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**THE IMPACT OF INDUSTRIAL STRIKE ACTIONS ON THE EMPLOYEE WELL-
BEING: THE MODERATING ROLE OF ORGANIZATIONAL CULTURE**

BY

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DECLARATION

I hereby make a declaration of this dissertation as my own work submitted towards the attainment of a Master of Business Administration (Human Resource and Organizational Behavior) and that, to the best of my knowledge, there are no traces of materials previously published by another person nor contains materials accepted for the award of any other University degree, except where due acknowledgement has been made in the text.

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DEDICATION

This thesis is dedicated to my family and also to everyone who supported and encouraged my pursuit for education. Thanks for making me see this adventure through to the end.

ACKNOWLEDGEMENT

I thank the Almighty God for granting me this opportunity to further my education and also seeing me through and bringing me this far.

I would like to express my profound gratitude to my supervisor, Dr Lydia EsiTakyi, who made this work possible.

I would also like to give special thanks to my family as a whole, my friends and loved ones for the continuous support. Your prayer for me was what sustained me this far.

ABSTRACT

The main purpose of this study was to evaluate how industrial strike actions affect employee well-being in the midst of the organizational culture at Kwame Nkrumah University of Science and Technology. Data collection was through the administration of a questionnaire and data was analyzed using Statistical Package for Social Sciences (SPSS) version 28 software. Two hundred and seventy-two (272) University Teachers Association of Ghana members in KNUST were randomly selected for the study. It was identified that industrial strike actions among UTAG in KNUST always yielded the needed results. The industrial actions also made it possible for the striking workers to negotiate for good working conditions negotiations from the government. This, in turn, resulted in improved working conditions and the well-being of the lecturers. Consequently, a positively significant connection ($p < 0.05$) was observed amid industrial strike action and employee well-being meaning that an upsurge in industrial strike action is possible to augment the employee well-being of the lecturers who are members of the UTAG fraternity in KNUST. The organizational culture within KNUST was found to be good where it creates a unique family atmosphere for the lecturers. Consequently, a positively significant connection ($p < 0.05$) was observed amid organizational culture and employee well-being meaning that an upsurge in organizational culture is possible to augment the employee well-being of the lecturers who are members of the UTAG fraternity in KNUST. Organizational culture was identified to be a significant moderating element within the association amid industrial strike action and employee well-being among UTAG members in KNUST. Therefore, management should regularly check in with staff members and to offer assistance and materials for both personal and professional growth.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Unionization has in recent times become very evident among organizations and sectors of economies in general. The formation of unions is expressed in both public and private sectors. Unionization within organizations is significant for the attainment of the rights and good working conditions of its members (Hammer & Avgar, 2005). In another vein, unions within organizations are capable of redressing the balance of power existing between the employee and employer (Armstrong, 1999). However, the effective functioning of unions is dependent on the organization and sector with which the organization is identified (Asamani & Opoku-Mensah, 2013). Employees within an organization are likely to be satisfied and secure with their jobs when an effective union system is established within the organization (Artz, 2010; Asamani & Opoku-Mensah, 2013).

Every organization's human resources is a crucial component in the management of the organization. The health and well-being of employees must, therefore, be the priority for businesses. According to Hone *et al.* (2015), it is imperative for firms to encourage employee well-being because it is a key component of ensuring organizational success. The ultimate advantage of promoting employee well-being is focused on the growth and development of both the organization and the person. According to Krekel *et al.* (2019), Hone *et al.* (2015) and Harter *et al.* (2015), high levels of well-being among employees are linked to a number of favourable organizational attitudes, including reduced employee turnover, lower absenteeism, and superior work performance. Institutions have traditionally contributed to the increase of stress on employees despite the fact that various good organizational attitudes have been connected to employee well-

being (Dewe& Cooper, 2012). Employees with higher levels of well-being typically put more time and effort into their work, which is a fantastic recipe for organizational success (Day and Randell, 2014).

The culture of every organization is a tool for controlling behaviour and influences how employees think, feel and behave. According to Tsa (2011), organizational culture is regarded as the beliefs and values that govern the operation of an organization. In every work setting, culture is very powerful because it can influence the professional behaviour of employees negatively or positively. Also, the culture of the organization serves as a bond that binds the workers and the organization in that, managers and employees are being directed, controlled, appraised and promoted based on the culture that governs the organization. Ritchie (2000) argues that the culture of every organization has an impact on its employees' performance and behaviour positively or negatively. Additionally, the role of culture in business entities refers to the direction and planning of HR, the board, enrollment and choice, learning and advancement, work relationships and working environment, wellbeing, security, success, satisfaction of administrative needs for representatives, equal opportunities, and other issues relating to the business relationship (Sommeret *al.*, 1996). An effective organizational culture within an organization is noted to enhance the satisfaction and security of employees' jobs (Dimitrios, 2014; Dimitrios& Athanasios, 2014).

In Ghana, the tertiary educational system has been characterized by industrial strike actions over the past two years (2020-2022). These strike actions have been characterized by poor living standards among the lecturers. Consequently, in order to improve upon the well-being of

employees, the union which is the University Teachers Association of Ghana has embarked on a series of industrial strike actions and negotiations with the National Labour Commission and its employers (government). Interestingly, the strike action has yielded some positive results where the lecturers received some level of upward adjustment in their conditions of service. However, whether the organizational culture in the tertiary educational system played a key role in the relationship between industrial strike actions and employee well-being is unknown.

