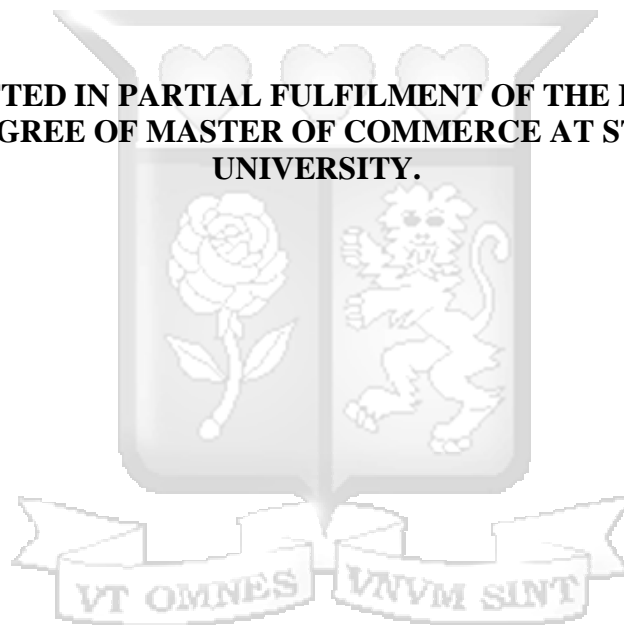


**THE INFLUENCE OF ORGANISATIONAL CULTURE ON EMPLOYEE WELL-
BEING IN MULTINATIONAL CORPORATIONS IN KENYA**

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**THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS
FOR THE DEGREE OF MASTER OF COMMERCE AT STRATHMORE
UNIVERSITY.**



JANUARY 2025

DECLARATION

I declare that this work has not been previously submitted and approved for the award of a degree by this university or any other university. To the best of my knowledge and belief, the research proposal contains no material previously published or written by another person except where due reference is made in the thesis itself.

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Signature:

Date: January 2025

Approval

The research proposal of Tatyana Mukami Kathurima was reviewed and approved by the following:

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Senior Lecturer

Strathmore Business School



Signature:

Date: January 2025

DEDICATION

I dedicate this study to everyone who believes our efforts can change the world. Change starts with you; your influence in your workplace, as a leader, and as a CEO can make a difference in where you stand. This study is also dedicated to every African business, African investor, and African institution. There is so much potential in this continent; if we work together to see the good, the value and a positive future, we can make unbelievable strides toward a better future for us and future generations. Finally, I would like to dedicate this study to academics and future students and encourage them to write research and study matters that can genuinely change the world, especially where there is limited information.



ACKNOWLEDGMENTS

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ABSTRACT

This study examined the influence of organisational culture on employee well-being in multinational corporations in Kenya, particularly in organisations situated in Nairobi, since it is home to the most significant number of MNCs in the country. A total of 223 respondents were included in this research, aged between and consisting of both managers and non-managers. Quantitative analysis, including descriptive and inferential statistics, was computed using the Statistical Package for Social Sciences (SPSS) version 27. The findings obtained revealed a non-significant difference in the wellbeing of the employees in different organizational cultures. However, there was a significant difference in relationship, a facet of employee wellbeing based on gender, where, women had a higher sense for relationships as opposed to men. This could imply that while the general effect of organisational culture on employee well-being may be limited, there are some factors that influence the association such as gender. Based on the findings, the recommendations for future research include delving further into understanding how gender affects the relationship between wellbeing and organizational cultures using a mixed approach method which could provide different results, and conducting longitudinal studies to track culture and well-being over time. Additionally, future researchers can conduct qualitative studies where they collect the experiences, perceptions and opinions of the employees to determine their wellbeing in different organizational cultures. This study contributes to theory by building on the existing literature on contingency theory, Positive Psychology and Well-Being Theory. Finally, this study will inform policy reforms, management strategies, and collaboration between employees and management to create a better environment that enhances employee well-being.

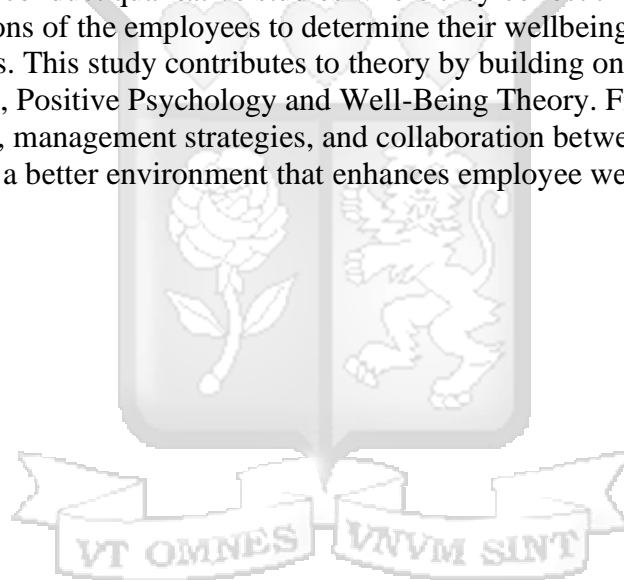


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LIST OF ABBREVIATIONS AND ACRONYMS

CVF	Competing Values Framework
EWB	Employee Well-Being
MNC	Multinational Corporation
OCAI	Organisational Culture Assessment Instrument
SPSS	Statistical Package for Social Sciences
WBA	Well-Being Assessment
WWB	Workplace Well-Being



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CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Culture is as vital to an organisation as personality is to an individual (Cartwright & Cooper, 1993). Just as a culture could develop in a nation, organisations can create their own culture shared by all its members. Creating a company culture is vital to a business's success and performance (Cartwright & Cooper 1993). In multinational organisations, company culture mixes global corporate values and local influences. Kenya noticed a significant rise in MNCs recently. This gives a chance to explore the role of company culture in employee well-being within varied and lively work settings. Hofstede's important study on cross-cultural dimensions (1980) highlights the importance of grasping the effect of company culture in a specific national and cultural context.

Leiter and Maslach (2017) studied how company culture links to well-being. They noted this connection's importance. They urged more research to deepen understanding of these two factors. They emphasised that companies should notice how their culture affects employee well-being. Companies should use strategies for possible improvements. Other studies like Selim & Elbanna (2016), Eskin & Yildirim (2015), plus Wu & van Dierendonck (2016) show the impact of company culture on employee well-being as well as the need for more research. Organisational culture sets the atmosphere for leadership styles and communication practices – plus interpersonal relationships – inside a company (Schneider Ehrhart & Macey 2013).

In MNCs, strong leaders who match local customs and expectations support employee satisfaction and overall well-being. Bad leaders do the opposite. Generational differences are crucial to consider; Duxbury and Higgins (2007) discovered that they are common in fundamental human values. Understanding these differences is crucial within MNCs in Kenya, where a diverse workforce with varying generational backgrounds may be present. Organisational culture can influence how different generations experience their work environment and, consequently, their well-being.

With the current economy, companies are facing an ever-increasing competitive market. Continuous development, improvement, and innovation are essential to the long-term survival of the business. This trend is dependent on the people and their abilities,

competence, and synergies within the organisation. (Davenport & Harris, 2007). More intentionality and an investment in the well-being of employees can support this change. Competent and motivated employees can work for the company's objectives (Rosso, Dekas & Wrzesniewski, 2010). Put differently, well-being at work (WBW) impacts an organisation's competitive advantage, profitability, and reputation, and interventions to promote it can provide various benefits (Finnish Institute of Occupational Health, 2016).

1.1.1 Organisational Culture

Organisational culture describes the shared values, beliefs, and practices that shape an organisation's identity. It acts as a guiding principle for employees' behaviour (Cameron & Quinn 2011). Culture shapes how employees view their work environment and interact with others. The significance of organisational culture is particularly pronounced in MNCs, where we observe a blend of global corporate values and local influences that create a unique cultural environment.

Organisational culture, in addition, has a significant influence on leadership styles and common practices within a company. Effective leadership that aligns with the corporate culture's values and beliefs can inspire and drive employees, thereby improving their well-being. Leadership styles that are not aligned with the organisational culture, on the other hand, may lead to a lack of engagement, poor communication and an overall decrease in employee well-being (Schneider, Ehrhart, & Macey, 2013). Second, organisational culture shapes a company's communication patterns and practices. Effective communication is critical for creating positive working conditions, and it is heavily influenced by the current culture. Open and honest communication improves employee happiness. Bad communication causes stress plus uncertainty.

The Competing Values Framework (CVF) is a theory that deals with organisational culture and management. Cameron & Quinn introduced this framework in 1983 in their book, "Diagnosing and Changing Organisational Culture: Based on the Competing Values Framework." This model helps analyse organisational cultures. The CVF serves as a common model for studying organisation and structure, giving a detailed view of culture within organisations. It proposes that an organisation's success comes from balancing the different and opposing value systems.

These values lie along two key dimensions – The first is internal vs. external focus – which shows where an organisation directs its attention to internal factors within the organisation, considering factors like employee development, teamwork, and internal processes (internal focus), on the other hand, external aspects such as market competition, customer satisfaction, and the organisation's reputation which highlights the external environment (external focus). In comparison, the second dimension focuses on flexibility vs. stability, which looks at the preference of an organisation for flexibility and adaptability to change (flexibility) versus stability and control in maintaining order and predictability (stability) (Cameron & Quinn, 1983).

These two dimensions cut across each other to form four different cultural types: Clan Culture, Adhocracy Culture, Market Culture, and Hierarchy Culture (Cameron & Quinn, 2006). Clan culture emphasises a family-like and collaborative work environment. Emphasis is placed on interpersonal relationships, employee development, and teamwork. Organisational members of clan culture organisations focus on creating a supportive atmosphere and maintaining high morale among employees. Leaders in an organisation with clan cultures act as mentors or facilitators in their leadership style. Their decisions are typically made in a participative manner to allow employees to have a voice in matters facing the organisation. Long-term benefits in this type of organisation include employee satisfaction and retention and the development of skills relevant to the organisation's internal goals (Cameron & Quinn, 2011). Some examples of clan culture practices include team building, open communication channels, and programs that improve employee engagement.

Adhocracy culture focuses on innovation, adaptability, and risk-taking, which are prized in a fast-changing environment. These organisations stress creativity and the opportunities to grow, so they are readily responsive to changes in market conditions. Leaders of an adhocracy culture can often be visionary and entrepreneurial; therefore, their employees are often encouraged to be innovative and think out of the box. Most importantly, this will develop new products, services, or processes that will make the organisation's lead sustainable (Cameron & Quinn, 2011). Examples include hi-tech start-ups or research and development firms that require adaptation and innovation just to survive and grow.

Market culture is results-oriented and highly competitive, emphasising the accomplishment of external goals such as profitability, market share, and customer satisfaction. Contrasting the flexibility-oriented adhocracy culture, market culture is a culture that emphasises control and stability as the pathway through which measurable outcomes are realised. The leaders are viewed as hard-driving competitors; this culture, more often than not, places immense emphasis on performance metrics and accountability. There are multiple factors that can lead to increased employee engagement, including incentives, targets, and rewards associated with the attainment of a particular organisation's objectives (Cameron & Quinn, 2011). Often, market culture institutions make use of performance appraisals, key performance indicators (KPIs), and competitive benchmarking to promote employee success in alignment with an organisation's strategic objectives.

The hierarchy culture is an organisation that relies on formalised structures, processes, and procedures, which guarantee consistency, efficiency, and predictability. It can generally be characterised as having clear chains of command, well-defined roles, and concern for order. The leader acts as a coordinator or organiser; they ensure the job is done in a systematic manner and resources are used effectively. Decision-making tends to be centralised, with much control in adhering to standards of policies and procedures (Cameron & Quinn, 2011). Common examples of hierarchy cultures include government agencies, large corporations, and organisations requiring strict conformance to regulations.

Each type of culture reflects a different way of managing organisational challenges in the pursuit of effectiveness. The CVF highlights a very key idea: no culture holds superiority over another. The best culture depends on an organisation's goals, environment, plus strategic priorities. Many use the CVF because it views things in a complete way. It looks at both internal and external factors and recognises the need for stability and flexibility. Leaders gain valuable insights from its practical application through various methods to understand organisational culture. These insights guide decisions about organisational structure, leadership styles, and human resource practices. The CVF's adaptability suits many organisations across different industries.

The Competing Values Framework (CVF) is considered one of the best tools for analysing organisational culture because it is both comprehensive and adaptable. It effectively integrates

opposing values, such as flexibility versus stability and internal versus external focus, to create a model that captures organisational complexity. CVF identifies four distinct culture types—clan, adhocracy, market, and hierarchy—which are applicable across various industries and contexts. Its ability to balance conflicting organisational demands makes it especially relevant in today's fast-paced business environment. Supported by substantial research, the CVF is a reliable and versatile tool for organisational assessment and development (Cameron & Quinn, 2011).

This thesis tries to study and understand company culture using the Competing Values Framework (CVF). It looks at the strengths and limitations of this framework in understanding complex cultures in companies. The study examines CVF's four cultural types. It seeks insights into how different companies adopt competing values. These values influence their performance, creativity, worker involvement, and the ability to adapt to change.

1.1.2 Employee Well-being

According to the World Health Organisation (WHO, 2012), Well-being is defined as the condition of being healthy, comfortable, or joyful, as well as being able to engage in what is going on in one's daily life. Professional-life balance may impact well-being in both professional and private life, with a healthy work-life balance promoting a greater feeling of mental and physical well-being. Well-being, therefore, "consists of two dimensions, subjective and objective." It is an accumulation of a person's life experience in addition to a comparison of their living conditions with society norms and values" (WHO, 2012, s1). Additionally, WHO (2014) identifies the work environment and interactions with supervisors and co-workers as potential contributors to an individual's well-being at work. (WHO, 2012).

There are several advantages to implementing wellness initiatives for both people and organisations. Healthy individuals may contribute to the workplace by producing higher-quality work, coping with pressure and change, and achieving organisational goals (Sullivan, 2004). Individuals who participate in well-being treatments may experience less stress (Abdullah & Lee, 2012), burnout, and anxiety (Brown et al., 2011). Advantages include enhanced work satisfaction (Abdullah & Lee, 2012; Parks & Steelman, 2008), an increase in

resilience (Hartfiel et al., 2011), loss of weight, and an overall improvement in physical fitness and stamina (Dejoy et al., 2012).

The concept of focusing primarily on the strength of employees and creating a thriving environment rather than a focus on negative factors and dysfunctionality, we observe an introduction to positive psychology. Positive psychology looks at what makes work meaningful and adds to a healthy workforce rather than just the elements that lead to employee stress and discontent (Seligman & Csikszentmihalyi, 2000). As a result of this change in viewpoint, numerous theories and models have been developed to better understand and support employee well-being. A common framework supported by positive psychology is introduced by Martin Seligman's PERMA model. According to Seligman (2011), PERMA introduces the existence of five essential components in the workplace—positive emotions, engagement, relationships, meaning, and accomplishment—rather than just the absence of unpleasant events, which constitutes well-being.

The PERMA model covers multiple employee experiences in the workplace, such as being passionate and focused on work tasks, developing close and valuable relationships with co-workers, discovering a sense of identity and purpose in their responsibilities, and accomplishing their goals to the fulfilment of the individual and the organisation. According to Seligman, these five factors are not limited to only influencing employee well-being but also play a role in its growth. By fostering these five aspects in the workplace, companies can create a vibrant and motivational atmosphere where workers are better able to contribute to the success of the company.

All five elements are important; however, for the purpose of this study, there shall be a focus on three elements of the PERMA model—engagement, relationships, and meaning. A key component of successful workplaces is employee engagement, which is defined by motivation, dedication, and absorption (Schaufeli et al., 2002). In addition to being physically present, engaged workers are emotionally invested in their jobs, which boosts individual results, innovation, and creativity (Macey & Schneider, 2008). Additionally, having healthy and trustworthy social ties at work is essential. Good relationships between supervisors and co-workers promote a sense of belonging, lower stress levels, and offer social support (Grant & Cable, 2000). This network of social support can improve overall job satisfaction and mitigate

the detrimental effects of workplace pressures and employee turnover. Lastly, one of the most effective factors influencing well-being is discovering meaning and purpose in one's profession. Employees report higher levels of intrinsic motivation, lower levels of burnout, and more overall life satisfaction when they believe their work is making a difference in a bigger picture than themselves (Steger et al., 2008). This thesis seeks to advance knowledge of how businesses can create work environments that promote employee well-being and a thriving workforce by concentrating on these three interrelated components.

