental Illness (COPMI)

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ABSTRACT

Adolescents who grow up as children of parent with mental illness (COPMI) often face unique developmental challenges, including the added responsibility of caregiving. This dual role may increase their vulnerability to mental health difficulties, potentially affecting their transition into adulthood. Genetic vulnerability factors and adverse childhood experiences (ACEs) are associated with an increased risk of psychopathology. However, protective factors that support psychological well-being in this population remain less explored. Gratitude has been identified as a psychological trait that strongly predicts higher subjective well-being (SWB), by encouraging positive meaning-making, even during adversity. Resilience –the ability to adapt and recover from stress– also acts as a protective mechanism, enabling adolescents to navigate challenges and maintain emotional stability. This study examines the mediating role of resilience in the relationship between gratitude and SWB among adolescent COPMI. Resilience helps adolescents manage stress, overcome difficulties, and maintain a positive outlook on life, ultimately improving SWB. Moreover, gratitude may promote greater resilience, leading to further improvements in well-being. A mediation analysis was conducted using the Gratitude Questionnaire-6 (GQ-6), the Connor-Davidson Resilience Scale-10 (CD-RISC-10), and the Satisfaction With Life Scale (SWLS) to measure gratitude, resilience, and SWB. This study highlights the importance of identifying protective factors to support adolescents coping with the challenges of parental mental illness.

Keywords: *Gratitude, Resilience, Subjective well-being, Adolescents, Parental mental illness, Children of parents with mental illness, COPMI*

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Understanding Fulfillment Through Character Strengths: A Data-Driven Approach to Strategic Hiring

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Abstract

This research explores the role of character strengths in enhancing individual fulfillment and organizational performance by integrating positive psychology into hiring practices. Fulfillment at work is often rooted in alignment between personal character strengths and role demands, especially in dynamic roles such as Key Account Management (KAM). This study builds on established frameworks in positive psychology, applying the Values in Action Inventory of Strengths – Professional (VIA-IS-P) to measure character strengths and their relationship to performance outcomes.

The research examines whether individuals who are aware of and utilize their strengths not only achieve higher job performance but also experience greater personal and professional fulfillment. By linking strengths-based approaches with strategic hiring, the study highlights how fulfillment contributes to workplace wellbeing and sustainable success.

Key Account Managers, whose roles require both interpersonal and goal-oriented competencies, serve as the target cohort. The methodology includes quantitative assessments of character strengths via the VIA-IS-P, coupled with longitudinal Key Performance Indicator (KPI) data collection. This dual dataset allows for a robust analysis of how character strengths predict both hard and soft performance metrics and contribute to role satisfaction.

The preliminary findings underscore the transformative potential of aligning individual strengths with job roles, offering insights into enhancing workplace fulfillment through data-driven hiring strategies. These results emphasize the need for broader adoption of positive psychology tools in organizational settings to foster employee wellbeing and optimal performance.

Keywords: Character strengths, positive psychology, workplace fulfillment, strengths-based hiring, organizational performance

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