1.2 Problem Statement

Unionization within organizations is of great essence to both the organization and its employees. The well-being of employees is noted to be threatened when the working conditions of employees are poor. This trend has contributed immensely to affecting the public sector institutions and the economic stability of the country in general. According to Kaufman (2004), union employees are more secure in their jobs than non-unionized employees. Inadvertently, organizations with a culture which is employee-oriented are noted to ensure that employees are secured and satisfied in their line of work. The University Teachers Association of Ghana has over the past two years (2020-2022) undertaken a series of industrial strike actions geared towards the well-being of its members. Even though the industrial strike actions have received some benefits, the full benefits are not realized. These industrial strike actions have had several negative influences on the Ghanaian economy such as distorting the academic calendar, making students sit at home for a very long time and disturbing the business portfolio of businesses on campus etc. Some studies have been carried out on industrial strike action by unions and employee well-being in terms of job security (Hammer & Avgar, 2005; Jimenez & Didona, 2017). However, the role of organizational culture between these two variables has not been well elucidated within sub-Saharan

Africa and the tertiary educational setting in Ghana as well. Therefore, this study is focused on ascertaining how organizational culture moderates the relationship between industrial strike actions and employee well-being among university teachers.

1.3 Research Objectives

The main objective of this study was to evaluate how industrial strike actions affect employee well-being in the midst of the organizational culture at KNUST.

The specific objectives were:

- i. To evaluate the effect of industrial strike actions on the well-being of lecturers at KNUST.
- ii. To ascertain the relationship between employee well-being and organizational culture among lecturers at KNUST.
- iii. To assess the moderating role of organizational culture on the relationship between industrial strike actions and employee well-being among lecturers at KNUST.

1.4 Research Questions

To address the objectives, the following questions were outlined:

- i. Does industrial strike actions have an effect on the well-being of lecturers at KNUST?
- ii. Is there any relationship between employee well-being and organizational culture among lecturers at KNUST?
- iii. Does organizational culture have a moderating effect on the relationship between industrial strike actions and employee well-being among lecturers at KNUST?

1.5 Scope of the Study

This study was focused on studying the moderating effect of organizational culture on industrial strike actions and employee well-being. The focus of this study was solely on lecturers with at least two years of teaching experience at the KNUST. The lecturers were selected for this study due to their relevance in helping to arrive at useful conclusions for the study. Lecturers who were not part of the UTAG or any other teacher union were excluded.

1.6 Significance of the Study

The significance of the study is viewed from two different perspectives: theoretical and managerial. First, in terms of theoretical significance, the study extends the literature by showing how industrial strike actions drive employee well-being. Second, it also sheds insight on the mechanism that explains the industrial strike action-employee well-being link. Third, the study makes another contribution by accounting for a boundary condition that shapes the relationship being investigated (Hammer & Avgar, 2005; Jimenez & Didona, 2017). Fourth, the study of the aforementioned moderating variable at both national and global levels will aid in pushing the institutional theory and practice. Fifth, the published findings of this study would be a great asset to academia by serving as a source of information for related future studies. For managerial contribution, the findings of this study would then help to formulate policies and enhance management decisions on industrial strike actions and employee well-being within the Ghanaian tertiary educational sector.

1.7 Organization of the Thesis

The study is segregated into five chapters with various subsections under each chapter. Chapter one of the report focuses on the general introduction of the study. The section contains the

background of the study, the problem statement, the research objectives and questions which the study seeks to achieve and address respectively, the significance of the study and the scope both contextual and geographic.

Chapter two of the report covers the literature on the concepts on the subject of industrial strike actions, employee well-being and organizational culture. The final subsection of the chapter presents a conceptual framework which defines the scope and the coverage of the research.

Chapter three of the study focuses on the methods, techniques and approaches for achieving the research objectives. Elements such as the research design, sources of data and data collection process, data analysis techniques and the respondents' consent, validity and reliability of the study findings.

Chapter four of the study analyses and discusses the findings from the study. Data is presented in charts, tables and graphs to show relationships, trends and comparisons.

The summary of findings, conclusions and recommendations emanating from the study findings are presented in chapter five. The chapter also contains some areas of further studies based on the findings and limitations of the current study

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a critical review of the literature basis for the study and establishes the foundation for a possible evaluation of the findings based on already established principles. The sections considered in the study include conceptual review, theoretical review, empirical reviews conceptual framework and hypothesis development of the connection amid industrial strike actions, employee well-being and organizational culture.

2.2 Definition of Concepts

This unit entails an explanation of the numerous thoughts underlying this study. These thoughts comprise industrial strike actions, well-being of the workforce and organizational culture.

2.2.1 Industrial Strike Actions in Ghana

A survey of the literature on industrial strike actions in Ghana takes into account a variety of historical, socioeconomic, and political elements that have fueled labour unrests in the nation (Asamani & Opoku-Mensah, 2013). It is critical to take into account the historical backdrop to comprehend industrial strikes in Ghana. The labour movement in Ghana has a long history that dates back to colonial times. The significance of labour unions in the independence struggle has had an impact on the dynamics of labour relations in the post-independence era. Numerous underlying causes, such as the following, are frequently mentioned in the literature on industrial strikes in Ghana: Wage disputes; strikes are frequently started as a result of wage stagnation, poor pay, and requests for greater remuneration (Asamani & Opoku-Mensah, 2013). Unsafe workplaces,

a lack of job security, and insufficient facilities can all contribute to labour unrest. Unresolved complaints;strikes can develop out of problems with management, benefits, and promotions. Government policies;decisions made on privatization, economic reforms, and labour laws may have an effect on labour relations and lead to strikes.

The literature also explores how labour unions in Ghana organize employees and engage in negotiations with the government and businesses (Artz, 2010). Important unions, like the Trades Union Congress (TUC) of Ghana, have influenced labour legislation and acted as advocates for workers. In the literature, the legal system controlling labour relations in Ghana is analyzed. Guidelines for dispute resolution, collective bargaining, and the rights and obligations of both employers and employees are provided by the Labour Act (Act 651) of 2003 and its later revisions. The economic repercussions of industrial strikes in Ghana are frequently studied by academics(Hammer &Avgar, 2005). Productivity setbacks, potential damage to foreign investment, and overall effects on the stability and growth of the national economy are a few of these.The literature also examines the responses of Ghana's various regimes to strikes. This comprises actions taken to resolve conflicts through mediation, carry out labour laws, and meet workers' needs. Ghanaian strikes cover a range of social and political causes in addition to economic ones. Researchers may look into how strikes have affected broader social movements, public opinion, and political engagement. The effect of technology on labour relations in more recent years, especially how social media and digital platforms have been used to organize workers and disseminate strike information, may also be of interest(Asamani&Opoku-Mensah, 2013). One major precursor to effective industrial strike action is unionization within entities.