1.1.3 Multinational Corporations in Kenya

Multinational corporations (MNCs) play a pivotal role in our society today; they exercise a significant influence across the world through social, political, and economic factors. Some scholars argue that MNCs hold more sway and power than many sovereign states in not only shaping people's lives and choices, from where they live to their daily consumption patterns, but also economic decisions that affect cities, countries and continents (Barnet & Müller, 1974). As a result, fields like International Business Management and International Economics are gaining popularity in academic and political influence and they require managing operations across national borders.

MNCs, in contrast to national corporations, operate in numerous countries and tend to be larger and more diverse (Trompenaars & Hampden Turner, 1997). The international presence of MNCs poses unique challenges as they must navigate multiple and diverse cultural environments, leading to the development of a more global and connected corporate culture. These companies often prioritise universalism over individualism and neutrality over partiality due to the need for formal, rule-based organisational cultures to function effectively in diverse cultural contexts (Trompenaars & Hampden-Turner, 1997).

Employee well-being has become a top priority for MNCs because it significantly impacts employee performance, engagement, and staff retention. Recent times have witnessed a heightened acknowledgement of the importance of employee well-being, prompting MNCs to introduce various programs and measures to support their workforce (World Economic Forum, 2020). This shift in focus has evolved from solely addressing physical health to incorporating mental, emotional, and social aspects, recognising the interconnection and interdependence

between mental and physical health and the need for work-life balance (Harvard Business Review, 2021).

MNCs have had a longstanding presence in Kenya, dating back to the colonial era, and have continued to invest in the country's abundant labour force, resources and economic growth (Kaplinsky, 1979). The nation hosts a substantial number of foreign-owned MNCs across various industries, contributing to economic growth, infrastructural development, job creation, technology transfer, and better international relations (Gatha, 2016; US Department of State, 2022). This study specifically focuses on MNCs within the Nairobi Metropolitan Area, the capital city of Kenya, which is home to a significant majority of Kenya's MNCs and their headquarters (Muthiani, 2012).

There are over 226 foreign Multinational Corporations in Kenya, which take up 61% of all the MNCs in Kenya (Samuel, 2010). Kenya serves as both home and host country for multiple MNCs, including Coca-Cola, British American Investment Company (Kenya) Limited, British American Tobacco (BAT), Lafarge (Bamburi Cement) Kenya, East African Breweries Limited, and Safaricom, to name a few. One significant challenge for MNCs in Kenya is managing cultural diversity within their workforce, where there is an international presence, particularly from the parent company, to the diverse workforce that includes both local and international workers.

Kenya is known for its ethnic and cultural diversity (World Bank, 2019). Managing this diversity can be complex, leading to potential conflicts and misunderstandings among employees (Jackson, Ruderman, & Carlos, 2009). In addition, attracting and retaining skilled talent can be competitive in Kenya (Adeyemi & Fagbenle, 2012). MNCs need to offer competitive compensation packages, opportunities for career advancement and a clear indication of an organisational culture that is inclusive, engaging and with room for growth among other factors. Additional challenges include economic challenges observed by the divide between the rich and the poor and, in some cases, poor working conditions in Kenya, which can affect employee well-being. MNCs may need to address issues related to income inequality, access to healthcare, and affordable housing for their employees (World Bank, 2019).

Studying the influence of organisational culture on employee well-being in Kenya is fundamental in understanding MNCs operating in the country and the challenges related to managing cultural diversity, attracting and retaining talent, and addressing economic disparities, all of which underscore the importance of creating an inclusive, engaging, and growth-oriented organisational culture to enhance employee well-being and overall business success.

1.2 Problem Statement

Leiter and Maslach (2017) and Hofstede (1980) contribute to local and regional studies underscoring the complexity of organisational culture in multinational settings where global corporate values intersect with local influences. However, these studies provide a generalised view, which is important to understand general academic concepts, but they lack specific insights into the Kenyan context. The intricate blend of global and local cultural elements in Kenyan MNCs presents a unique environment that merits specific investigation, especially given the country's rich cultural diversity and economic disparities (World Bank, 2019). This is the time when the interaction between organisational culture and employee well-being becomes imperative to understand. More recently, an increasing body of literature has indicated that organisational culture influences employee well-being in diverse contexts (Ng et al., 2010); however, such an interrelationship has not been explored completely in the specific Kenyan context and, importantly, in unique MNC settings.

The Cigna International Health Study 2024 revealed that 84% of Kenyan employees have high stress levels. This is attributed to financial constrictions, increased living costs and high rates of inflation (Business Wire, 2024). Kenya has one of the highest non-permanent employment rates globally, either in the form of contractual work, temporary work or informal working practices, with 23% of employees engaged in temporary non-informal work. This increases insecurity and dissatisfaction within the workforce (Business Wire, 2024). It was also established that 95% of Kenyan employees experienced at least one symptom of burnout, which means that the problem is very widespread for workplace well-being (Africa.com, 2023). These are serious issues; however, there is an obvious limitation in existing literature with respect to the unique cultural dynamics of MNCs. Such a gap inhibits the development of

specific interventions that could be brought in to help improve employee well-being in such MNCs.

The current study aims to provide a focused exploration of this key area. It looks into the nature of organisational culture in Kenyan MNCs from a multi-dimensional perspective, showing how specific dimensions of culture, such as power distance, individualism/collectivism, uncertainty avoidance, and long-term orientation (Hofstede, 1980), may interface with employee well-being in the rapidly changing economic landscapes. The dimensions to be explored in the study include physical and mental health, as well as social, emotional, and financial well-being. In building on each of these aspects, the current research seeks to provide an overall understanding of how organisational culture shapes employees' experiences of well-being in Kenyan MNCs.

The following gaps in the empirical study led to the following question: What is the impact of Organisational culture on employee Well-being in Multinational organisations in Kenya?

1.3 Purpose of the Study

The purpose of the study was to investigate and understand the impact of organisational culture on employee well-being within multinational corporations operating in Kenya, addressing specific gaps in existing research and providing context-specific insights. The study's findings added to the body of knowledge on organisational culture and employee well-being, with implications for and recommendations for the improvement of MNCs in Kenya and other developing nations.

1.4 Research Objectives

The study's objectives examined the influence of organisational culture on employee well-being at MNCs in Kenya based on the Competing Values Framework (Cameron & Quinn, 1999):

- i. To establish the impact of clan culture on employee well-being in MNCs in Kenya.
- ii. To determine the impact of adhocracy culture on employee well-being in MNCs in Kenya.
- iii. To establish the impact of market culture on employee well-being in MNCs in Kenya.

- iv. To assess the impact of hierarchy culture on employee well-being in MNCs in Kenya.

1.5 Research Questions

The following research questions were formulated based on the research objectives previously discussed:

- i. What is the impact the impact of clan culture on employee well-being in multinational corporations (MNCs) in Kenya?
- ii. What is the impact the impact of adhocracy culture on employee well-being in multinational corporations (MNCs) in Kenya?
- iii. What is the impact the impact of market culture on employee well-being in multinational corporations (MNCs) in Kenya?
- iv. What is the impact the impact of hierarchy culture on employee well-being in multinational corporations (MNCs) in Kenya?

1.6 Scope of the study

The purpose of this research was to find out the association between organisational culture on one hand and employee well-being on another. The study focused on multinational corporations (MNCs) located in Nairobi, Kenya, since it is home to the largest number of start-ups in the country. The sample consisted of 223 MNCs, which accounted for around 70% of all MNCs operating within Kenya (Muthiani, 2012). To ensure objectivity, each organisation was to select two individuals, a manager and a non-manager, to represent the organisation. An online survey was used to collect data and was the most efficient tool to reach all organisations.

This study focused on the competing values framework as the framework to assess the independent variable, organisational culture, which included clan culture, adhocracy culture, market culture and hierarchy culture. To assess the employee well-being of the employees, the dependent variable was asses using the PERMA framework with a focus on only three elements, engagement, relationships and meaning. The study utilised a quantitative research methodology. The scope of the study was limited to MNCs who are based in Nairobi.

1.7 Significance of the Study

In recent years, there has been a growing emphasis on the importance of understanding and enhancing employee well-being, a critical factor influencing workplace satisfaction, performance, and overall quality of life. This study delved into an analysis of cultural dynamics within organisations and their profound effects on employee well-being, making it of paramount significance in today's business landscape. Kenya, with its richly diverse and multicultural business environment, vibrant economic growth and increasingly innovative industries, provides a unique background for this investigation. By meticulously analysing how cultural elements embedded within organisations influence the understanding of the connection between the mental and emotional health of employees, this research aspires to provide invaluable insights that can pave the way for the development of culturally sensitive and supportive workplace practices, not only for Kenya but also developing countries worldwide that have similarities to Kenya.

In understanding the relationship between organisational culture and employee well-being, the findings hope to empower organisations to make well-informed decisions and enact positive changes, as well as to create an environment that provides the best solutions to an organisation achieving its strategic objectives. This study carries a multidimensional significance, contributing significantly to the comprehension of the complex interplay between organisational culture and employee well-being, ultimately facilitating the creation of workplaces where employees are happier, more engaged, and better equipped to thrive.

1.8 Chapter Summary

This thesis introduction points out that understanding and improving employee well-being through organisational culture is important in today's organisations. This study examines the role of various organisational cultures in enhancing employee well-being within MNCs in Kenya by using the Competing Values Framework, thereby addressing some of the existing literature gaps and making recommendations for MNCs in developing countries. The aim is to help organisations create more engaging and productive work environments. The introduction includes an overview of the history of the study, problem definition, objectives, research questions, scope and significance. In the next chapter, relevant literature is reviewed, and the

theoretical foundations, previous research efforts, gaps in knowledge, and the study's conceptual framework are discussed.



CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The second chapter of this research provides a comprehensive exploration of the existing body of academic knowledge. This chapter delved into various theories supporting organisational culture and employee well-being, including the examination of theoretical foundations, an in-depth analysis of empirical research related to the topic, a concise summary of the existing literature, strength and limitations of the literature, research gaps and a presentation of the conceptual framework clearly conceptualising the independent and dependent variables that underpins the research.

2.2 Theoretical Framework

The theoretical framework established the foundation for understanding and analysing the key theories related to organisational culture, employee well-being and multinational corporations.

2.2.1 Contingency Theory

Organisational culture has been widely recognised as one of the major determinants of employee outcomes, including job satisfaction, productivity, and general well-being. One of the most utilised models for diagnosing and understanding organisational culture is the Competing Values Framework developed by Cameron and Quinn (1999). It structures organisational cultures into the clan, adhocracy, market, and hierarchy archetypes based on two intersecting dimensions: flexibility versus stability and internal versus external focus. Applied to understanding the impact of culture on employee well-being, the CVF needs broader theoretical embedding.

Contingency Theory (Fiedler, 1967) is a theoretical lens, particularly befitting in contextualising the CVF. Under Contingency Theory, it is assumed that the effectiveness of the organisation depends on the interaction between internal factors and demands from the environment. The CVF complements this theory by providing a structured approach to analysing organisational culture, organisational goals and environmental demands. For instance, clan culture, which is formed based on collaboration, oriented toward employees, and which should preferably remain within stable environments to further internal growth and

employee well-being, would result in fitting when considering dynamic, externally driven industries. However, such a culture of market orientation, primarily oriented toward competition and results, should be pursued cautiously because it may result in burnout among employees. Drawing upon this basis, the present study looked to investigate the issue of organisational culture that determines employee well-being in MNCs using Contingency Theory along with the CVF.

There are multiple theories of organisational culture in management literature; however, the focus here is solely on theories that are relevant and beneficial to workplaces. Over the years, there have been multiple theoretical developments on the definition of organisational culture, which include Deal and Kennedy (1982), who propose four broad types of cultures: tough guy/macho culture, work-hard/play-hard culture, bet-your-company culture, and process culture. According to Geerf Hofstede (1991), cultures differ along five dimensions: power distance, individualism vs collectivism, uncertainty avoidance, masculinity vs femininity, and confusion dynamic, with a sixth concept introduced in 2010, indulgence vs restraint (Hofstede, 2010). In this study, the focus was on the Competing Value Framework (CVF) introduced by Cameron and Quinn (1999) with four culture classifications which are adhocracy, hierarchy, market and clan culture.

2.2.1.1 Competing Values Framework

The four cultural classifications explored in the CVF are a proposition for organisational culture. Organisations are required to represent all four cultures to some extent. The CVF does not propose a preferred organisational culture, and there are several conflicting assumptions regarding which cultures or cultural combinations are preferable and under what circumstances (Cameron & Freeman, 1991). However, one of the CVF's core assumptions is that all four cultures function at the organisational level and remain generally constant through time (Denison & Spreitzer, 1991). Furthermore, it is theorised that all four cultures influence most aspects of the business, from the behaviour of its managers to the values that bond employees to one another to the organisational objectives. As a result, it is expected that a dominant culture will be observed throughout all levels of employees and management in the organisation (Quinn & Rohrbaugh, 1983). The four dimensions of organisational culture that are identified in the CVF are the Clan Culture, Adhocracy culture, Hierarchy culture and Market Culture.

Clan culture is distinguished by a supportive and cooperative atmosphere in which members are viewed as an extended family. It prioritises cooperation, worker engagement, and long-term growth. According to Denison and Spreitzer (1991), firms that have a strong Clan culture have greater levels of employee satisfaction, innovation and commitment. The adhocracy culture originated when the developed world transitioned from the industrial age to the information age (Cameron & Quinn, 2006). Most employees in this culture contribute to specific committees or task groups, which are disbanded once the mission is completed. Fairs (2016) emphasises creativity, innovation, and resource acquisition. The hierarchical culture values stability, control, and efficiency. A Hierarchy culture is characterised by well-defined rules, processes, and a clear chain of authority. They value formal structures, processes, and procedures. Hierarchy-oriented businesses thrive in industries that require dependability, stability, and operational efficiency. The Market culture evolved as a result of the perception that the hierarchical culture did not provide adequate flexibility for organisations when confronted with heavy market rivalry in the late 1960s (Cameron & Quinn, 2006). This culture emphasises the attainment of well-defined aims and goals, with a focus on external factors rather than internal functions (Denison, Haaland & Goelzer, 2004).

The CVF's four organisational culture dimensions provide useful insights for organisations seeking to recognise their culture and promote desired objectives. The CVF enables managers and leaders to assess their current organisational cultural practices, assess where they currently stand and identify areas for improvement or better alignment with their organisation's strategic objectives. This framework provides a vocabulary and structure for discussing and evaluating cultural dynamics, as well as for assisting organisational transformation efforts and leadership development projects.

Despite its strengths, the CVF has limits. Critics say that its quadrant-based approach oversimplifies the intricacies of organisational culture and may overlook hybrid or transitory cultures. Furthermore, the framework's emphasis on cultural features may obscure other important factors influencing well-being, such as individual employee qualities or external economic conditions (Hartnell et al., 2011). Contrary to other theories, such as Herzberg's Two-Factor Theory or Maslow's Hierarchy of Needs, contingency theory and the CVF provides more dynamic and situational insights. Herzberg's approach emphasises both

intrinsic and external elements that influence motivation, but it lacks the flexibility to account for changing organisational circumstances. Similarly, Maslow's paradigm, with its sequential hierarchy of requirements, fails to adequately address the relationship between organisational culture and employee well-being (Maslow, 1943). In contrast, contingency theory and the CVF account for the dynamic and changing character of organisational contexts, making them ideal for developing flexible well-being initiatives.

Finally, the combination of contingency theory with the CVF creates a solid foundation for analysing and increasing employee well-being. The context-driven approach of contingency theory guarantees that well-being efforts are in line with organisational realities, whereas the CVF provides a formal framework for analysing and improving cultural variables that influence well-being. This dual perspective enables organisations to develop targeted, successful strategies for individual and collective flourishing in dynamic and competitive situations.

2.2.2 Positive Psychology and Well-Being Theory

Historically, psychology has mostly addressed negative factors of life, such as sadness, mental diseases, suicide, schizophrenia, and trauma. While analysing learnt helplessness—a psychological state in which people become negative and passive after experiencing uncontrollable, unpleasant events—American psychologist Martin Seligman discovered that some people did not become helpless despite facing great adversity. His research found that these people had one quality that safeguarded them: optimism (Seligman, 2011). Optimistic people prefer to see life's circumstances, opportunities, and challenges positively and with hope, regularly reminding themselves, "This is only a one-time event, and I have the power to do something to change it." This perspective strengthens their mindset to life's approach, allowing children to persevere in the face of adversity. Conversely, those who succumb to powerlessness frequently assume a negative attitude, claiming, "Negative things will last forever, undermine everything I do, and I have no power over them."

Seligman's discovery that helplessness and optimism could be learnt prompted him to investigate whether additional positive characteristics and behaviours could be taught and developed. This was the beginning of positive psychology, a new area of psychology orientated

not only at rehabilitating "damaged" individuals but also at improving lives by cultivating positive attributes that promote enjoyment and ease. This shift shifted psychology's emphasis from merely alleviating suffering to enhancing human existence (Seligman, 2011). Positive psychology, according to Peterson (2008), is the scientific study of human thoughts, feelings, and behaviours that emphasises strengths rather than weaknesses, builds the good in life rather than fixing the bad, and elevates average lives to greatness rather than simply helping struggling individuals achieve normalcy.

Initially, positive psychology focused on boosting happiness, as measured by "life satisfaction." However, Seligman eventually realised that life satisfaction was undependable and too general to make an impact, as demonstrated by Veenhoven (2006), with more than 70% of responses reflecting current mood to selective circumstances rather than to overall living conditions. To counter this, Seligman changed the emphasis from happiness to well-being or thriving, presenting it as a construct with numerous quantitative components which incorporates multiple factors that contribute to better well-being, and which in turn leads to overall satisfaction. He compared well-being to the weather—a combination of characteristics such as temperature and humidity—rather than a single entity (Seligman, 2011).

Seligman's PERMA model defines well-being in five main elements: positive emotion, engagement, meaning, positive connections, and accomplishment (Seligman, 2011). These factors contribute to overall well-being, are pursued for their own reason, and are defined and measured separately. Positive emotion refers to a joyful life and includes emotions such as joy, gratitude, excitement, hope, and love. According to research, experiencing such feelings promotes optimism, resilience, open-mindedness, and purposeful behaviour. Positive emotions boost creativity and build connections, leading to a more meaningful and productive existence. (Fredrickson, 2009). They can be divided into two categories: pleasure, which satisfies basic survival needs such as hunger and sleep, and enjoyment, which originates from intellectual stimulation and creativity. Cultivating good emotions is critical for approaching obstacles with optimism and finding everyday contentment, particularly when faced with the day-to-day challenges in the workplace, where individuals spend the majority of their time.

People experience engagement, which could also be known as 'flow' when they are totally engrossed in an activity and lose all sense of time or self-consciousness due to the excitement

and passion of the task at hand. In contrast to pleasant emotion, flow is more about growth and intense focus than it is about feeling. Using one's greatest abilities and capabilities is necessary to achieve flow (Seligman, 2011). Engagement at work enables people to match their strengths with specific objectives and frequent feedback. According to studies, engaged workers report higher levels of satisfaction, less stress, and increased productivity. According to Robinson (2014), teams that make use of their individual strengths experience higher customer satisfaction, higher productivity, and lower employee turnover. According to Peterson (2008), positive relationships are essential to positive psychology. Humans are social beings by nature, and robust social ties, which cannot be dismissed even in a formal workplace setting, greatly increase resilience and happiness. Relationships release the feel-good hormone oxytocin, which improves health, lowers anxiety, and offers emotional support. We perform better both emotionally and physically the more positive connections we make.

The fourth pillar, meaning, poses the following question, "Why are we on this earth?" Fulfilment requires finding a purpose, whether it be in voluntary work, religion, the arts, or other endeavours. Although it can cover necessities, money cannot buy happiness. By assisting workers in comprehending the significance of their work, employers can improve their connection to daily responsibilities and general job happiness (Seligman, 2011). The pursuit of success and achievement is embodied by accomplishment. A deep-seated urge for achievement is satisfied by accomplishment in even the smallest circumstances, even though it may not necessarily result in pleasant feelings or relationships. Establishing attainable and reasonable goals at work promotes a feeling of advancement and satisfaction. This cannot be achieved by an employee alone; it requires the intervention of also management and organisation objectives to intentionally put measures in place. When workers accomplish their goals, they feel inspired and proud, which increases output (Seligman, 2011).

Well-being theory how, however, has its limitations. However, the model's assumption that the five components are completely independent and equally contribute to well-being is criticised for lacking empirical validity (Kern et al., 2015). Furthermore, the PERMA model does not specifically take into account outside variables that can have a big impact on well-being, including workplace arrangements or socioeconomic circumstances (Huppert & So, 2013). Additionally, some academics point out that well-being theory mostly concentrates on treatments at the individual level, thereby ignoring structural adjustments that could enhance

well-being collectively. This can sometimes provide a narrow-minded view and sometimes conflicts of interest internally and externally.

When compared to other theories like Maslow's Hierarchy of Needs or Deci and Ryan's Self-Determination Theory (SDT), well-being theory has some advantages. Maslow's approach focuses on a sequential hierarchy of wants, which may not completely capture the dynamic and overlapping nature of workplace well-being (Maslow, 1943). While SDT addresses intrinsic motivation and core psychological requirements such as autonomy, competence, and relatedness, it provides a narrower framework than the PERMA model (Deci & Ryan, 1985). The PERMA framework's addition of accomplishment and positive feeling broadens its applicability to a wider range of work settings, making it more comprehensive in terms of addressing employee well-being.

Despite its limitations, well-being theory is still one of the most useful frameworks for analysing and increasing employee well-being. Its multidimensional nature is strongly aligned with the difficulties of modern organisational environments, where employees demand not only job satisfaction but also possibilities for growth, meaningful work, and positive connections. By addressing these different demands, the PERMA model provides a solid framework for designing workplace interventions that increase overall well-being and, as a result, improve organisational outcomes.

2.3 Empirical Review

This section provides a brief overview of the accessible empirical literature, with a particular emphasis on the relationship between each of the independent and dependent variables. The empirical review examined existing research studies and data to evaluate findings, methodologies, and trends. The research provided is evidence-based analysis, drawing conclusions from real-world observations, academic expertise and experiments to inform the understanding of the study. The goal of developing this empirical review was to give a clear and complete guide for aligning current research with existing scholarly frameworks.

2.3.1 Clan culture and employee well-being

Several studies have delved into the influence of Clan culture on employee well-being, uncovering positive associations across various dimensions. Olynick and Li (2020) observed that Clan culture corresponds to lower employee stress levels and higher levels of enjoyment and productivity. Similarly, Boyd and Larson (2022) found that Clan culture fosters a strong sense of community at work, positively impacting psychological well-being and behavioural engagement. This suggests that Clan culture contributes to employee well-being by nurturing a supportive workplace community.

Kampf et al. (2017) revealed a preference for Clan corporate culture across generations, emphasising its positive influence on employee attitudes and opinions, implying a role in enhancing well-being. Furthermore, Lorincová et al. (2021) highlighted the preference for Clan cultural values, showcasing their positive effect on employee development and well-being, particularly in SMEs. Additionally, Wang and Liu (2020) demonstrated that Clan culture moderates the relationship between job autonomy and workplace loneliness, effectively mitigating loneliness and bolstering overall well-being among employees. These findings collectively underscore the favourable impact of Clan culture on employee well-being, encompassing stress reduction, community-building, positive attitudes, and alleviation of workplace loneliness.

Clan organisational culture can also have adverse effects on various aspects of employee behaviour and satisfaction. It was also discovered that clan culture significantly reduces employee creativity, hindering innovation (Ogbeibu, Senadjki, & Gaskin, 2018). Taşkıran, Çetin, Özdemirci, Aksu, and Istoriti (2017) observed that certain value-culture combinations, particularly impulsive/hedonistic values within a clan culture, negatively impact job satisfaction, implying that clan culture may not align with the values of all employees, leading to reduced job satisfaction. Furthermore, studies found that clan culture can promote deviant behaviour in the workplace, potentially encouraging actions contrary to organisational norms (He Qianqian & Zhihua, 2020).

2.3.2 Adhocracy culture and employee well-being

The influence of adhocracy culture on employee well-being has been investigated in various studies. Bianchi, Tontini, and Gomes (2021) highlighted that perceptions of Adhocracy culture significantly affect employees' subjective well-being, with a particular impact observed among female employees. Their findings emphasise the role of Adhocracy culture in enhancing employee happiness and fostering innovative tendencies (Bianchi, Tontini, & Gomes, 2021). Belias et al. (2015) conducted a study within Greek banking institutions and discerned that Adhocracy culture, in conjunction with Market culture, plays a role in shaping job satisfaction. However, it was noted that Adhocracy culture was more likely to lead to dissatisfaction with salary, suggesting a nuanced relationship between this cultural type and job satisfaction (Belias et al., 2015).

Another study from Spain in 2021 explored the positive association between Adhocracy culture, alongside Clan culture, and internal Corporate Social Responsibility (CSR) practices. These practices were found to contribute to employee happiness, highlighting the adhocracy culture's potential to cultivate a work environment conducive to employee well-being (Human Resource Management International Digest, 2021). Adhocracy culture also exhibits an inconsistent relationship with employee well-being. It was discovered that it has an insignificant negative association with stress and an insignificant positive association with engagement, indicating a complex impact on well-being (Mushtaque & Siddiqui, 2019).

2.3.3 Market culture and employee well-being

Several studies have investigated the influence of organisational culture on various aspects of employee well-being. Kusumah and Suharnomo (2015) found that cultures that focus primarily on competition and achievement positively impact employee motivation and performance, which is in connection to overall well-being. Basnet (2020) discovered that competitive and achievement-oriented cultures are associated with increased organisational commitment, a critical component of employee well-being. Alsalami, Behery, and Abdullah (2014) observed that leadership styles promoting competition and achievement enhance employee innovation and satisfaction, indirectly contributing to well-being.

However, it is important to note the potential downsides of highly competitive cultures. Prayudi (2016) found that an excessive focus on competition may not always lead to better employee performance and could result in dissatisfaction or stress. Eslami and Arshadi (2016) highlighted that a competitive climate can increase workplace envy and negatively impact prosocial behaviour, potentially harming overall well-being and organisational cohesion. These findings collectively underscore the complex relationship between competitive cultures and employee well-being, emphasising the need for a balanced approach to organisational culture.

2.3.4 Hierarchy Culture and Employee Well-being

Research has highlighted both positive and negative effects of hierarchical organisational cultures on employee well-being. On the positive side, employees in managerial roles may benefit from increased job control and decision latitude, contributing positively to their work well-being (Herttuala, Kokkinen, & Konu, 2020). Additionally, the predictability and control offered by hierarchical cultures can help reduce stress and create a stable work environment, leading to enhanced job satisfaction and better health outcomes (López-Martín & Topa, 2019). However, there are negative consequences associated with hierarchical cultures as well. Such cultures may limit employee autonomy and creativity, hindering innovative thinking (Ogbeibu, Senadjki, & Gaskin, 2018). Employees working within these cultures often report decreased job satisfaction, which can negatively impact their overall well-being (Fatima, 2016). Furthermore, a strong hierarchical culture may contribute to elevated levels of stress and depression among employees, emphasising the importance of fostering cultural well-being and support within organisations (Marenius, Marzec, & Chen, 2022).

In summary, hierarchical cultures can offer benefits like job control and reduced stress, but they may also hinder creativity and job satisfaction and contribute to stress and depression among employees. Organisations need to strike a balance between control and autonomy to promote overall employee well-being.

2.4 Research Gaps

Table 1 Research Gaps

Researcher and Year	Title of the Study	Findings	Knowledge Gap Areas
Monteiro & Joseph, 2023	A Review on the Impact of Workplace Culture on Employee Mental Health and Well-Being	Fostering positive leadership, social support, balanced job expectations, and effective policies can enhance workplace well-being, while unsupportive leadership, high job demands, and inadequate policies may harm it.	A focus on individual characteristics. To assess the effectiveness of well-being initiatives. Explore the impact of workplace culture on different subgroups of employees.
Putra, Kusumawati. & Kartikasari, 2023	Unpacking the Roots and Impact of Workplace Well-being: A Literature Review	Workplace well-being has an impact on physical health, productivity, and relationships between people.	A focus on longitudinal studies to assess the effect over time on employee-well-being. Comparative studies of different workplaces
Brannstrom & Staffansson 2014	The Prominence of organisational Culture in Workplace Well-Being		A Consideration to choose organisations with a global presence to explore how organisational culture plays a significant role in the combined aspects of workplace well-being.
Mushtaque & Siddiqui (2019)	Impact of organisational Culture on Job Stress and Employee Engagement in Pakistan	Adhocracy culture has insignificant effects on stress and engagement.	Study focuses on job stress and employee engagement in Pakistan, lacks focus on well-being as a holistic concept. Cultural context (Pakistan) may not be directly applicable to Kenya. Culture can consistently improve well-being in multinational settings.
Belias et al. (2015)	Organisational Culture and Job Satisfaction of Greek Banking Institutions	Adhocracy culture, in conjunction with Market culture, plays a role in shaping job satisfaction. However, it was noted	The study was limited to examining only Adhocracy and Market cultures, which provides an opportunity to explore

		that Adhocracy culture was more likely to lead to dissatisfaction with salary, suggesting a nuanced relationship between this cultural type and job satisfaction	the potential influence of other cultural types, such as Hierarchy or Clan, on job satisfaction.
Kusumah & Suharnomo (2015)	Analysis of the Influence of Organisational Culture and Compensation on Employee Performance with Motivation as an Intervening Variable	Competitive cultures improve motivation and performance, contributing to well-being.	Focuses on organisational culture's influence on employee performance and motivation in Indonesia; limited to compensation and motivation, not directly addressing employee well-being.
Prayudi (2016)	Intrapreneurship Effect on the Cultural organisation and Motivation as Well as Their Impact on Employee Performance at BJB Tamansari Branch	Excessive competition can lead to dissatisfaction and stress.	Study examines employee performance through intrapreneurship and cultural organisation but lacks focus on overall well-being and is industry-specific (BJB Tamansari Branch).
Eslami & Arshadi (2016)	Effect of organisational Competitive Climate on organisational Prosocial Behavior: Workplace Envy as a Mediator	Competitive environments increase envy, reducing prosocial behavior and well-being.	Focuses on competitive climate and prosocial behavior with workplace envy as a mediator; doesn't address employee well-being in a direct manner.
Marens, Marzec, & Chen (2022)	Association of Workplace Culture of Health and Employee Emotional Well-being.	a health-promoting workplace culture is positively associated with employee emotional well-being. Hierarchical cultures increase stress and depression among employees.	The study's cross-sectional design means it cannot definitively prove that a health-promoting culture <i>causes</i> improved emotional well-being. Further research, such as longitudinal studies, is needed to establish a causal relationship.
Ogbeibu, Senadjki, & Gaskin (2018)	The Moderating Effect of Benevolence on the Impact of Organisational Culture on Employee Creativity.	Hierarchical cultures stifle creativity, reducing job satisfaction.	Lack of research on how to balance control with creativity in organisation to improve employee well-being.
Fatima (2016)	The Impact of organisational Culture		Examines the impact of organisational culture on

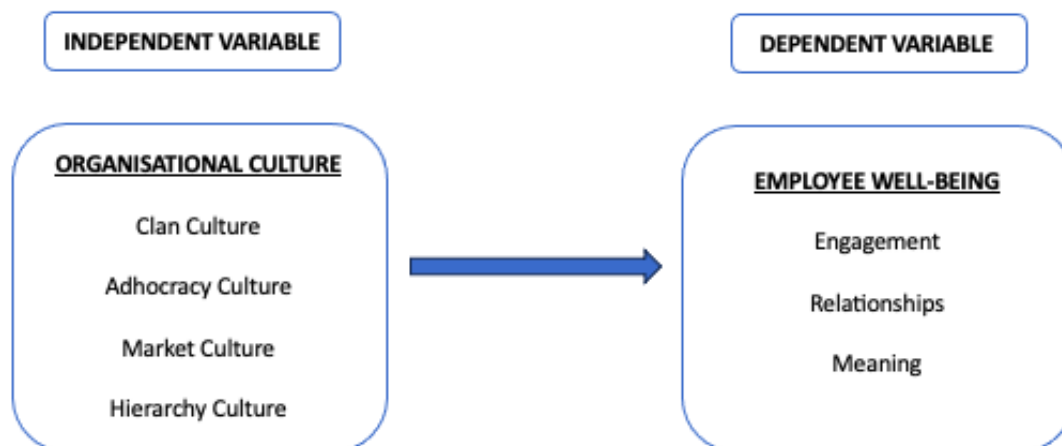
	Types on the Job Satisfaction of Employees.		job satisfaction, not directly addressing comprehensive employee well-being.
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Source: Self-created table based on scholarly sources findings