According to Tokol (2012), unionization is the process of one becoming a member of a trade union. Trade unions are institutions of vital significance within the system of industrial relations (Yildiz, 2013). Unionization is a record of the propensity to and rate at which the workforce can unionize. Numerous political, social and monetary elements influence unionization (Tokol, 2012). The political framework and way of organization in a nation, without question, decide the presence, qualities and free space for the development of workers' organizations. Additionally, the structure of the workforce, the degree of industrialization, the attributes and activity of workers' guilds, along with the number, characteristics and sectorial circulation of labourers in a nation set up by unions existing within the nation (Mahiroğulları, 2001). Workers' organizations are additionally social structures. The individuals who have built up, directed and kept up the workers' organizations are likewise individuals part of the entire population of the country. Hence, they mirror the attributes of the general public where they are found. National culture empowers social change by affecting numerous organizations' for example, the training framework, and family and governmental issues. Authentic and social changes set up the association of work and modifies it through system changes. The adjustments during the time spent work affect unionization, investment in workers' guilds, the inclinations of organizational enrollment, managerial styles in workers' organizations and so on (Işıklı, 1995; Mahiroğulları, 2001; Tokol, 2012).

The environment in which they work affects how worker's guilds are seen. Establishments in various national societies and various settings work unexpectedly. National societies, then again, affect how people see the foundations and respond to them. Worker's guilds as establishments are likewise influenced by the national societies as far as their structure and exercises (Scott, 2001; Posthuma, 2009). For instance, association cooperation likewise changes across societies. While

it is considered an issue of unrestrained choice in certain nations, it might exist as an instrument of weight of the businesses or political establishments in some others (Posthuma, 2009). This decides the point of view, enrollment and cooperation of the worker's organizations.

2.2.2 Employee Well-Being

Well-being is progressively a focal point of numerous states across the globe. It is seen as a genuine objective of government strategy by its own doing, yet there are likewise motivations to imagine that upgrades in workers' prosperity might be helpful for monetary development. The idea of prosperity among workers is great in itself. However, a significant inquiry much of time emerges regarding whether there are any goal advantages to focusing on the emotional prosperity of labourers (Krekel *et al.*, 2019). Implementing policies that promote worker well-being can be resource-intensive. Well-being has a significant positive relationship with client unwaveringness and a significant, negative connection with staff turnover (Harter *et al.*, 2010). That is, notwithstanding the individual-level proof - dependent to a great extent upon Feeling Hypothesis - zeroing in on emotional states and showing quick impacts of temperament on efficiency, there likewise is by all accounts solid proof - more in accordance with Human Relations Hypothesis - that worker fulfilment assumes a huge part in holding and propelling the labour force. Considering that work influences prosperity, and that prosperity is significant for authoritative achievement, it is in an association's well-being to help and advance prosperity at work (Dewe and Cooper, 2012; Sharpen *et al.*, 2015). Notwithstanding the numerous positive authoritative mentalities related to representative prosperity, associations have generally centred around diminishing worker stress as opposed to expanding worker prosperity (Hone *et al.*, 2015).

The well-being of the workforce in an enterprise is a fundamental component for the achievement, development, and advancement of associations (Krishantha, 2018). The idea of representative prosperity at work elevates benefits to associations of having a solid labour force (Cooper and Robertson, 2013). In this way, the elements of representative prosperity at work are essential in the comprehension of the various spaces that influence personal satisfaction at work. Considering this, few organizations across the globe have laid out strategies and means to guarantee the prosperity of workers. In created nations like USA, UK, Japan, Denmark, and Sweden, most organizations inside such locales profoundly centre around the prosperity of their representatives while such fixation on workers' prosperity among the association in emerging nations like Ghana, Nigeria, and Cote d'Ivoire are extremely hazardous. This has made such associations fall behind in the stepping stool of development and improvement inside such associations situated in such wards.

Page and Vella-Brodrick (2009) suggested that representative prosperity comprises three central parts: emotional prosperity, mental prosperity, and work environment prosperity. The set-point hypothesis of joy which upholds that singular levels of emotional prosperity are not allowed to differ but are held at a 'set-point' has overwhelmed quite a few years of exploration (Headey, 2008). Emotional prosperity has three fundamental parts, which incorporate, elevated degrees of beneficial outcome, low degrees of pessimistic effect and a mental assessment of one's fulfillment with their life in general (Diener *et al.*, 1999, Busseriet *et al.*, 2007). One significant component of prosperity among workers is concerning the mind of the people which is viewed as mental prosperity (Page and Vella-Brodrick, 2009). Mental prosperity can be classified into six significant topics, including, acknowledgement of oneself, an exact impression of the real world,

independence, natural dominance, development and advancement, and incorporation of character (Peterson 2006).

2.2.3 Organizational Culture

Individuals with varying forms of beliefs, values and attitudes exist in every organization. Therefore, Khorshidi (2008 p. 12) defined culture as a “set of customs, norms, values and beliefs that affect an organization”. However, an existing culture can be changed or managed to suit a current trend (Arnold, 2005). Therefore, intentional change in culture is undertaken by organizations when there is the need to do so (Harrison, 1993). The level of effect of the organization is dependent on whether the culture is weak or strong. Weak cultures have more negative consequences on the organization than strong cultures (Harrison, 1993; Martins & Martins, 2003). Hence, institutions with stronger cultures are more beneficial than institutions with weaker cultures. Culture is subjective; therefore, the accurate specification of organizational culture is a major challenge. However, organizational culture is centred on traditions and socially structured due to the non-existence of a single theory.

Organizational culture has received several and different definitions by various researchers. Schein (1990 p. 23) defined organizational culture as “the structure of basic theories to contend with valid problems and lessons” while Kotter and Heskett (1992) defined it as “the persistence and adoption of blueprints of values and behaviours by employees in an organization”. However, Deal and Kennedy (1982) defined organizational culture as “the values and behaviours that distinguish an organization from others. Therefore organizational culture involves a strong amalgamation of values, philosophies, experiences and expectations of organizations (Nazir& Amir, 2015)

influencing the behaviour of employees' productivity and performance of the organization. However, the development of organizational culture is dependent on commitment, consistency and competence (Bayer, 2009). Organizational culture creates coordination between employees and the operations of the company. Quinn and Rohrbaugh (1983) proposed the contending values model of organizational culture. This model is in two dimensions: a) flexibility/stability; where the effectiveness of the organization is hooked to the level of organizational pliability, versatility and durability, b) internal/external orientation; where consonance, cohesion, detachment and freedom lead to effectiveness of the organization (Cameron & Quinn, 1999). Alternately, the Hofstede model of authoritative culture orders workers of an association into four segments: images, legends, ceremonies and values in view of the programming of the brain. Figure 2.1 portrays the onion chart of authoritative culture proposed by Hofstede. This model is a course for the outcome of the hierarchical set targets.

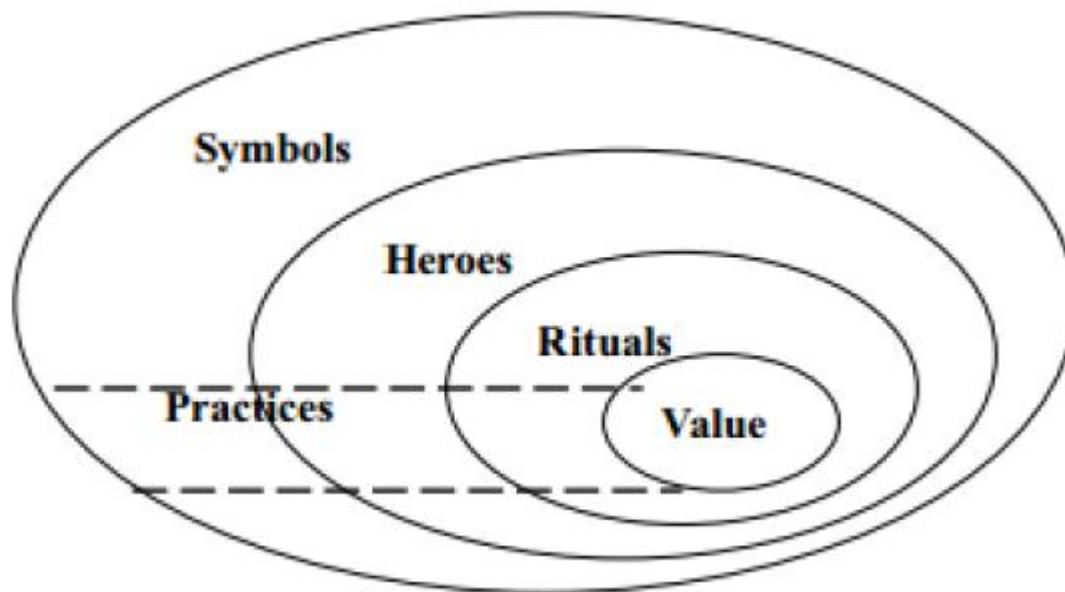


Figure 2.1 Hofstede model of organizational culture. (Source: Hofstede, 1997)

As per the model, values imply a culture of morals and moral character yielding the imagination of the worker, custom signifies exercises that improve acclimation and socialization among the representatives, legends represent champions and successful people in the association, and images suggest various practices in the association yet significant to the workers (Paschal and Nizam, 2016). Besides, hierarchical culture coordinates representatives and supervisors from working in a vacuum (Brown, 1998) since it specifies the "ought to's" and the "should's" of the association (Veigaet *al.*, 2000). Keininghamet *al.* (2014) uncovered that high benefits and victories are guaranteed in associations where representatives are esteemed.

A study conducted by Brown (1998) outlined the following as coordinating duties of organizational culture: motivation, reduction of uncertainty, conflict regulation and management, and competitive advantage. In addition, De Cuyper& De Witte (2005) enumerated the advantages of organizational culture as serving as a guiding role, restraining peoples' behaviour, having a cohesive effect on employees' loyalty, having an impact on incentives, having a radiation effect and compelling innovativeness. However, Robins (2007) identified key characteristics that appropriate the purpose of organizational culture in any organization. The primary features include invention and risk-taking; meticulousness; outcome, people, and team preferences; aggressiveness; and steadiness. Interestingly, these features are associated, managed and evaluated by management through structural steadiness and consolidation of management standards of organizational culture (Schein, 1995). Inarguably, organizational culture can be learned through several ways such as symbols, communication, behaviour patterns, heroes, norms of behaviour, morals, values and attitudes of primary assumptions, and history (Brown, 1998).

Organizational culture is dimensionalized into four major culture quadrants – clan, adhocracy, market, and hierarchy; which represent the guiding principle that focuses on essential authoritative objectives and expressive favoured means to accomplish them. Critically, the composers of this quadrant recognized that while associations will generally incline toward a predominant culture, each of the four culture quadrants is available somewhat (Cameron and Quinn, 2011; Cameron et al., 2014). We allude to culture quadrants as cultural aspects to convey that every one of the four arrangements of values coincides inside associations.

Clan culture is usually focused on combining inside concentration and coordination with adaptability and prudence. Its fundamental beliefs incorporate responsibility, correspondence, and improvement. Additionally, faction culture puts a lot of accentuation on organizing representatives' interrelationships through empowering support, participation, and cooperation, and focusing on workers' turn of events.