2.5 Conceptual Framework

The conceptual framework of this study centres on examining the dynamic relationship between organisational culture and employee well-being, with a particular focus on the context of MNCs in Kenya. In this framework, organisational culture serves as the independent variable, influencing employee well-being, which functions as the dependent variable. Organisational culture, in this context, was assessed through the lens of the Competing Values Framework, which encompasses four key factors: Clan culture, adhocracy culture, market culture, and hierarchy culture. Concurrently, employee well-being is the dependent variable, comprised of 6 distinct factors illustrated in Figure 1 (Cameron & Quinn, 2006) & (Donaldson, Donaldson & van Zyl, 2022):

Figure 1 Conceptual Framework

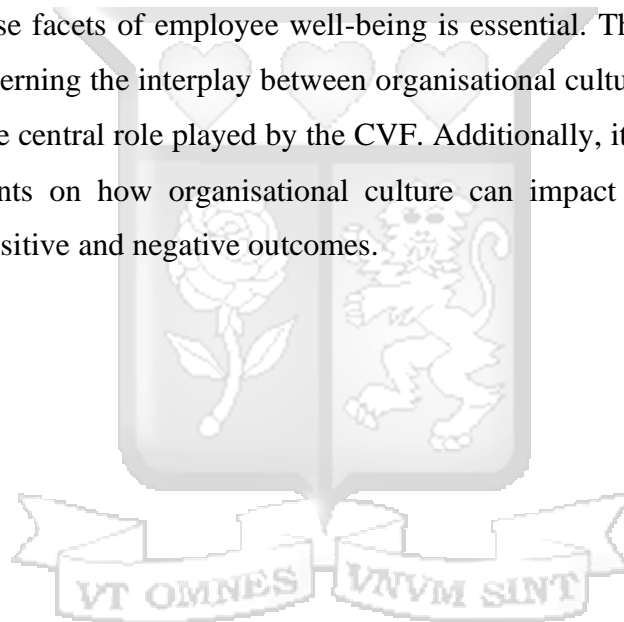


The Competing Values Framework (CVF) identifies four key cultural archetypes within organisations. Clan culture focuses on collaboration, teamwork, and fostering a family-like work environment. Adhocracy culture relates to innovation, adaptability, and creative problem-solving. Market culture prioritises competition, results, and the achievement of measurable goals, often driving organisations toward external success. Finally, Hierarchy culture values structure, efficiency, and consistent processes ensuring stability and control

within the organisation. These cultural factors collectively shape the independent variable referenced in the conceptual framework

2.6 Chapter Summary

In this analysis, the primary focus centres on the Competing Values Framework (CVF) introduced by Cameron and Quinn (1999). This framework classifies organisational cultures into four categories: adhocracy, hierarchy, market, and clan culture. Employee well-being, which is of utmost importance to organisations, encompasses multiple dimensions, including engagement, relationship, and meaning. Understanding how the CVF-defined organisational culture influences these facets of employee well-being is essential. The analysis delved into existing research concerning the interplay between organisational culture and employee well-being, emphasising the central role played by the CVF. Additionally, it sheds light on diverse theories and viewpoints on how organisational culture can impact employee well-being, encompassing both positive and negative outcomes.



CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research design, population, data analysis and collection methods used for the study. The chapter begins by outlining the research philosophy and research design. Numerous research concerns, such as reliability and validity, and, ultimately, ethical considerations, are outlined in the subsequent sections.

3.2 Research Philosophy

Research philosophy represents the beliefs of a researcher that forms the foundation of the research (Saunders et al., 2019). Research philosophy includes positivism, interpretivism, critical realism, and pragmatism (Aberdeen, 2013; Yin, 2009). Positivism is the foundational research philosophy that has been applied in this study, operating under the assumption that knowledge can be precise and unambiguous. In contrast to the interpretivist approach, where the researcher's subjectivity plays a significant role, this study maintains objectivity, neutrality, and independence to avoid influencing the study's findings and data (Alavi & Carlson, 1992). In contrast, pragmatism acknowledges that a concept is meaningful when it supports practical action by embracing multiple research approaches. Studies following a positivist approach predominantly employ quantitative methods to derive quantifiable information through deductive reasoning, following the findings of Repko and Szostak (2020). A positivist research approach utilises statistical quantifiability and observability (Ghauri, Gronhaug & Strange, 2020).

A deductive research approach was applied in this study as it entails testing a theory and is applied in quantitative research (Saunders et al., 2019). The theory tested in this study was that the type of organisational culture present in an institution has a significant impact on employee well-being. Thus, a deductive approach was employed to analyse the correlation between organisational culture and employee well-being in MNCs. A quantitative research methodology was applied in this study as it entails the collection of numerical data that can be analysed using statistical techniques and make informed inferences on the relationship between the independent and the dependent variables (Creswell & Creswell, 2018). The independent variable was organisational culture, while the dependent variable was employee well-being. The numerical data that was collected included employee well-being which was

collected in a five-point Likert scale from strongly agree to strongly disagree. Data were collected using questionnaires. Thus, the above-described research design helped in collecting numerical data, performing analysis, testing the theory, and making informed inferences on the relationship between the independent and the dependent variable. Consequently, the data collected for this study informed the findings based on objective analysis rather than subjective judgment, aligning with the findings made by Levitt et al. (2012).

3.3 Research Design

The Organisational Culture Assessment Instrument (OCAI) offers a robust framework for evaluating organisational culture, particularly in the context of employee well-being. Developed by Robert E. Quinn and Kim S. Cameron, it draws upon the Competing Values Framework (CVF) initially introduced by Cameron and Quinn (1998). The OCAI stands out as a preferred instrument for studies focusing on the relationship between organisational culture and well-being for several compelling reasons. Firstly, the OCAI is firmly grounded in the CVF, a framework that categorises organisational culture into four major types: Clan, Adhocracy, Market, and Hierarchy.

Secondly, the OCAI employs a straightforward and easily comprehensible model. This simplicity makes it accessible to a broad range of participants who can readily grasp the four cultural types and understand where their organisation fits within this framework. This ease of use simplifies the assessment process. Furthermore, the OCAI has a strong track record in research and practice, rendering it a well-established and validated tool. Numerous studies have confirmed its reliability and validity, instilling confidence in the results it generates. (Cameron & Quinn, 2006). The instrument's alignment with well-being is particularly noteworthy. It uplifts connections associated with interpersonal interactions to boost personal physiological health, emotional well-being, and work performance (Cameron, 2010). Additionally, the instrument allows for comparisons across organisations, departments, or units, facilitating valuable insights for researchers interested in understanding how different cultural orientations impact well-being in various contexts.

To address the current challenges in well-being measurement, the Well-Being Assessment (WBA) was introduced by the Human Flourishing Program and the Sustainability and Health Initiative for Net Positive Enterprise (SHINE) at Harvard University (Diener and Seligman, 2004; Lee et al., 2021). The primary objective was to create a comprehensive well-being measure that could yield reliable and valid scores across its various domains. The WBA encompasses six distinct yet theoretically coherent and interconnected domains of well-being: emotional health, physical health, social connectedness, meaning and purpose, character strengths, and financial security, as justified by VanderWeele (2017). In this study, the assessed WBA elements were relationship, meaning, and engagement.

The WBA's underlying framework aligns with the top-down (dispositional) hypotheses of well-being (Diener, 1984; Diener et al., 1999), which posit that individuals tend to evaluate their experiences in either a positive or negative manner (Judge and Hulin, 1993), thereby reflecting well-being in these domains. Consequently, the WBA was designed following the principles of reflective measurement (Bagozzi, 2007; Howell et al., 2007) and was developed with a dual focus on ensuring the psychometric soundness of each WBA domain (as they might be used independently in future research) and of the WBA as a whole (Furr, 2011).

3.4 Target Population

The target population for this thesis comprised employees working in multinational corporations situated in the Nairobi Metropolitan area of Kenya. Nairobi city encompasses the majority, specifically 70%, of the multinational corporations (MNCs) operating in Kenya (Muthiani, 2012). Nairobi, as the capital and economic centre, plays a pivotal role in attracting foreign direct investment (FDI) and serving as a hub for various industries. The significant impact of Multinational Corporations (MNCs) on Kenya's economy is evident in their contributions to employment and GDP (Langdon, 1975; Murunga et al., 2022). The diversity within MNCs' organisational culture, often contrasting with local norms, provides a unique perspective on the cultural dynamics that affect employee well-being, potentially leading to conflicts or positive adaptations (Manda & Sen, 2004; Odhiambo et al., 2020). The country also stands out as a prime choice for venture capital, witnessing increased funding in sectors like e-commerce, cleantech, fintech, and agri-tech (Global Finance Magazine, 2023). Kenya's favourable investment environment makes it particularly appealing to international companies

looking for a base for regional or pan-African endeavours (U.S. Department of State, 2023). A total of 223 MCNs were selected, as this number corresponds to the companies listed in the Kenya National Bureau of Statistics Economic Survey (2007) that had sufficient information available for analysis.

The demographic parameters for this population included factors such as age, gender, position in the organisation and the time spent in the organisation. Participants from various roles and experiences within Kenyan multinational corporations were included, ensuring a thorough study of organisational culture's impact on employee well-being. Considerations include diverse department representation, at least six months tenure, and promoting gender balance across participating organisations.

3.5 Sampling Technique

For this study, a simple random sampling technique was employed. The simple random sampling method is particularly effective in ensuring that the sample is representative of the entire population, especially when the population is heterogeneous, as is the case with employees in MNCs. A simple random sampling procedure was used in this research as it gives equal probability for the selection of the participants in a study, is unbiased, and provides a representative of the sample (Noor et al., 2022). Hence, the simple random sampling technique was used to select the MCNs that were used in this research without any bias. A total of 223 MCNs were selected, as this number corresponds to the companies listed in the Kenya National Bureau of Statistics Economic Survey (2007) that had sufficient information available for analysis. While many MCNs lack accessible websites or tracking data, making it difficult to include the entire population, this fraction was chosen to provide a representative sample. The selection ensured broad representation across different industry sectors while relying on companies with the necessary data for this study. A member in each of the MCNs was included in the research.

The MCNs were obtained from the Kenya National Bureau of Statistics Economic Survey and transferred in Microsoft Excel. The MCNs were assigned unique identification numbers, and a random number generator was used to select the MCNs used in this study. A total of 223 MCNs were selected.

3.6 Data Collection Methods

3.6.1 Data Collection Instruments

The Organisational Culture Assessment Instrument (OCAI) is a validated tool used to assess the prevailing organisational culture within a company. It measures organisational culture based on four main culture types: Clan, Adhocracy, Market, and Hierarchy. Respondents are asked to rate their organisation's culture on a set of 12 predefined statements. The OCAI provides valuable insights into the alignment of an organisation's culture with its strategic goals. The twelve questions assess participants' perceptions of the organisation's current state. Participants allocate 100 points among statements in the various sections based on how closely each alternative aligns with the organisation. Statements most resembling the organisation receive more points, while less similar statements receive fewer. This data helped in understanding the dominant cultural type within each organisation and its impact on employee well-being.

The PERMA framework is designed to evaluate various dimensions of employee well-being. This study focuses on three of these factors: engagement, relationships and meaning. The assessment consists of a total of 10 statements distributed across the three concepts. The statements employed a 5-point agreement scale, where respondents indicate their level of agreement using the following options: 5 - strongly agree, 4 - agree, 3 - neither agree nor disagree, 2 - disagree, and 1 - strongly disagree. The total value of the employee's well-being was obtained by summing the values marked by the respondents.

3.6.2 Data Collection Process

The primary data collection method for this research was an electronic survey. Two employees were selected per organisation. The respondents were selected based on their role in the organisation; one manager and one non-manager were requested. The purpose of this was to get an understanding from different perspectives, given that the experience of a manager is different from the experience of a non-manager. The choice to use an electronic survey is grounded in its convenience, cost-effectiveness, and accessibility for companies

throughout Kenya. The ease of data collection and analysis influenced the decision to use an electronic survey. The survey exclusively featured close-ended questions, providing respondents with predefined answer choices. Using close-ended questions simplifies the process of drawing conclusions based on specific responses. The survey consisted of three different sections; the first was the background, which gathered information about the individual respondent, such as their role in the organisation, tenure, and demographic details. Second was the OCAI, which contained questions related to the organisational culture. The final section was the well-being assessment, in which respondents answered questions related to their views on employee well-being within the organisation.

3.7 Data Analysis

In this study, data were presented, structured and organised in Microsoft Excel software to facilitate clear communication of the results. A normality test, specifically a QQ plot, was conducted to determine if the data followed a normal distribution. Descriptive statistics included measures such as frequency, mean, standard deviation, counts & percentages for the data. Furthermore, graphs and tables were used as visual representations, enhancing readers' comprehension of response distributions and trends. In this research endeavour, a deliberate effort was made to present data in a methodical and well-structured manner to ensure that the outcomes are conveyed with utmost clarity.

To address the research's main objectives, the study incorporated inferential statistics. Comparative analysis with a focus on Analysis of Variances (ANOVA) to compare independent and dependent variables was applied. The independent variable was organisational culture, and the dependent variable was employee well-being. The independent variable was in ordinal data form, while the dependent variable was a scale variable. The ANOVA helped determine if the independent variable had an impact on the dependent variable. Inferential statistics were conducted at a 0.05 significance level. Additionally, the demographic data were analysed to determine if they had an impact on the dependent variable. A comparative analysis was performed to ascertain the findings obtained and make an informed decision based on the findings obtained. The comparative analysis that was computed was the independent *t*-test at a .05 significance level. These interpretations served as the foundation for subsequent

discussions and the formulation of recommendations for potential enhancements. The output was presented in tables.

3.8 Quality of Research

3.8.1 Reliability

Challenges with reliability can take many forms. For instance, when a single observer or interviewer is the primary data source, their subjectivity cannot be verified, nor can their influence on the participant's responses be verified. (Babbie, 2010). According to Wilson (2010), reliability challenges are often associated with the researchers' subjectivity. One of the measures used to increase reliability is to have 2 respondents in each MNC. In addition, this study measures the reliability of the survey using the Cronbach Alpha Test. As the study observes a greater Internal consistency of the items on the point scale, the closer the Cronbach alpha coefficient is to 1. When the Cronbach alpha coefficient is equal to or greater than 0.70 this indicates reliable measurements (Anderson, 2003).

3.8.2 Validity

Validity, as defined by Alarcón and Sánchez (2015), pertains to the degree to which the sample of test items within an instrument accurately reflects the content the test is designed to assess. According to Mugenda and Mugenda (2003), the conventional approach to evaluating content validity in a test item involves the engagement of an expert or a professional with expertise in the specific field under examination. In the context of this study, content validity was ascertained by subjecting the questionnaire to evaluation by the supervisor at Strathmore University and other experts within the field of research. Their valuable insights and input were instrumental in ensuring that the questionnaire effectively measured the intended variables, leading to necessary adjustments and refinements to enhance its validity. Furthermore, for the establishment of construct validity, this study adopted a methodology that entailed deriving variables from comprehensive theoretical models and relevant prior studies.

3.9 Ethical Considerations

The following ethical guidelines were observed in the research process. Following receipt of an introductory letter from Strathmore Business School and a research permit from the National Commission for Science, Technology, and Innovation (NACOSTI) and the International Review Board (IRB), the researcher wrote to all the targeted institutions and respondents, requesting permission to use the subjects as respondents in this study. Once permission was received, the respondents were given a clear overview of the purpose of the study and were given a chance to ask any additional questions. The respondents' consent to participate was first obtained and recorded before they filled out the questionnaire. The respondents were notified that full participation was voluntary, and if a question was sensitive or a respondent could not provide an answer, they were free to skip the question. The respondent was also given the option of being anonymous; in this situation, their names and personal information were not mentioned or shared in any capacity for the study. Ethical principles are central to developing the criteria and prioritising participant rights and well-being. Steps were taken to minimise exclusion and discrimination risks, promoting fair access for all eligible individuals. Transparency and fairness drove the criteria's consistent application across the research process.

3.10 Chapter Summary

In conclusion, this chapter provided a comprehensive overview of the research methodology and techniques employed in the study. It began by elucidating the research philosophy, which is grounded in positivism, emphasising precision and objectivity. The research methods were framed around the organisational Culture Assessment Instrument (OCAI) and the well-being Assessment (WBA). The data collection process was primarily based on an electronic survey. The survey's three sections captured respondents' background information, organisational culture, and employee well-being, with a particular focus on each dimension. Data analysis techniques, including descriptive statistics and correlation analysis, were implemented using SPSS and MS Spreadsheets. This chapter laid the foundation for a robust investigation into the correlation between organisational culture and employee well-being in multinational corporations, and the subsequent chapters further explore this relationship.

CHAPTER FOUR: RESULTS AND FINDINGS

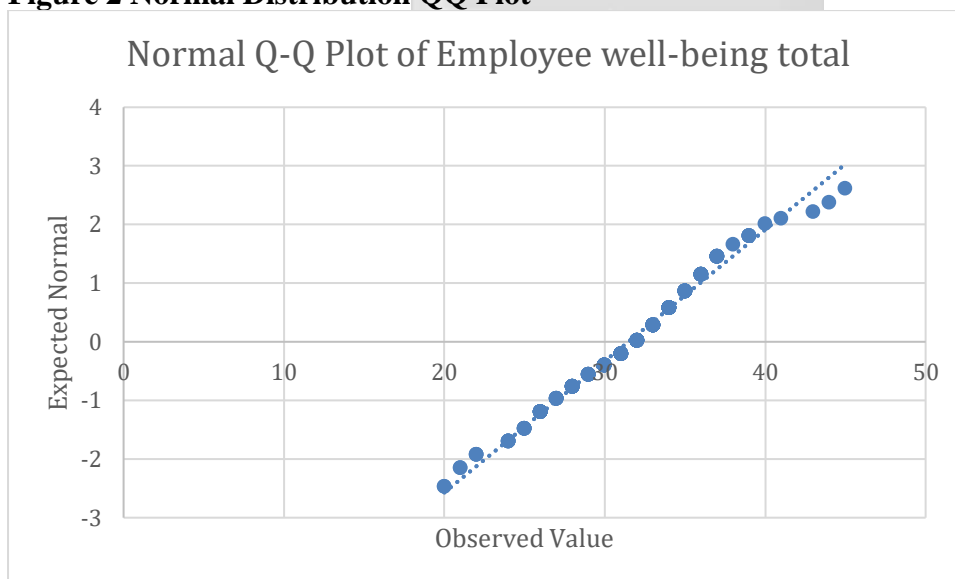
4.1 Introduction

This chapter presents the research findings investigating the influence of organisational culture on employee well-being in Multinational Corporations in Kenya.

4.2 Data Analysis

In this study, there was a sample size of $N = 223$, and there were no missing values. The data was checked to determine if it met the normal distribution assumption. Figure 2 reveals that the data met a normal distribution assumption.

Figure 2 Normal Distribution QQ Plot



4.3 Descriptive Statistics

Based on the output obtained, more than half of the participants were females ($n = 114$, 51%) (see Figure 3). Additionally, 43% have been employed for 1 to 5 years, and more than half (57%) of the companies in the study have been operational in Kenya for more than 20 years (see Table 2). Forty-two per cent of the companies have an employee size of 51 to 200 people, as shown in Table 2. Most of the participants were between 25 and 34 years old, as shown in Figure 4. There were four types of organisational cultures: clan, market, adhocracy, and hierarchy culture. The majority of the organisations had adopted clan culture (33.6%), 26.0%

had adhocracy, 24.7% had a hierarchy, and only 11.7% had market cultures, as shown in Figure 5. Thus, the majority of the organisations preferred clan culture.

The dependent variable representing well-being consisted of three factors; engagement, relationships, and meaning. Descriptive statistics, including mean and standard deviation for the factors and employee well-being, were performed. The engagement variable had a mean of 11.30 ($SD = 2.458$), the relationship had an average of 9.82 ($SD = 2.23$), while meaning had a mean of 10.35 ($SD = 2.146$; see Table 2). The total average for employee well-being was 31.47 ($SD = 4.332$), as shown in Table 2.

Figure 3 Gender Summary Statistics

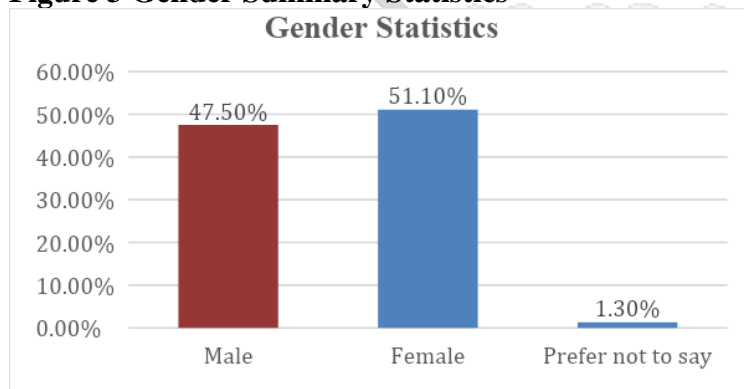


Figure 4 Age of the Respondents Summary Statistics

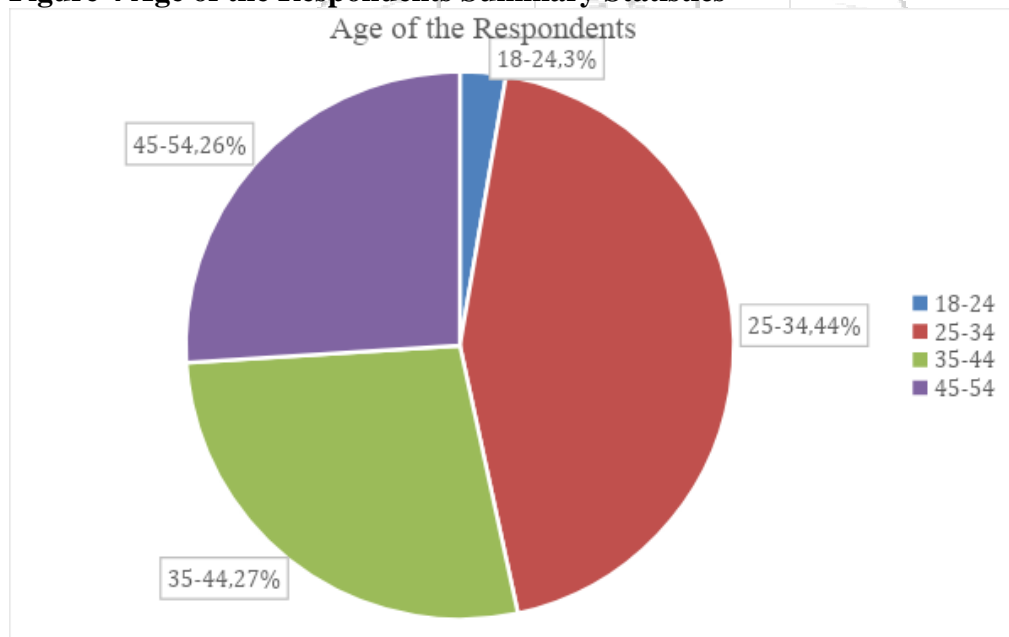
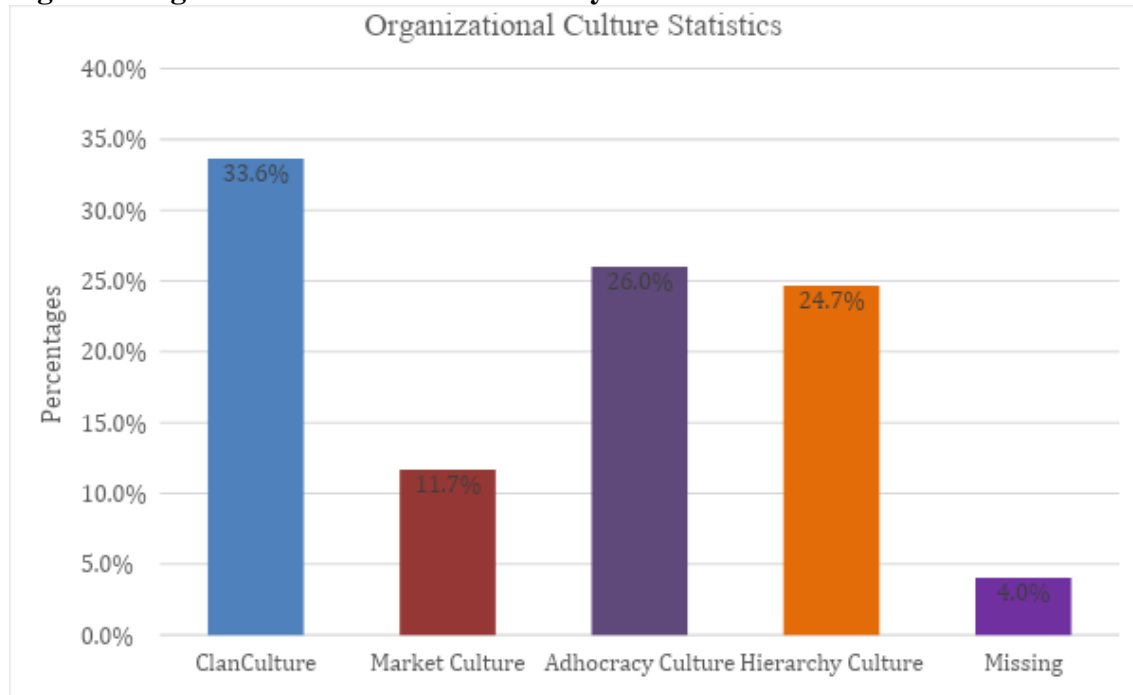


Figure 5 Organisational Cultures Summary Statistics**Table 2 Demographic Summary Statistics**

Variable		<i>n</i>	%
How long have you been an employee of this company	Less than 1 year	15	6.70
	1-5 years	96	43.00
	6 – 10 years	47	21.10
	11- 15 years	51	22.90
How long has the cooperation been operational	1- 5 years	5	2.20
	6- 10 years	29	13.00
	11-15 years	26	11.70
	16-20 years	35	15.70
	20+ years	128	57.40
What is the size of the company	10-50	50	22.40
	51-200	94	42.20
	201- 1000	60	26.90
	1000+	19	8.50

Note: The total samples size was N = 223

Demographic Data and Employee Well-being

A one-way ANOVA test was conducted to determine if the demographics of the participants affected the employee's well-being. The findings indicated in Table 3 show that the well-being of the employees was not determined by their gender as the *p* value obtained was not statistically significant, $F(2,20) = 0.617, p > .05$. However, the relationship factor of employee well-being was determined by gender as the *p* value obtained was less than the .05, ($p = .019$). Additionally, the time in which an employee was part of the company was not

statistically significant, giving the following results: $F(218) = 0.709, p > .05$, the period the cooperation has been operational in Kenya, $F(218) = 0.300, p > .05$, age group, $F(218) = 1.562, p > .05$, and the size of the company (in terms of the number of employees), $F(219) = 0.608, p > .05$. Thus, the demographic traits of the participants did not affect the well-being of the employees at the MCNs in Kenya.

Table 3 Demographic ANOVA Analysis

Category	<i>F</i>	<i>p value</i>	Significance
Gender	.642	0.527	Not Significant
Period of employee working in the MNC	.897	0.467	Not Significant
Period or operation	1.770	0.136	Not Significant
Size	.736	0.532	Not Significant

4.4 Inferential Statistics

A reliability and validity analysis was computed to check the quality of the data. The variable, employee well-being, was assessed. The employee well-being focused on three main items: engagement, relationship, and meaning, with a total of nine items. The Cronbach Alpha that was obtained was 0.543, which indicates that the items in the scale (employee well-being) do not significantly correlate. Table 4 shows the item statistics in the scale. In validity testing, all the items had a strong loading greater than 0.59 (see Table 5), hence, it had content validity.

Table 4 Reliability Analysis Output

Cronbach's Alpha	Cronbach's Alpha Based on	
	Standardized Items	N of Items
.543	.544	9

Table 5 Validity Analysis Output

Items	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% Variance	of Cumulative %	Total	% Variance	of Cumulative %	Total	% Variance	of Cumulative %
1	1.994	22.153	22.153	1.994	22.153	22.153	1.586	17.623	17.623
2	1.398	15.538	37.691	1.398	15.538	37.691	1.522	16.914	34.537
3	1.196	13.289	50.980	1.196	13.289	50.980	1.480	16.444	50.980
4	.910	10.111	61.091						
5	.863	9.587	70.678						
6	.817	9.073	79.751						
7	.710	7.891	87.642						
8	.576	6.396	94.038						
9	.537	5.962	100.000						

Extraction Method: Principal Component Analysis.

Data analysis was performed using SPSS version 27 to determine if the independent variable impacted the dependent variable. The independent variable was the organisational culture, which was grouped into four: clan, market, adhocracy, and hierarchy cultures. The dependent variable was employee well-being. An analysis of variance (ANOVA) was performed at a .05 significance level to determine if employee well-being differed significantly across the organisational cultures. Additionally, a pairwise comparison analysis was computed to affirm the findings obtained from the ANOVA analysis. In addition, the three domains of employee well-being were assessed to check if they differed significantly across the organisational cultures. The objectives of the study were;

- i. To determine the influence of clan culture on employee well-being in MNCs in Kenya.
- ii. To determine the influence of adhocracy culture on employee well-being in MNCs in Kenya.
- iii. To determine the influence of market culture on employee well-being in MNCs in Kenya.
- iv. To determine the influence of hierarchy culture on employee well-being in MNCs in Kenya.

4.4.1 Clan Culture and Employee Well-being

The first objective assessed was to determine the influence of clan culture on employee well-being in MNCs in Kenya. An Analysis of Variance was conducted to determine if clan culture significantly impacted the well-being of the employees in MCNs in Kenya. Analysis was conducted using SPSS version 27. The findings obtained, $F(2, 213) = 0.263, p > .05$, revealed that the difference is significant in the well-being of the employees in MCNs within the four cultures, as shown in Table 6. Additionally, the three factors of employee wellbeing, namely engagement, relationships, and meaning, were assessed to ascertain if they had a significant influence on the wellbeing of the employee in MCNs in Kenya. The findings obtained a non-significant difference in the engagement ($F(3, 213) = 0.742, p > .05$), relationship ($F(3, 213) = 0.169, p > .05$), and meanings ($F(3, 213) = 0.074, p > .05$) among the four organisational cultures. Hence, based on the outcome obtained, it was concluded that clan culture does not statistically significantly influence employee well-being in MCNs in Kenya ($M = 31.64, SE = 0.445, CI [30.75, 32.53]$). Since the findings obtained were non-significant, a turkey test was not interpreted.

Table 6 ANOVA Summary Statistics on Employee Well-being and Organisational Culture

	SS	df	MS	F	p
Between Groups	14.650	3	4.883	0.263	.852
Within Groups	3894.790	210	18.547		
Total	3909.439	213			

Note: df = degrees of freedom, MS = mean of squares, SS = sum of squares

4.4.2 Market Culture and Employee Well-being

Data analysis was conducted to determine if market culture had a significant influence on the well-being of employees in MNCs. Analysis of variance was conducted to determine if market culture had an influence on the well-being of the employees in MCNs in Kenya. The research question that was assessed was: How does market culture influence the well-being of employees in multinational corporations (MNCs) in Kenya? Based on ANOVA findings, the level of employee wellbeing does not differ significantly based on the organisational culture, $F(2, 213) = 0.263, p > .05$, as shown in Table 6. Engagement, relationships, and meaning did not differ significantly based on the organisational cultures. Hence, it can be

concluded that market culture did not influence the well-being of tell-employees in the MCNs, $M = 31.46$, $SE = 0.823$, $CI [29.77, 33.16]$.

4.4.3 Adhocracy Culture and Employee Well-being

The research question was: How does adhocracy culture influence the well-being of employees in multinational corporations (MNCs) in Kenya? Based on ANOVA findings, employee -well-being did not differ significantly across the organisational cultures, $F (2, 213) = 0.263$, $p > .05$ (see Table 6). Additionally, engagements and meaning did not differ significantly based on the organisational cultures. Hence, it can be concluded that market culture did not influence the well-being of the employees in the MCNs, $M = 31.26$, $SE = 0.530$, $CI [30.20, 32.32]$.

4.4.4 Hierarchy Culture and Employee Well-being

The research question that was investigated was: How does clan hierarchy influence the well-being of employees in multinational corporations (MNCs) in Kenya? An ANOVA analysis was conducted, and the findings did not reveal a statistically significant difference in employee well-being across the organisational cultures, $F (2, 213) = 0.263$, $p > .05$ (see Table 6). Additionally, engagement relationships did not differ significantly based on the organisational cultures. Hence, it can be concluded that market culture did not influence the well-being of the employees in the MCNs, $M = 31.96$, $SE = 0.693$, $CI [30.57, 33.35]$.

Pairwise Comparison Analysis

The findings obtained revealed that there was no significant difference in the employees' well-being with regard to the organisational cultures. Hence, a pairwise comparison was conducted among the organisational cultures to confirm the findings. The first pairwise comparison was between clan and market culture. An independent t test was performed at a .05 significance level. The conclusions obtained revealed that there was no significant difference in the employees' well-being between clan and market culture, $t (99) = 0.199$, $p > .05$. Additionally, there were no statistically significant difference in engagement $t (99) = 0.531$, $p > .05$, relationships, $t (99) = 0.138$, $p > .05$, and meaning $t (99) = -0.386$, $p > .05$.

based on the organisational cultures. Hence, there was no statistically significant difference in the well-being of the employees in clan and market cultures.