Adhocracy culture consolidates adaptability and prudence with outside concentration and separation. The basic beliefs fundamental to an adhocracy culture incorporate creative results, change, and readiness. Adhocracy culture underlines novel arrangements, vision, responsiveness and versatility to the outside climate. *Market culture on the other hand* joins dependability and control with outer concentration and separation. Its guiding principle incorporates objective accomplishment, benefit, and results direction. Market culture highlights the significance of putting forth and accomplishing objectives, forcefully contending, and zeroing in on clients. *Hierarchy culture* consolidates interior concentration and mixes it with security and control. Basic beliefs inside a pecking order culture incorporate effectiveness, idealness, consistency, and

consistency. Pecking order culture centres around productivity and consistency by creating formal jobs, governance, and working strategies.

2.3 Theoretical Review

This section discusses the theories relevant to explaining the relationships existing between the various concepts (industrial strike actions, employee well-being and organizational culture) under scrutiny. Therefore, the two main theories adopted for this study were: institutional theory and resource dependence theory.

2.3.1 Institutional Theory

According to Asian (2019), foundations are by and at large considered as rules, norms, delegated parts, and occupations with the capacity to influence the movement of resource essentials inside a predefined association. Peculiarly, foundations can be regularizing, regulative, and mental depending upon the nature of their movement (Djoko *et al.*, 2019). There is a conspicuous sign that establishments don't work inside a vacuum, subsequently, this speculation places foundations inside the point of convergence of assessment connecting with the arrangement and lead of the practical activities of associations. According to Garza-Reyes *et al.* (2012), institutions are typically focused on accomplishing the social or public presumptions for however long the foundation's events are self-evident and prominent to society. The highlight that this speculation commonly puts on the assignments of institutional activities is essentially focused on certifiable and appropriate techniques for managing conditions and utilitarian activities of foundations (Flynn *et al.*, 2016).

In actuality, with the presence of other external features, it is practicable for an additional worldview to be prearranged which perhaps would not be real at its origin yet future develop authentic through an approximately undefined time frame (Kumar *et al.*, 2015). This theory is applicable to the current research due to the fact that any establishment with acknowledgement of a detailed strategy for its employee well-being through organizational culture is proficient in improving the achievement of the enterprises within the tertiary educational sector in Ghana. Moreover, the relevance of institutional pressure on industrial strike action, employee well-being and organizational culture is explained by the principles embedded in this theory.

2.3.2 Social Identity Theory

The Social Identity theory depends on self-idea which shows that an individual is portrayed as a citizen or association (Bhattacharya *et al.*, 1995). In reference to the point of surveying the effect of a declaration of purpose hands-on execution of an individual, the dread of the essential idea of Social Identity Theory is of a need. The idea of one's having a place with an affiliation is the reason for the foundation and upkeep of an association. Along these lines, Ashforth and Mael (1989) place that cultural acknowledgement makes mindfulness and confirmation of one's contribution to a gathering or society. This theory can't be excluded in evaluating the job security levels of employees within the educational sector of the Ghanaian economy since employees are social beings who always require recognition. In view of this, the security of jobs for employees within the educational sector is capable of being enhanced when there is a more employee-centred organizational culture and effective unionization that fight for their employee well-being via industrial strike actions. Consequently, an understanding of the connection between industrial strike action, employee well-being and organizational culture is essential.

2.4 Empirical Review

Unionization which is a precursor to industrial strike actions has been found to be highly associated with job security. Bryson & White (2006) identified that the presence of a union upsurges both job reduction and professional stability certifications to workers, and high participation thickness has some extra effects on the market segment, but not the open area. As indicated by Sloane and Blender (1999), econometric proof backings to a limited extent the view that while work instability urges labourers to join worker's guilds, in general worker's organizations will in general increment professional stability and proposes that there is a solid connection between residency in trade unions and job insecurity.

A study carried out by Witte *et al.* (2017) explores the consequences of job insecurity among union members. Beginning from the predominance of the instrumental thought process in organization enrollment, and utilizing the mental agreement hypothesis, we conjecture that the impression of employment uncertainty would be associated with a lower level of apparent association support and a higher goal to leave organization enrollment. The investigation likewise tried whether the connection between work frailty and enrollment turnover is intervened by (an absence of) saw association support. The theories are tried in four European nations: Belgium, Italy, the Netherlands and Sweden. In three nations, an affiliation is secured between position frailty and a decrease in apparent association support, and between work weakness and the expectation to leave participation. The relationship between work instability and enrollment turnover aims is additionally completely intervened by (an absence of) saw association support in these three nations. None of the theories are authenticated in Sweden. The aftereffects of this examination propose that patrons in all nations, including Sweden experience work weakness as an

infringement of the mental agreement with their association. When concluding whether to join an association, workers would for the most part participate in a money-saving advantage examination first. On one hand, associations grasp the estimation of individual and representative rights (Klingner *et al.*, 2010), and joining an association would bring them benefits (state the chance of improving the working conditions and a higher remuneration), then again, there still exists possible costs (state the likelihood of being excused). It is viewed that when the advantages exceed the costs, workers would be increasingly disposed to unionize. If not, they would falter. That is, people's impression of association instrumentality should have a constructive relationship with unionization.

A study carried out by Mosaybian&Jafari (2017) was to study the relationship between employee well-being and organizational culture. This study was applicable because of its goals and was unmistakable because of its approach. The measurable society incorporated each of the 1612 workers of the Illiterate Education Organization among whom the analysts chose 373 people haphazardly and utilizing Kukran recipe. To gather the information required, the analysts utilized, notwithstanding library explores, two surveys. The alpha coefficient for test unwavering quality was 0.89 for professional stability and 0.76 for authoritative duty. In addition, the specialists utilized SPSS programming and Pearson Correlation to dissect the information. At long last, the outcome demonstrated that there is a critical connection between professional stability and hierarchical responsibility.