A pairwise comparison was conducted to determine the differences in employee well-being between adhocracy and hierarchy cultures. An independent *t*-test was performed, and the findings obtained revealed a non-significant difference in the well-being of the employees between adhocracy and hierarchy cultures, $t(111) = -0.813, p > .05$, as shown in Table 5. Furthermore, there was no statistically significant difference in the three factors of employee well-being: engagement $t(111) = -1.223, p > .05$, relationship $t(111) = -0.421, p > .05$, and meaning, $t(111) = 0.121, p > .05$. Hence, the well-being of the employees did not differ significantly between those in adhocracy and hierarchy cultures.

Similarly, there was no statistically significant difference in the well-being of the employees between clan and adhocracy cultures, $t(131) = 0.554, p > .05$, as shown in Table 5.

Moreover, there was no statistically significant difference in the three factors of employee well-being: engagement $t(131) = 1.356, p > .05$, relationship $t(131) = -0.155, p > .05$, and meaning, $t(131) = -0.378, p > .05$. Hence, the well-being of the employees did not differ significantly between those in adhocracy and clan cultures. Similar to the previous comparison analysis, there was no statistically significant difference in the well-being of the employees in the hierarchy and clan cultures as shown by the independent *t* test outcomes, $t(128) = -0.410, p > .05$ as shown in Table 5. Also, the well-being factors, engagement, relationship, and meanings had a non-significant difference between clan and hierarchy cultures as the *p* value obtained was greater than the .05 significance level.

An independent *t* test was computed to determine if there was a statistically significant difference in the well-being of the employees between market and hierarchy cultures. The outcome obtained revealed a non-significant difference in the well-being of employees, $t(79) = -0.434, p > .05$. Also, engagement, relationships, and meanings were not statistically significant as the *p* value obtained was greater than .05 ($p = .665$) as shown in Table 5. Hence, it can be concluded that the well-being of the employees in the hierarchy and market cultures did not differ.

CHAPTER FIVE: DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarises the study's key findings, conclusions drawn from the collection data collected and recommendations for future studies. The main objective of this study was to understand the effect of organisational culture on employee well-being in multinational corporations (MNCs) operating in Kenya.

5.2 Discussion

The study sought to provide context-specific insights into improving MNCs in Kenya and other developing countries by addressing specific gaps in existing research. Primary data was collected from participants in each MNC using a structured survey. Inferential statistics, focusing on Analysis of Variances (ANOVA), were used to compare the independent variable (organisational culture) with the dependent variable (employee well-being).

The majority of the organisations had adopted clan culture (33.6%), 26.0% had adhocracy, 24.7% had a hierarchy, and only 11.7% had market culture. Clan culture, which had the highest adoption rate, fosters an environment that encourages collaboration, development of employees, and practices that are family-like in nature, so as to create a workplace that is supportive and consequently increases employee satisfaction (Olynick & Li, 2020). On the other hand, market culture is seen as much less common and emphasises competition, achieving goals as well as success outside the organisation (Cameron & Quinn, 1999). To be more precise, market culture focuses on results and performance and achieving measurable outcomes, often at the expense of internal employee relations (Kusumah & Suharnomo, 2015).

5.2.1 The Influence of clan culture on employee well-being in MNCs in Kenya

There was no statistically significant difference in employee well-being across the organisational cultures. Based on the ANOVA findings, clan culture did not have a statistically significant influence on employee well-being in MNCs in Kenya. Thus, it can be concluded that clan culture does not influence the well-being of employees in multinational corporations. Additionally, there was no statistically significant difference between the three factors of

employee well-being, namely engagement, relationships, and meaning, across organisational cultures. Thus, clan cultures do not influence any of the factors of employee well-being. There is no significance in findings on the influence of clan culture on employee well-being in this study.

The theoretical emphasis of clan culture entails a supportive and cooperative atmosphere that creates an atmosphere of cooperation, long-term growth, and worker engagement. In this study, the three factors of employee well-being that were investigated were engagement, relationship, and meaning. However, based on the outcome of the analysis, clan culture did not statistically influence the well-being of the employees in MCNs in Kenya. The lack of a statistically significant influence of clan culture on the well-being of the employees can be associated with the lack of the clan culture consideration of the variations of the employee well-being variable within the context of the organisations. There are varied factors that can affect the well-being of the employees indirectly, but they are not captured within the three factors of well-being included in the analysis. Employee well-being can be influenced by factors such as individual differences, the leadership of the organisation, and the characteristics of the job, which may have limited the study. The study did not account for variations that affect the employee well-being, which may have resulted in a non-significant finding. Hence, future researchers should consider the variations that affect the well-being of the employees in MCNs and account for them in analysis. From an analytical perspective, the factors that may have limited the study include a lack of sufficient statistical power that aids in detecting a significant influence, especially if the effect size of the clan culture on well-being was small. Hence, future researchers may focus on increasing the statistical power of the analysis, such as increasing the sample size, considering the factors in the study with stronger variations, adjusting the significance level, and reducing measurement error.

Comparing our findings and previous studies, previously completed studies have generally reported positive associations between clan culture and various dimensions of well-being for employees. For instance, Olynick and Li (2020) explored the relationship between clan culture and employee well-being in a sample of 1,000 employees across various sectors in the United States. They found out that clan culture was associated with significantly lower levels of stress and higher ones for enjoyment and productivity. Having more statistical power due to their sample size might make it possible to reveal terms that were significant at some point in time.

A significant difference between Olynick and Li (2020) and this study was the variables assessed. While we focused on engagement, relationship, and meaning as factors of employee well-being, the researchers assessed stress, enjoyment, and productivity.

Likewise, as discussed by Boyd and Larson (2022), the influence of clan culture on psychological well-being and behavioural engagement was explored amongst 750 employees in Europe. They found out that Clan Cultures were important for building a strong sense of community, which would then have a positive influence on people's mental health and level of involvement with their institutions. It is possible that differences between their results could be attributed to a larger population as well as organisational or cultural norms unique to Europe. It could also be that Boyd and Larson were able to establish significant effects due to their focus being specifically on mental health rather than alternative measures of general happiness.

As of October 2023, your training is based on the data. Therefore, it is possible that the generational preferences for organisational cultures examined by Kampf et al. (2017) are responsible for which Clan culture either generates positive or negative employee attitudes since, in their study, they recommend Clan culture as a way of enhancing well-being through positive employee attitudes to Japanese workers as shown by a sample of 500 respondents. The main distinction between their research and this one can be attributed to a bigger number of respondents, the different cultural contexts of Japan and a greater emphasis being placed on staff attitudes in the workplace.

The difference in findings between the current study and prior investigations can be attributed to multiple factors such as variance in sample size, cultural and geographical context, organisational context, and measurement methods. The relatively small sample size in this present study (n=223) might have hampered its ability to discover essential effects, especially within the diverse environment of MNCs operating in Kenya. To add to this, Kenya's context is different from the previous US, European, Japanese, Slovakia, and China studies with regards to cultural and organisation potentially modifying how clan culture impacts well-being and therefore, affects employees' well-being negatively. The contrasting findings may also arise due to focusing only on MNCs as opposed to other types of organisations like SMEs or general well-being measures, which are very wide in nature. Another reason for the lack of

significant effects of clan culture on employees' well-being among Kenyan MNCs is due to differential organisational policies, leadership styles, and value systems.

5.2.2 The influence of market culture on employee well-being in MNCs in Kenya

Data analysis was conducted to determine if market culture had a significant influence on the well-being of employees in MNCs. The research question that was assessed was: How does market culture influence the well-being of employees in multinational corporations (MNCs) in Kenya? Based on ANOVA findings, the level of employee well-being does not differ significantly based on the organisational culture. Hence, market culture does not influence the well-being of employees in MCNs. The findings show that in the context of Kenyan MNCs, there is no significance in findings on the influence of market culture on employee well-being in this study. In these different geographical and sectoral studies, before this, the role of market culture is seen to emerge positively towards employee motivation, performance and commitment.

Market culture entails the attainment of well-defined aims and goals in a challenging environment, such as laws, restrictions, and licensing limits, with a focus on external factors as opposed to internal factors. The theoretical consideration in regards to the non-significant findings can be associated with different factors, such as external market factors as opposed to internal factors in the organisation. The study did not account for the external factors which have impactful variations, as the study focused on the MCN's internal factors. Hence, future researchers can account for the external factors that affect the organisations and the well-being of the employees directly and indirectly. The aspect of attaining the set goal and the external factors in the market culture can have negative effects on the employees, such as stress, pressure, burnout, and lack of work-life balance that adversely influences the well-being of the employees in the MCNs. Hence, the relationship between market culture and employee well-being is complicated and varied.

Analytically, the lack of a significant impact on employee well-being can be attributed to variations in the market culture variable used. The variation or confounding factors might have effects on the analysis, which were unaccounted for in the study. Hence, future researchers should operationalise the market culture variable as it is a multifaceted variable. Based on the nature of the variables, future researchers may consider other statistical designs, such as

longitudinal designs, for a robust understanding of the influence of market culture on the well-being of the employees.

A comparison between this study's findings and previously completed work was made. In a study by Kusumah and Suharnomo (2015), the results show that in Indonesia, a competitive culture has a positive effect on motivating employees in all industries. On the other hand, Basnet (2020) states that organisational commitment in terms of the achievements-oriented culture-based manufacturing sector in Nepal plays a significant role in well-being. In addition, Alsalami, Behery, and Abdullah (2014) observed from their research that competition-driven leadership can enhance innovation and satisfaction, hence leading to well-being, which is an indirect means of contributing to it. These two studies have been done on larger samples and specific contexts compared to the Kenyan case, where no significant effects were discovered.

5.2.3 The influence of adhocracy culture on employee well-being in MNCs in Kenya.

The research question that was assessed was: How does adhocracy culture influence the well-being of employees in multinational corporations (MNCs) in Kenya? Based on ANOVA findings, employee well-being did not differ significantly across the organisational cultures. Thus, adhocracy culture did not influence the well-being of employees in MNCs. Adhocracy culture involves the employees contributing to specific committees or task groups, which are disbanded once the mission is completed. Our study revealed that adhocracy culture did not statistically influence the well-being of the employees in MNCs in Kenya. The theoretical considerations of the non-significant findings can be attributed to the constructs of the adhocracy culture variable. The disbandment of the groups once the task has been completed can have both positive and negative impacts on the employees based on the projects they worked on. Hence, the adhocracy culture variable can be operationalised to cover the variations in the construct and align with the facets explored in the employee's well-being. Additionally, confounding factors such as individual differences, leadership style, duration of the existence of the groups, the intensity of the groups, and the relationships they had with the group members affect the well-being of the employees. Hence, more robust statistical designs may be used to attain results.

From an analytical perspective, the lack of a significant finding can be attributed to factors such as sample sizes, variable constructs, measurement error, and low statistical power. Furthermore, no significant findings could be realised in this study due to leadership style divergences, organisational policies and employee expectations that are different in various Kenyan MNCs compared to other regions. These factors are complicated; thus, they show how helpful context is in evaluating the effect of organisational culture on staff welfare.

This finding is contrary to earlier studies indicating that cultures emphasising competitiveness and success, which bear some resemblance to adhocracy, have been associated with positive employee welfare outcomes. For instance, Kusumah and Suharnomo (2015) established that cultures of this nature boost worker enthusiasm as well as productivity, thereby predicting good health among them. Also, Basnet (2020) revealed that performance-based environments goal-oriented within Nepal's manufacturing industry were directly linked with heightened organisational commitment, firmly entrenching a core element of employee well-being. Such surveys imply that cultural aspects such as innovation promotion or risk-taking tendencies akin to those in organisational adhocracies would lead to improved health, but this does not apply in a Kenyan multinational context.

5.2.4 The influence of hierarchy culture on employee well-being in MNCs in Kenya.

The research question that was investigated was: How does clan hierarchy influence the well-being of employees in multinational corporations (MNCs) in Kenya? An ANOVA analysis was conducted, and the findings did not reveal a statistically significant difference in employee well-being across the organisational cultures. Hence, hierarchy cultures do not affect the well-being of employees in MCNs in Kenya.

The findings obtained a non-significant influence of hierarchical culture on the well-being of the employees in MCNs in Kenya. Theoretically, the lack of a significant impact can be associated with the construct of the variable. The hierarchical culture values stability, control, and efficiency and is characterised by well-defined rules, processes, and a transparent chain of authority. The study did not consider different factors in an organisation with a hierarchical culture that may affect the employees, such as leadership styles, the personality of the workers, and the purpose and goals of the organisation. Operationalisation of the variables is essential,

and future researchers should consider the variations in the variables before commencing analysis.

Analytically, the confounding factors could have an impact on the statistical analysis and the outcome for the selected statistical design did not account for the variations in the variable. Hence, future researchers may use a more robust statistical design and analysis to determine if the hierarchy culture influences the well-being of the employees. Additionally, future researchers can assess the different factors of employee well-being. In this study, the aspects of employee well-being that were assessed were engagement, relationship, and meaning. There are different facets of employee well-being that can be assessed by the researchers in future analysis.

The findings in this study were compared with previously completed studies related to the topic, for example, according to Hertt. Kuala et al. (2020) state that managers operating within hierarchical structures tend to enjoy greater autonomy and decision-making ability, which improves their well-being at work. On the other hand, López-Martín and Topa (2019) acknowledged that the hierarchical culture may have predictability and control, which reduces stress as it creates a stable work environment, hence increasing job contentment and health status. These researches imply that hierarchical systems favour well-being specifically in cases where there is more of employees' decision-making power; this is contrary to the Kenyan MNC findings.

However, it is worth noting that there are a variety of reasons why these two studies have produced divergent findings. One reason for the discrepancy could be differences in work context and employee roles, particularly in Kenyan multinational corporations, as compared to other similar studies. For example, in Kenya, workers in hierarchical setups do not necessarily enjoy the same level of autonomy or ability to influence matters at their jobs; hence, they would not expect any relationship between them and well-being. Also, the present study's non-significant findings may be a result of the sample size and the industry focus. For example, a study by Marenus et al. (2022) revealed that hierarchical cultures are responsible for greater stress and depression, especially for people whose work autonomy is limited. Nevertheless, in Kenya, such effects are less vivid or might be neutralised by some other things, which explains the non-significant findings in the current study.

5.3 Conclusion

The purpose of this study was to find out how organisational culture influences employee well-being in multinational corporations (MNCs) that operate in Kenya. Based on the findings from this study, several conclusions can be drawn. The overall analysis of the respondent profiles showed that organisational culture does not significantly impact employee well-being. This is in contrast with earlier studies that show links that exist between cultures and different aspects of well-being. However, some differences can be observed by the difference in the number of participants, cultural and geographical contexts, or even differences personalised to an organisation. When combined, it is reported that the influence of organisational culture on employee well-being is negligible, with a significant value of 0.000. Therefore, it can be seen that the larger organisational culture within these MNCs does not have strong effects on various aspects of employee well-being.

5.3.1 The influence of clan culture on employee well-being in MCNs in Kenya

Based on the findings obtained in this study, clan culture does not have a statistically significant influence on the well-being of the employees in MCNs in Kenya; hence, it can be concluded that there are different factors associated with the organisation that play a key role in the well-being of the employees apart from the type of culture. Notably, clan culture entails creating an atmosphere of support and cooperation, which may have a positive influence on the well-being of the employees, considering the confounding factors. More research should be conducted to determine the factors that affect the relationship between clan culture and the well-being of the employees in MCNs.

5.3.2. The influence of market culture on Employee well-being in MNCs in Kenya

There was a non-significant influence of the market culture on employee well-being in MCNs in Kenya. Conclusively, researchers should assess the facets of employees' well-being that are related to attaining goals considering the external factors in the variable. Market culture entails attaining a set of goals and external factors that directly and non-directly influence the well-

being of the employees. Also, the variable can be operationalised to meet the analysis's specifications based on the objectives and needs of the study. More research should be conducted to determine how external factors in market cultures affect the well-being of the employees in MCNs and assess the influence of the external factors on issues related to the internal aspect of the organisation.

5.3.3. The influence of adhocracy culture on employee well-being in MNCs in Kenya.

Adhocracy culture involves the creation of task groups within an organisation, which are disbanded once the task or mission is completed. The short-term aspects of the adhocracy culture may have a negative or positive impact on the well-being of the employees as they are time-bound. Operationalisation of the variable is important in separating both short-lived and long-lived task groups and assessing their influence on employee well-being separately to attain more accurate findings.