To examine the level of employee well-being and organisational culture in the organized retail sector, a study was carried out by Qaziet *al.* (2017). The study was conducted among 436

representatives of composed retail segments arbitrarily drawn utilizing the survey technique. The outcomes of the study show that the representatives were encountering a moderate degree of OCTAPACE culture and moderate degree of occupation fulfillment and predominant culture segments incorporate Openness and Risk-taking, Confrontation, Pro-activity, Collaboration and Experimentation. It was additionally investigated and discovered that there is a huge positive connection between hierarchical culture and employment fulfilment.

A study carried out by Nair *et al.* (2019) to examine the relationship between organizational culture and the job satisfaction of employees working in IT companies operating in contrasting economies, namely India and the UK. The study adopted the use of Denison's model for exploring authoritative culture and the Spector JSS study to decide the activity fulfilment of representatives utilizing the five-point Likert Scale. This examination focused on 450 representatives (230 from India and 220 from the UK), from whom information was gathered through online surveys by utilizing purposive, snowball and accommodation inspecting procedures. Information investigation was done utilizing SPSS 23.0. The outcomes showed that hierarchical culture affects the activity fulfilment level of representatives in the Indian IT segment, while there is no related impact among UK IT workers. Furthermore, hierarchical culture has an alternate effect on guys and females individually with regard to their activity fulfilment levels in the two economies. At last, authoritative culture affects the activity fulfilment levels of both centre and lower level workers in the two economies.

A study conducted by Leodevina & Butagal (2019) focused on exploring the organizational culture, organizational commitment and job satisfaction of the faculty members of the St. Paul University System (SPUS). This research utilized a distinct and correlational exploration structure. The

information assembled was broke down and deciphered utilizing recurrence and rate conveyance to affirm factual suppositions and to depict the members' profile as far as the recognized factors. The weighted mean was utilized to decipher the reactions got from the utilization of the Likert's scale. The relapse investigation was utilized to decide the best indicators of occupation fulfillment and hierarchical duty while Pearson and Chi-Square were utilized to decide the level of connection between the factors. The consequences of this examination show that there is a huge positive connection between work fulfilment and authoritative culture. It was likewise discovered that activity fulfilment predicts hierarchical responsibility. Discoveries show and fill in as a reason for the administration of the association to fortify the hierarchical responsibility and investigate different approaches to raise the degree of employment fulfilment of the employees of the respondent organisations.

Several studies have been carried out to evaluate the mediating role of organizational culture on unionization and job security. A study carried out by Mehrizi (2016) was fixated on assessing the connection existing between knowledge-sharing behaviour and job security where organizational culture serves as a mediator in Ayandeh Bank. The population of the study was 150 people from the staff of Ayandeh Bank. Testing was directed haphazardly. Information assortment device was as surveys and information investigation was finished by SPSS programming. The examination discoveries demonstrated a huge connection with the seriousness of ($p = 0.00$, $r = 0.51$) amid hierarchical culture and information-sharing conduct. Again, a noteworthy connection with the seriousness of ($p = 0.00$, $r = 0.42$) occurs between hierarchical culture and professional stability. Additionally, the outcomes showed that there is a huge relationship with the seriousness of ($p = 0.02$, $r = 0.32$) between information-sharing conduct and employer stability. In general, the status

of authoritative culture and information sharing is at a middle-of-the-road level from the perspective of the staff. A study carried out by Shan *et al.* (2017) found that most aspects of job satisfaction were negatively correlated with unionization and organizational culture, while organizational culture had a positive relationship with unionization. Organizational culture is then anticipated to have a moderating consequence on the connection between industrial strike actions and the well-being of the workforce.

2.5 Conceptual Framework

For the aim of evaluating the moderating role of organizational culture on industrial strike actions and employee well-being within the lecturers at KNUST, it is essential to consider all the various theories and concepts involved in order to make the study an understanding one. In view of this, a construct of a conceptual framework is essential. A conceptual framework is known for being an analytical instrument to establish philosophies, and communicate and link the dissimilarities and connections amongst prevailing theories and concepts pertaining to the subject matter of a study (Saunders *et al.*, 2012). Inadvertently, a conceptual framework is appropriate for qualitative and quantitative studies, however, it is only easy to interpret when the framework is a strong one showing all the appropriate relationships and connections. Therefore, the conceptual framework outlined in Figure 2.2 below is the adopted one for this current study. With this, it is obvious that the independent variable for the study is industrial strike action whereas the dependent variable is employee well-being (H1). Moreover, it is expected that employee well-being is likely to be influenced by organizational culture (H2). However, organizational culture would serve as the intervening or moderating factor on both the independent and dependent variables of the study (H3).

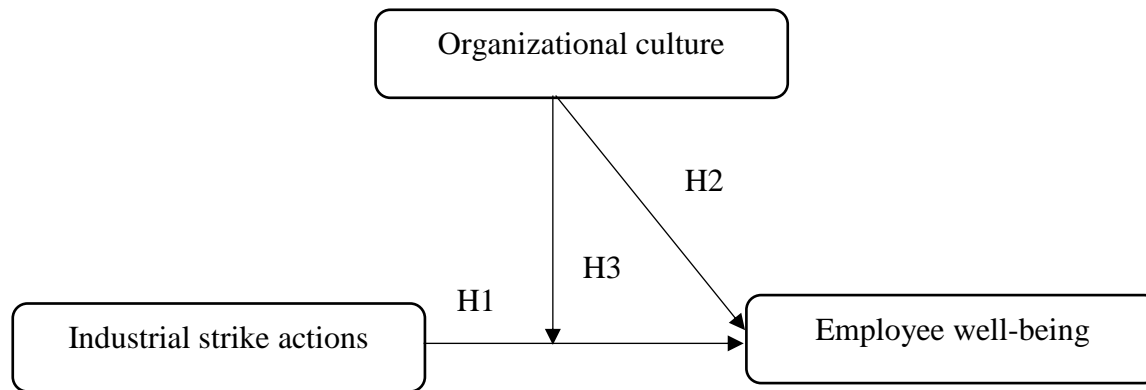


Figure 2.2. Conceptual Framework (Author's own construct, 2023)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This Chapter provides a description and analysis of the procedures adopted in carrying out the study. In view of this, the chapter is sectionalized into the following sub-headings: the research design, the population of the study, sample size and sampling techniques, data collection methods, sources of data, data analysis technique, validity and reliability of the findings and ethical considerations.