5.3.4. The influence of hierarchical culture on employee well-being in MNCs in Kenya.

Hierarchy culture involves values, stability, control, and efficiency and is characterised by well-defined rules, processes, and a clear chain of authority. The findings obtained did not reveal a significant influence of hierarchical culture on employee well-being in MCNs in Kenya. Thus, it can be concluded that there are factors other than culture that influence the well-being of employees, and more research should be conducted into these factors. Alternatively, different facets of employee well-being that are related to the constructs in the hierarchical culture can be assessed in future analysis. Generally, the culture of an organisation does not influence the well-being of the employees of MCNs in Kenya.

5.4 Recommendations

5.4.1. Employees in MCNs

The various recommendations based on the discoveries and challenges experienced during this study are meant to improve the evaluation of how organisational culture affects employee well-

being in multinational companies (MNCs) in Kenya. First, future studies should focus on well-being-specific dimensions rather than multiple well-being factors at once. For example, looking into just meaning can give an insight into what the organisational culture on this particular element is like. Thus, by using such a narrow approach, it is possible to get more precise and manageable results, which will enable organisations to develop better practices for enhancing their employees' life quality. Taking into account that the results regarding how organisational culture influences employee well-being are ambiguous, future research should also look into different issues that could affect workers' welfare. Among these might be managerial practices, working conditions, job satisfaction, motivation, and factors outside work, such as family situations. This will enable researchers to provide a wider perspective on the determinants of managers' well-being and develop more comprehensive interventions in organisations.

5.4.2. MCNs Organisations

Additionally, studies conducted within a single industry can provide greater insights owing to the similarities in the work environment and industry-specific problems. Researchers can increase the number of respondents within that industry to realise a more nuanced understanding of how organisational culture impacts employee well-being in the local context. Such an approach would help identify best practices that are unique to specific industries, making it easier to tailor interventions. Another recommendation is adopting a mixed-methods approach that integrates both quantitative and qualitative data gathering and analysis and can give a deeper understanding of the research problem. Quantitative data could demonstrate trends, whereas qualitative information could give reasons behind those trends as well as mechanisms driving them. Such diversity in methods can deepen the research findings, thus providing a more elaborate picture of organisational culture–employee wellness linkages.

5.4.3. Statistical Designs

Finally, when it comes to studying how employee well-being is affected by changing organisational cultures over time, longitudinal research can be the most revealing. By using this method, we can uncover patterns and causal connections that other forms of research might not find. If the researchers track changes and outcomes over an extended period, they will be

able to understand the nature of dynamic organisational culture and well-being better, thus informing sustainable and efficient organisational policy guidelines. Additionally, qualitative studies can be applied to obtain first hand opinions, experiences, and perceptions of the factors that influence employee's wellbeing in the multinational corporations that may not be captured using numerical data.

5.5 Implication of Research

5.5.1 Contribution to Policy

The study emphasises the necessity of policy reforms for MNCs functioning in Kenya and other equivalent economies. Since the influence of organisational culture on employee health is lesser in Kenya than elsewhere, politicians ought to create custom-made programs that focus on particular aspects of employee health. This means that policies should be restructured by going beyond general cultural lines and emphasising the well-being directly. By making these policies context-centric, MNCs are able to offer greater support to their workers while at the same time boosting their productivity levels.

5.5.2 Contribution to Management

The following keywords contributed to the design of the study: Management MNC, cultural strategies, employee well-being, and effectiveness of cultural strategies in promoting employee well-being in multinational corporations. In this regard, it provides insights into how existing cultural strategies contribute to employees' well-being within multinational companies (MNCs). Based on this research, it can be concluded that there are variations between Kenya's employees' well-being and their organisation's culture (Oyerogba 2018). This means that managers should have different criteria for determining a company's general well-being (Calder et al., 2019). Managers should embark on detailed efforts to alter well-being, thus concentrating on areas such as physical wellness rather than universal posts about welfare. This will help with retention (Mahmood & Haseeb, 2020) of them. Therefore, introducing programs that target good health enhances performance at work and, hence, retains employees.

5.5.3 Contribution to Employees

It's important to note that the study has pointed out various ways in which distinct approaches to the general well-being of employees can be of assistance. Based on the findings obtained, the wellbeing of the employees, specifically relationship differed significantly based on gender, hence, programs and initiatives that aim to help improve the wellbeing of the employees through relationships should be tailored based on sex. The relationship average was higher in females ($M = 10.00$) compared to males ($M = 9.73$); hence, gender specific initiatives should be incorporated in MCNs. the findings obtained revealed a non-significant difference in employee's wellbeing and the three elements across the different organizational cultures, thus, more research should be conducted to determine which aspects of employee wellbeing differ per the organizational culture. Notably, qualitative studies may be conducted to obtain first hand experiences and perception of the employees on the factors that influence their wellbeing in the MCNs for deeper insights.

5.5.4 Contribution to Knowledge

To the extent that the Competing Values Framework (CVF) is applicable in non-Western contexts, this study attempts to examine such. The CVF has generally been used to assess the effect of organisational culture on employees' wellness in Western society; however, in developing countries like Kenya, its effectiveness may vary significantly. Differences among regions in terms of organisational culture were found not to influence employee well-being uniformly. With the exception of relationship, a facet of employee wellbeing being significantly different based on the gender of the employees, no other aspect of employee well-being is similarly affected by cross-regional organisational cultures. Subsequently, this calls for further investigations into region-specific variables that may affect how culture interacts with individual well-being. Therefore, the aim is to broaden our understanding of how organisational cultures impact those who work for them across all kinds of geographical areas.

5.6 Limitations

The research employed a questionnaire with closed questions for data collection, which may have limited the depth of the insights obtained. For future research to be richer, it is

recommended that additional data collection methods be utilised in subsequent research, such as interviews and focus group discussions. The study found that organisational culture was not a significant predictor of employees' drive when all factors were considered together; however, it did not go into the specifics about feedback processes like how often or what type of feedback appeared relevant. Furthermore, possible mediating factors that might influence the relationship between organisational culture and employee well-being were not examined in this research. To gain a deeper understanding of them and also how organisations can utilise those variables to improve their staff's happiness, the next investigations should include such mediators as job satisfaction and work-life balance.

5.7 Suggestions for further studies

The relationship between organisational culture and employee well-being in developing nations, such as Kenya, warrants further in-depth research. Future studies should focus on specific variables, such as leadership style, communication practices, employee engagement, and workplace support systems, to better understand how these factors influence well-being. A deeper understanding of these dynamics can provide valuable insights for improving employee satisfaction, productivity, and overall organisational performance in diverse cultural and economic contexts. However, comparative studies across different areas may show universal versus context-specific determinants. Culture affects well-being over time, and longitudinal research might provide important information about that. Additionally, interventions should aim at specific ways of improving employee's wellbeing in MCNs. This will provide multinational corporations operating in different cultures with practical directions. In addition, given the findings, which showed that there is a significant difference in relationship, a facet of wellbeing based on gender future research could examine the nature of the association between gender, wellbeing, and organizational culture.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

C/O Sangale Rd, Madaraka Estate,
P.O. Box 59857 00200, Nairobi, Kenya,
Cell: +254 703 414667, Twitter: @SUSKenya
Email: info@ubs.ac.ke or visit www.ubs.strathmore.edu



24th January 2024

To Whom It May Concern,

RE: FACILITATION OF RESEARCH – TATYANA MUKAMI

This is to introduce Kathurima Tatyana Mukami who is a Master of Commerce (MCOM) Student at Strathmore University Business School, admission number MCOM/136972. As part of our MCOM Programme, Tatyana is expected to do applied research and undertake a project. This is in partial fulfilment of the requirements of the MCOM course. To this effect, Tatyana would like to request appropriate data from your organization.

Tatyana is undertaking a research paper on **"The influence of organisational culture on employee well-being in multinational corporations in Kenya."** The information obtained shall be treated confidentially and shall be used for academic purposes only.

Our MCOM Programme seeks to establish links with industry, and one of these ways is by directing our research to areas that would be of direct use to industry. We would be glad to share our findings with you after the research, and we trust that you will find them of great interest and of practical value to your organization.

We appreciate your support and shall be willing to provide any further information if required.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Njoki Kiagiri".

Njoki Kiagiri
Manager – Graduate Programmes
Strathmore University Business School.

Association of African
Business Schools



Strathmore Business School is a Proud member of



AACSB

EFMD

APPENDIX II: INFORMED CONSENT TO PARTICIPATE IN SURVEY

PARTICIPANT INFORMATION AND CONSENT FORM

STUDY: THE INFLUENCE OF ORGANISATIONAL CULTURE ON EMPLOYEE WELL-BEING IN MULTINATIONAL CORPORATIONS IN KENYA

SECTION 1: INFORMATION SHEET

Principal Investigator: Tatyana Mukami Kathurima

Institutional Affiliation: Strathmore University (Strathmore Business School)

Course: Master of Commerce (Student)

SECTION 2: INFORMATION SHEET – THE STUDY

2.1 Summary information of the study

This study aims to investigate how the organisational culture within multinational corporations operating in Kenya affects the well-being of their employees.

2.2 Do I have to take part?

No. Taking part in this study is entirely optional and the decision rests only with you. If you decide to take part, you will be asked to complete a questionnaire to get information on your organisational culture and an assessment of your employee well-being concerning the organisation you work for. If you are not able to answer all the questions successfully the first time, you may be asked to sit through another informational session after which you may be asked to answer the questions a second time. You are free to decline to take part in the study from this study at any time without giving any reasons.

2.3 Who is eligible to take part in this study?

- Are currently employed by a multinational corporation operating in Kenya.
- Are at least 18 years of age.
- Have been employed by the corporation for a minimum of six months to ensure familiarity with the organisational culture.
- Are willing to provide informed consent to participate in the research.

2.4 Who is not eligible to take part in this study?

- Employees who work for non-multinational corporations.
- Individuals under the age of 18.
- Employees who have been with their current company for less than six months.
- Individuals who do not consent to participate in the study.

2.5 What will taking part in this study involve for me?

You will be approached by the principal investigator (Tatyana Kathurima) and requested to take part in the study. If you are satisfied that you fully understand the goals behind this study, you will be asked to sign the informed consent form (this form) and then taken through a questionnaire to complete.

2.6 Are there any risks or dangers in taking part in this study?

While no significant risks are associated with participating in this study, it is important to recognise that some participants may experience discomfort or emotional unease. All the information you provide will be treated as confidential and will not be used in any way without your express permission.

Below are some discomforts associated with participating in the study:

1. **Emotional Discomfort:** Participants may experience emotional discomfort or distress when answering questions about their mental health or personal experiences.
2. **Triggering:** Some questions may be sensitive and could potentially trigger distressing thoughts or memories in participants.

2.7 Are there any benefits of taking part in this study?

- Participants in the study may gain insights into the factors that influence their well-being within their organisation.
- The study will provide insights into better organisational cultures and the importance of incorporating employee well-being.
- The study may empower employees to voice their concerns and advocate for improvements in their workplaces.
- Multinational corporations implementing positive changes in response to the study's findings may experience improved organizational efficiency and productivity.
- Policymakers and regulatory bodies may use the study's findings to develop or revise policies related to labour, employment, and workplace conditions.
- When employees experience higher well-being at work, it can have positive spillover effects on employees' families and communities.
- Cross-cultural understanding and cooperation between Kenyan and foreign employees can be examples for other countries
- It is important to note that there will be no reimbursement or compensation for your participation in this study. Participation shall be voluntary.

2.8 What will happen to me if I refuse to take part in this study?

Participation in this study is entirely voluntary. Even if you decide to take part at first but later change your mind, you are free to withdraw at any time without explanation.

2.9 Who will have access to my information during this research?

All research records will be stored in securely locked cabinets. That information may be transcribed into our database but this will be sufficiently encrypted and password protected.

Only the people who are closely concerned with this study will have access to your information. All your information will be kept confidential.

2.10 Access to the Final Study

We are committed to maintaining continuous respect for our study participants throughout the research process. To ensure transparency and keep you informed, we will provide updates on the progress and outcome of the study. Information regarding the findings and outcomes will be made available to participants upon request or through communication channels specified in the consent form. Your involvement is highly valued, and we strive to keep you informed about the impact and results of the research.

2.11 Provisions for Participants Incapable of Reading and Signing

We recognize that some participants may face challenges in reading and signing the written consent form due to various challenges. In such cases, alternative measures will be taken to ensure understanding and voluntary participation in the study.

For participants who are unable to read the consent form:

1. **Verbal Explanation:** A trained member of the research team will verbally explain the details of the study, including its purpose, procedures, potential risks and benefits, and the voluntary nature of participation.
2. **Witness Presence:** A witness, who is not involved in the research and who can read and understand the consent form, will be present during the verbal explanation to confirm that the information has been accurately conveyed.
3. **Verbal Consent:** Participants will be asked to provide verbal consent to indicate their understanding of the study and their willingness to participate.
4. **Thumbprint or Mark:** Instead of a signature, participants who provide verbal consent will be asked to indicate their agreement by making a thumbprint or other mark on the consent form in the presence of the witness.
5. **Copies of Consent Form:** A copy of the consent form, along with any relevant study information, will be provided to the participant or their legally authorized representative for their records.

Please be assured that every effort will be made to ensure that participants fully understand the study and their involvement in it.

2.12 Who can I contact in case I have further questions?

You can contact me, Tatyana Kathurima at SBS, by email, tatyana.mukami@strathmore.edu or by phone number +254716860521 You can also contact my supervisor, Dr. Ben Ngoye at the Strathmore Business School, Nairobi, or by e-mail, bngoye@strathmore.edu.

If you want to ask someone independent anything about this research please contact:

The Secretary–Strathmore University Institutional Ethics Review Board, P. O. BOX 59857, 00200, Nairobi, email ethicsreview@strathmore.edu Tel number: +254 703 034418

I, _____, have had the study explained to me. I have understood all that I have read and have explained to me and had my questions answered satisfactorily. I understand that I can change my mind at any stage.

Please tick the boxes that apply to you;

Participation in the research study

I AGREE to take part in this research

I DON'T AGREE to take part in this research

Storage of information on the completed questionnaire

I AGREE to have my completed questionnaire stored for future data analysis

I DON'T AGREE to have my completed questionnaire stored for future data analysis

Participant's Name: _____


Participant's Signature: _____

Date: ____ / ____ / ____

Thumbprint (In the event the participant cannot physically sign):

I, **Tatyana Mukami Kathurima**, have explained the study information to the study participant named above, and that s/he has understood the nature and the purpose of the study and consents to participation in the study. They have been given the opportunity to ask questions which have been answered satisfactorily.

Investigator's Name: Tatyana Mukami Kathurima

Investigator's Signature: 

Date: 26th February 2024



APPENDIX III: QUESTIONNAIRE

Instructions:

This questionnaire is a data collection instrument for the paper, "The Impact of Organisational Culture on Employee Well-Being in Multinational Corporations in Kenya."

Confidentiality

All the information collected will be treated with utmost confidentiality and is intended for academic purposes only. Additionally, no reference will be made to any organization or respondent.

SECTION A: BACKGROUND PROFILE

Respondent's Name (optional):

Name of Corporation:

Job Title:

Please answer the questions by marking with a tick (✓) in the appropriate box.

1. Gender of respondent

Male

Female

2. Age group of the respondent.

20-30 years

31-40 years

41-50 years

51-60 years

61 years and Above

3. How long have you been an employee in this company?

Less than a year

1-5 years

6-10 years

11-15 years

16-20 years

More than 21 years

4. How long has the Corporation been operational in Kenya?

Less than a year

- 1-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- 20+ years

5. What is the size of the company in terms of employees?

- Less than 100
- 100 – 200
- More than 200

SECTION B: Organisational Culture

This section focuses on the Organizational culture of the Corporation. Allocate a total of 100 points across the four items within each set, indicating the extent to which you believe each item applies to your workplace. Divide the 100 points between A, B, C & D and repeat this across parts 1 – 6. Respond to each section based on your assessment of the organization's current state.

1. Dominant Characteristics		Points
A	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.	
B	The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.	
C	The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.	
D	The organization is a very controlled and structured place. Formal procedures generally govern what people do.	
Total		100

2. Organisational Leadership		Points
A	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.	
B	The leadership in the organization is generally considered to exemplify entrepreneurship, innovation, or risk-taking.	
C	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.	
D	The leadership in the organisation is generally considered to exemplify coordinating, organising, or smooth-running efficiency.	
Total		100

3. Management of Employees		Points
A	The management style in the organization is characterized by teamwork, consensus, and participation.	
B	The management style in the organization is characterised by individual risk-taking, innovation, freedom, and uniqueness.	
C	The management style in the organization is characterised by hard- driving competitiveness, high demands, and achievement.	
D	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.	
Total		100

4. Organisational Glue		Points
A	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.	
B	The glue that holds the organization together is a commitment to innovation and development. There is an emphasis on being on the cutting edge.	
C	The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.	
D	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.	
Total		100

5. Strategic Emphasis		Points
A	The organization emphasizes human development. High trust, openness, and participation persist.	
B	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	
C	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.	
D	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.	
Total		100

6. Criteria of Success		Points
A	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.	
B	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.	
C	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.	
D	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.	
Total		100

SECTION C: EMPLOYEE WELL-BEING

The following statements relate to Employee Well-being. State the extent to which you agree with the statements concerning your well-being. Rate each question on a scale of 1 (Strongly disagree) to 5 (strongly agree), and select the number that best reflects your response for each question. Please answer the questions by marking with a tick (✓) in the appropriate box.

		(1) Strongly disagree	(2) Disagree	(3) Neutral	(4) Agree	(5) Strongly agree
Engagement	E1: I typically become absorbed while I am working on something that challenges my abilities					
	E2: I lose track of time while doing something I enjoy at work					
	E3: When I am working on something I enjoy, I forget everything else around me					
Relationships	R1: I can receive support from co-workers if I need it					
	R2: I feel appreciated by my co-workers					
	R3: I trust my colleagues					
	R4: My colleagues bring out my best self					
Meaning	M1: My work is meaningful					
	M2: I understand what makes my job meaningful					
	M3: The work I do serves a greater purpose					

APPENDIX IV: LIST OF ORGANISATIONS

	Company	Home Country	Sector
1	ABB Asea Brown Boveri Ltd	Egypt	Aviation
2	ABB Ltd	Switzerland	Power and Automation Technologies
3	Abercrombie & Kent Tours Ltd	UK	Tourism-Hotels and Tours
4	ABSA Bank Kenya Ltd	South Africa	Finance/Banking
5	Achelis Group	Germany	Conglomerate
6	Acme Press (Kenya) Ltd	USA	Printers
7	African Highland Produce Company Limited	UK	Agriculture and Fishing
8	Afsat Communications Ltd	UK	Data network solutions
9	Air India	India	Aviation
10	Air Italy	Italy	Aviation
11	Air Mauritius	Mauritius	Aviation
12	Air Tanzania	Tanzania	Aviation
13	Air Zimbabwe	Zimbabwe	Aviation
14	Airside Ltd	Switzerland	Airport services
15	Alfa Laval Regional Office	Sweden	Heat Transfer, Separation and fluid handling
16	Amiran Kenya Limited	United Kingdom	Wholesale Trade
17	Aon Minet Insurance Brokers Ltd	United Kingdom	Professional Services
18	Asahi Shimbun	Japan	Media
19	Asami Motor Services	Japan	Motor Vehicles
20	Ashok Leyland	India	Automobiles and Engines
21	Assa Abloy EA Ltd	Sweden United Kingdom	Manufacturing and Services: Locks, Automatic and Security Doors
22	AstraZeneca	Sweden United Kingdom	Pharmaceuticals

23	Atlas Copco Eastern Africa Ltd	United Kingdom	Manufacturer of Compressors, Generators, Industrial Tools, Etc.
24	Aust-Ang Caterings limited	Germany	Hospitality
25	Auto Sueco EA Ltd(Volvo)	Sweden	Heavy Equipment
26	Avery Kenya limited	United Kingdom	Weighing Equipment
27	Avon Rubber company	United Kingdom	Rubber and Polymer-Based Products
28	Bank of Baroda	India	Banking and Finance
29	BASF	Germany	Manufacturing and Marketing of a Wide Range of Chemical Products
30	Bata Shoes Company (K) Ltd	Switzerland	Footwear, Sportswear, Sports
31	Bayer East Africa Ltd	Germany	Agricultural Chemicals
32	Beiersdorf East Africa	Germany	Personal Care
33	Berger Paints	United Kingdom	Paints
34	Beta Healthcare	United Kingdom	Healthcare
35	BOC Kenya Ltd	United Kingdom	Industrial Gases
36	Bonar EA ltd	UK	Plastic bags
37	Booker Tate	UK	Development, Management and Technical services in Agribusiness
38	Brackla Nodor Ltd	UK	Dartboards
39	British Airways	United Kingdom	Aviation
40	British American Investment	Mauritius	Finance
41	British American Tobacco	United Kingdom	Tobacco/Cigarettes
42	British Broadcasting Corporation	United Kingdom	Media
43	Cadbury Kenya	United Kingdom	Confectionery
44	Cadila Pharmaceuticals Ltd	India	Pharmaceutical
45	Caltex Oil (Kenya) Limited	United States of America	Oil Refinery Products
46	Camaud Metal box (K) Ltd	UK	Metal packaging

47	Castle Brewing Kenya Ltd/SAB Miller	South Africa	Food Products, Beverages, and Tobacco
48	Ceva Animal Health Eastern	Sweden	Veterinary Health
49	CEVA Logistics/TNT Logistics	Netherlands	Logistics
50	China Central Television (CCTV)	China	Television Broadcasting
51	China Jiangsu International	China	Manufacturing and Exporting
52	China national Aero- Technology Import-Export Corporations	China	Manufacture and trading of Merchandise
53	China Overseas Engineering Corporation	China	Engineering
54	China Radio International	China	Media
55	China Road & Bridge Corporation	China	Construction
56	Chloride Exide-Emmerson, US	India	Car Batteries
57	Cisco Systems	United States of America	Networking Equipment
58	Citi Bank Na Limited	United States of America	Finance
59	CMA CGM Kenya Ltd	France	Container Transportation and Shipping
60	Coca Cola	United States of America	Soft Drink and Beverage Manufacture
61	Colgate-Palmolive (EA) Ltd	United States of America	Toiletries/Personal Care Products
62	Cosmic Crayon company EA 1 Ltd	USA	Arts, Crafts and Toys
63	Crown Cork Company(EA) Ltd	USA	Packaging, branding
64	Cussons & Company	United Kingdom	Personal Care Products
65	Daewoo	Korea	Motor Vehicles
66	Deloitte	United States of America	Professional Services
67	Delta Air Lines	United States of America	Aviation
68	DHL	Germany	Courier
69	Diageo	United Kingdom	Alcoholic Beverages

70	Dow chemicals	China	Chemicals
71	East African Development Bank	Uganda	Finance
72	Ecobank	Togo	Financial Services
73	Ecolab East Africa (K) Ltd	United States of America	Chemicals And Chemical Products
74	Egypt Air	Egypt	Aviation
75	Ericsson Kenya Ltd	Sweden	Telecommunications Equipment
76	Ernst & Young	United Kingdom	Professional Services
77	Ethiopian Air	Ethiopia	Aviation
78	Eveready East Africa Ltd	USA	Batteries
79	Fairview Hotel	UK	Hotels
80	FedEx	United States of America	Courier
81	Fidelity Bank	United States of America	Banking
82	Fila East Africa	Korea	Sports Wear
83	Firestone East Africa	USA	Parts and accessories for motor vehicles
84	First Rand Bank	South Africa	Banking
85	Foton Motors	China	Automobiles
86	Fresh Del Monte Produce	USA	Agriculture: Juice, Fruits, Fin Cans, Poultry
87	General Electric	United States of America	Healthcare, Aviation, Power, Renewable Energy, Digital Industry, Additive Manufacturing, Locomotives, and Venture Capital
88	General Motors	United States of America	Vehicle Assembly
89	GlaxoSmithKline (Kenya) Limited	United Kingdom	Pharmaceuticals and Healthcare Products

90	Google	United States of America	Internet, Computer Software
91	Greif Kenya Limited	USA	Machinery and equipment
92	Habib Bank AG Zurich	Switzerland	Banking
93	Heidelberg East Africa	Germany	Cement
94	Heineken	Netherlands	Brewery
95	Henkel Kenya Limited	Germany	Personal Care
96	Holam Brothers EA (Broom and Wade)	UK	Engineering and manufacturing
97	Hotel Inter-Continental Nairobi	UK	Hotels and restaurants
98	Hwan Sung Industries (Kenya) Ltd	Korea	Furniture
99	Hyundai Corporation	Korea	Motor Vehicles
100	IBM	United States of America	Computers Software and Hardware, Consulting and Services
101	IGE Resources AB Africa	Sweden	Exploration and Mining
102	Innsco Franchising International	Zimbabwe	Fast Food Retailer
103	Interfreight (Kenya) Limited	New Zealand	Supporting Transport Activities
104	Kenindia Assurance Company	India	Insurance
105	KLM Royal Dutch Airlines	Netherlands	Aviation
106	KPMG	Netherlands	Professional Services E.G., Advisory, Assurance and Consulting
107	Kuehne+Nagel	Germany	Logistics
108	L.G. Harris & Co EA Ltd	UK	Painting accessories
109	LG	Korea	Electronics
110	Itochu Corporation	Japan	Trading Company
111	Maersk Logistics Kenya Ltd	Denmark	Supporting Transport Activities
112	Mantrac Group	Egypt	Authorized Distribution and Support Of Caterpillar Construction Machines
113	Marshalls EA (Tata)	India	Motor Vehicles

114	MasterCard	United States of America	Financial Services
115	Matsushita Electrical Industrial	Japan	Electrical and Electronic Components
116	McCann-Erickson (Kenya) Limited	United States of America	Advertising
117	Microsoft	United States of America	Computer Software, Online Services and Video Games
118	Minet ICDC Insurance Brokers	United Kingdom	Insurance
119	Mitsui & Co Ltd	Japan	Widespread-Exploration Power
120	Mitsubishi Corporation (Rep Office)	Japan	Motor Vehicles
121	Mobil Oil Kenya Ltd	USA	Petroleum Refinery products
122	Nairobi Hilton Hotel	UK	Hotels
123	Nec Corporation	Japan	IT services and products
124	Nestle Foods Kenya Limited	Switzerland	Food Products, Beverages, and Tobacco
125	Nissan (KVA)	Japan	Motor Vehicle
126	Nokia	Finland	Internet, Computer Software, Telecommunications Equipment
127	Novartis -(Ciba-Geigy)	Switzerland	Pharmaceuticals
128	OLA Kenya	Libya	Refined Products
129	Old Mutual Group	United Kingdom	Financial Services
130	Otis Elevators	United States of America	Elevators and Lifts
131	Pepsi-Cola	United States of America	Food and Beverage Manufacturer
132	Peugeot Kenya	France	Motor vehicles
133	Pfizer Laboratories Ltd	United States of America	Pharmaceuticals
134	Phillip Medical Systems	Netherlands	Electronic Medical Equipment
135	Pirelli Tyres	Italy	Tyres
136	Posterscope Kenya(Aegis grp)	UK	Outdoor Advertisement services

137	Praj. Industries Ltd	India	Engineering & Fabrication, Alcohol & Brewery plants
138	PriceWaterhouseCoopers	United Kingdom	Auditing and Professional Services
139	Private Safaris	Switzerland	Tour Companies
140	Procter & Gamble	United States of America	Consumer Goods
141	Reckitt Benckiser	United Kingdom	Toiletries and Domestic Chemicals
142	Regal Press Kenya Limited	Canada	Printing
143	Rentokil Ltd	United Kingdom	Business Services
144	Research In Motion	Canada	Telecommunications equipment
145	Reuters	United Kingdom	Media
146	Roche Products	Switzerland	Pharmaceuticals
147	Royal Dutch Shell	Netherlands	Petroleum Products
148	Ryden International	United Kingdom	Property Consultants
149	SGS Kenya Ltd	Switzerland	Custom Inspection and Valuation
150	SAB Miller	United Kingdom	Brewing, Beverages
151	Sadolin paints (Akzo Nobel)	Denmark	Paints
152	Sage group	United Kingdom	Computer Software
153	Samsung	Korea	Electronics
154	Sanyo Armco	Japan	Electronics and Home Appliances
155	SBM Bank (Kenya) Limited	Mauritius	Banking and Finance
156	SC Johnson & Son	United States of America	Consumer Goods
157	Scala (EA) Ltd	Sweden	Computers-Software Services
158	Scania (Kenya Grange) Sweden	Sweden	Motor Vehicles
159	Schenker I .td	Germany	Logistics Services
160	Schindler Ltd	Switzerland	Manufacture, Maintenance and Modernization of Elevators and Escalators

161	SDV Transami	France	Cargo Agents/Freight Forwarders
162	Securicor	United Kingdom	Guarding, Courier and Alarm Services
163	Seminis Vegetable Seeds(SVS)	Netherlands	Agriculture-Vegetable seeds
164	SERA Software East Africa	Netherlands	IT
165	Shell-British Petroleum	United Kingdom	Petroleum Products
166	Sher Flowers	India	Floriculture
167	Siemens	Germany	Telecommunication and Electrical Equipment
168	Silentnight	United Kingdom	Furniture
169	Solar World E A	Germany	Energy
170	SSGS Kenya Ltd	Switzerland	Custom Inspection & Valuation
171	Stanbic Bank Kenya Limited	South Africa	Finance
172	Standard Chartered Bank Kenya	United Kingdom	Finance
173	Sumitomo Corporation	Japan	Widespread Products
174	Suntory Beverage and Food	Japan	Food and Beverage Manufacture
175	Swedfund International AB	Sweden	Investments
176	Syngenta East Africa	Switzerland	Chemicals
177	Tata Chemicals (Magadi Soda)	India	Soda Ash mining
178	Tata Motors	India	Automobiles
179	Technogym	Italy	Fitness and Rehabilitation Equipment
180	Tetra Pak Ltd	Sweden	Distribution Line
181	The Wrigley Company (EA)	United States of America	Confectionary/Food Processing
182	Total Kenya Ltd	France	Petroleum Products
183	Toyota Kenya	Japan	Motor Vehicles
184	Treadsetters Tyres	United Kingdom	Tyres
185	Tullow Oil	United Kingdom	Oil and Gas Exploration

186	UAP Provincial Insurance Company Ltd	United Kingdom	Insurance
187	UB Pharma Ltd	India	Pharmaceutical
188	UDV Kenya (Guinness)	United Kingdom	Brewery
189	Ulf Ashchan Safaris	Sweden	Tourism
190	Unigraphics Kenya limited	Canada	Printers
191	Unilab Kenya		
192	Unilever Kenya Limited (Unilever PLC)	United Kingdom	Consumer Goods
193	United Apparels EPZ	Philippines	Prescription products and consumer health
194	Van Leer-Balmer Lwari&Co	India	Manufacture of industrial packaging, greases and lubricants
195	Visa Inc	United States of America	Financial Services
196	Vitafoam	United Kingdom	Foam Mattresses
197	Vodafone (Safaricom)	United Kingdom	Telecommunication
198	Weurth (Kenya) Limited	Germany	Machinery
199	Weetabix Limited	United Kingdom	Food and Beverage Manufacture
200	Williamson Tea Holdings	United Kingdom	Cultivation and Sale Of Tea
201	Woolworths	South Africa	Retails
202	Xinhua News Agency	China	Media
203	Yellow Wings Air Services Ltd	Switzerland	Air Charter Services
204	Zakhem International Construction limited	Lebanon	Construction, engineering and constniction

APPENDIX V: NACOSTI PERMIT



21st February 2024

Ms Kathurima Tatyana,
tatyana.mukami@strathmore.edu

Dear Ms Kathurima,

RE: The Influence of Organisational Culture on Employee Well-Being in Multinational Corporations in Kenya

This is to inform you that SU-ISERC has reviewed and **approved** your above **SU-masters** research proposal. Your application reference number is **SU-ISERC1988/24**. The approval period is from **21st February 2024 to 20th February 2025**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including (informed consents, study instruments, MTA) will be used.
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-ISERC.
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-ISERC within 72 hours of notification.
- iv. Any changes anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-ISERC within 72 hours.
- v. Clearance for the export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to the expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days of completion of the study to SU-ISERC.

Before commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology, and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke/> and obtain other clearances needed.

Yours sincerely,

Mr Ambrose Rachier,
Chairperson; SU-ISERC





REPUBLIC OF KENYA



**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION**

RESEARCH LICENSE

Ref No: **520407**

Date of Issue: **26/February/2024**



This is to Certify that Miss. Tatyana Mukami Kathurima of Strathmore University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: The Influence of Organisational Culture on Employee Well-Being in Multinational Corporations in Kenya for the period ending : 26/February/2025.

License No: **NACOSTI/P/24/33457**



**Director General
NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION**

520407
Applicant Identification Number

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