3.2 Research Strategy

According to Saunders *et al.* (2019), research strategy is the inclusive course of the study, as well as the procedure used. On the other hand, research strategy encompasses the detailed action plan that guides the investigator's cognitive process (Creswell, 2014). Yin (2013) defines research strategy as the overall plan for carrying out any research study of interest. In carrying out any study, research strategies are viewed at three different levels, thus, quantitative, qualitative and mixed strategies (Saunders *et al.*, 2019). Quantitative strategy is used when dealing with arithmetic numbers in quantifying the phenomenon and also establishing the connection between variables using statistical methods. On the other hand, qualitative strategy entails the use of words in explaining the opinions and views of the respondents or a group of individuals. A mixed approach then encompasses the usage of both quantitative and qualitative approaches in appreciating the phenomenon in a single study. With reference to this particular study, a quantitative approach was adopted since it made it possible to analyse the causal relationships between the variables as stipulated in the objectives of the study.

3.3 Research Design

A research design is a thorough schematic plan that outlines how a researcher conducted the research project (Fraenke *et al.*, 2012). However, Creswell (2014) defines research design as an investigator's outline for choosing research methodologies and approaches to use when conducting a study. Comprehensively, Saunders *et al.* (2019) explain research design as the general method a researcher hand-picked to amalgamate the many essentials of the research in a rational and convincing means, safeguarding that the researcher efficaciously deals with addressing the problem of the study; it assists as the plan for data aggregation, quantification, and analysis. A cross-sectional or longitudinal research design can be used. A cross-sectional design entails the

assortment of facts and figures from a population at a single moment in time while a longitudinal design entails the collection of information within a longer period (Saunders *et al.*, 2019). Both exposures and outcomes are assessed simultaneously in a cross-sectional design. For this, a cross-sectional study strategy was adopted for this study since it provides a comprehensive conclusion of the situation at the societal level at a certain period (Creswell, 2014). Nevertheless, this study was unable to determine whether the occurrence has changed over time. Moreover, in the use of the cross-sectional design, a survey strategy was adopted. Saunders *et al.* (2019) assert that surveys are typically connected to the deductive research methodology. The survey technique enabled quantitative data to be gathered and analyzed via quantitative tools such as descriptive and inferential statistics, as utilized in this study.

3.4 Population

Saunders *et al.* (2019) define population as the total cluster of individuals sharing a distinguishing feature that the researcher finds very interesting. The entire group of greater concern to the researcher is referred to as a population (Fraenkelet *al.*, 2012). Then again, the expression "research populace" likewise alludes to a characterized gathering of things that are known to share normal qualities (Creswell, 2014). Commonly, every individual or item inside a populace shares similar characteristics. The population of the study encompassed all registered and active members of the University Teachers Association in Ghana (UTAG) in KNUST. In view of this, the population size for the study was 648 lecturers within the KNUST branch of UTAG (UTAG, 2022).

3.5 Sample Size and Sampling Technique

The sample size is the portion of the study's populace that is carefully and logically selected to represent the populace for the research's objective (Saunders *et al.*, 2019). The specific gathering from which the researcher will accumulate information is known as a sample (Creswell, 2014). The sample size is dependably more modest than the populace overall. The quantity of people or perceptions remembered for a review is alluded to as the sample size (Fraenkelet *al.*, 2012). The sample size for a population is to offer an objective illustration by choosing a huge quantity that is feasible financially and logistically for the duration of the investigation. Yamane's sample size estimation method was adopted to choose a sample size of 272 UTAG members at KNUST from a population of 648 lecturers at a 95% confidence interval and a 10% degree of non-response. The reception of a suitable examining methodology is vital while choosing respondents to address the need for the size of the sample. The inspecting tactic utilized is possibly; probabilistic or non-probabilistic. A probabilistic testing technique was utilized for the reasons for this review due to the fact that it is the best while managing quantitative exploration plans (Kumar, 2011). Due to its adaptability and simplicity of examination, a simple random selection approach was chosen to pick the respondents for the study. The basic arbitrary choice procedure then, at that point, all registered and active UTAG members of KNUST had an equal chance to be chosen for the study, irrespective of any preconceived notions.

3.6 Types and Sources of Data

Data are facts and statistics collected together for reference or analysis (Yin, 2013). Any data that has been accumulated, delivered, or made explicitly to help introductory exploration discoveries is alluded to as research information (Kumar, 2011). From the viewpoint of Saunders *et al.* (2019),

data is the documented factual evidence deemed necessary by the scientific community to verify research findings. There are two main sources of data which include primary data and secondary data. In carrying out every study, data is essential for reaching a better conclusion. However, the data can either be primary or secondary due to its source of origin and accessibility. Primary data are the data obtained for the first time and has not yet been published whereas secondary data is regarded as data that already exist and might have been used for different purposes. For the purpose of this study, the researcher used primary data due to its reliability, authenticity, highly illustrative, originality, and impartial nature. Secondary data alludes to information that is gathered by somebody other than the essential client (Holstiet *et al.*, 2006). Although secondary data is essential to research for the purpose of this study, only primary was used for this study.

3.7 Data Collection Method

Information gathering is the practice of obtaining and estimating data on relevant aspects in a precise and defined manner in order to react to predetermined research questions, test hypotheses, and survey outcomes (Saunders *et al.*, 2019). As per Zikmundet *al.* (2012), deliberate data collection is the process of carefully compiling data from various sources to provide knowledge and solutions, such as testing a hypothesis or analyzing an outcome. The process of gathering data comprises assembling data from all relevant sources in an exertion to discover resolutions to the problem of this study (Fraenkelet *al.*, 2012). Due to the study being a quantitative one, a structured questionnaire was adopted as the primary instrument for taking data from the lecturers. According to Yin (2013), a questionnaire is a variety of organized and decided inquiries with a few choices intended to accomplish the objectives of an overview or factual review. One respondent, specifically one lecturer randomly selected for the study was the unit of analysis for the study. The

questionnaire was self-administered to the lecturers by the researcher and with the assistance of two research assistants. For each respondent, an average of 30 minutes was used in answering the questions.

The questionnaire used in this study contained 31 closed-ended questions which were sectioned into five major sections. The various sections encompassed: respondent biography, industrial strike actions, organizational culture and employee well-being. The constructs under each variable and the source from which those questions were adopted are shown in Table 3.1 below. Respondent's levels of agreement and disagreement with the factors being examined in the study were measured with the use of a seven-point Likert scale. (1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Indifferent/Not Sure 5 = Somewhat Agree 6 = Agree 7 = Strongly Agree).

Table 3.1 Summary of Measurement Items

Variables	Number of Items	Sources
Industrial Strike Actions	7	Asamani & Opoku-Mensah (2013)
Organizational Culture	11	Yarbrough <i>et al.</i> (2011)
Employee Well-being	8	Pontinet <i>et al.</i> (2013)

3.8 Data Analysis

Data analysis is the process of analyzing study data in a logical and analytical way to come to the necessary conclusions (Zikmund *et al.*, 2012). The analysis of data distils obtained knowledge. To find trends, correlations, or patterns, involves analyzing obtained data using logical and analytical reasoning (Holstiet *et al.*, 2006). Data analysis, according to Saunders *et al.* (2019), entails using the

proper statistical or logical method to make sense of the research's raw data. After the data was obtained from the respondents, it was updated and cleaned to make sure that the responses were accurate and consistent and to evaluate the response rate. Descriptive statistics for the variables, such as frequency, percentage, means, and standard deviation, were used to facilitate the study and interpretation of the quantitative data. The relationships between the variables under examination were also determined using basic linear and multiple regression analysis. The data were analyzed via the Statistical Package for Social Sciences (SPSS) version 28 program, where all tests in statistical terms were performed with a 5% level of significance.

3.9 Reliability and Validity Tests

The level of uniformity and permanency that study fallouts have historically and are projected to have going forward, as established by forthcoming inquiries, is denoted as data validity (Saunders *et al.*, 2012). A technique's legitimacy alludes to how effectively it catches the information it is planned to catch (Creswell, 2014). Results that are very legitimate precisely mirror the credible attributes, propensities, and varieties in the physical or social world. Valid data is information that has been correctly formatted and preserved (Saunders *et al.*, 2019). Yet, trustworthy data is information that may be used as a basis for analysis and decision-making. (Saunders *et al.*, 2019). To increase the study's degree of validity, numerous sources of evidence were gathered. In this study, experts in the fields related to the discussion subjects were contacted to evaluate the validity of the questionnaire. According to Saunders *et al.* (2019), data reliability is considered as the consistency of a set of measurements or results. Internal consistency, or how fastidiously a bunch of items is connected as an assortment, was estimated utilizing Cronbach Alpha reliability (CA), Confirmatory Factor Analysis (CFA) and Composite Reliability (CR) tests to lay out the

information's unwavering quality. The CFA was used to assess the internal consistency of the study's observed items. A problematic signal that the construct might attempt to measure was programmed into the CFA. Besides, these tests were done to guarantee that mistakes and predispositions in the data were wiped out, as well as that the measurements used to get suspicions were eliminated (Kurpius and Stafford, 2006). The review focuses on various investigations on the few factors under assessment to guarantee the information's credibility. Besides, in light of the fact that the respondents' very own data were kept stowed away, they were convinced to give precise and dependable reactions to the inquiries, making the data collection tool substantial and tenable.

3.10 Ethical Considerations

The "moral principles, norms, or standards of behaviour that influence moral decisions regarding our behaviour and our relationships with others" are what Blumberg *et al.* (2005, p. 92) define as ethics. Nevertheless, Zikmund *et al.* (2012) defined research ethics as the moral and responsible way in which a researcher formulates and specifies the study topic, designs the research, secures access, gathers, processes, and saves data, analyzes data, and writes up research findings. Research ethics are the moral principles that should direct how researchers do their work. (Saunders *et al.*, 2019). The researcher pursued a preliminary communication from the Faculty of Business Education, Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development. Before conducting the study among the respective lecturers, authorization was also attained from the UTAG leadership in KNUST. Prior to data collection, their agreement was obtained by enlightening them about the study. The names of the respondents and the companies were not listed on the questionnaire in order to preserve the anonymity and confidentiality of

responses. All digital data records had PIN protection, and all physical duplicates were held in reserve in a secure location. Lastly, none of the respondents or UTAG as an institution were negatively impacted by the study's conclusions, which were only used for theoretical research.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

The data presentation and analysis of the feedback from the UTAG members at KNUST are described in this chapter. The findings of this study are grouped in this part in accordance with the study's objectives. The comparison of the study's findings to prior research was then reviewed in relation to the findings. The study's response rate was 100%, indicating that the anticipated sample size for questionnaire responses was met.

4.2 Socio-demographic Characteristics of Respondents

Table 4.1 shows that the male respondents (75.4%) outnumbered the female respondents (24.6%). For the age range, half (50.4%) were within 41-50 years while 44.9% were between 31 and 40 years and 4.8% were within 51-60 years. Erickson (1994) labels age groupings as young adulthood (20-30), middle adulthood (31-45), and late adulthood (46 and above). With the use of these age

groupings, the study sustains that employees of KNUST are within their young and middle adulthood stages. With regards to their educational qualifications, 68.4% had PhD whereas 31.6% had master's qualification. In terms of marital status, 81.2% were married while 9.9% were single. Finally, the years of working experience with KNUST varied among the respondents where 71.4% had worked for 2-5 years, 17.6% had worked for 6-9 years and 11.4% had worked for more than 9 years. The high retention rate of employees can be attributed to the fact that KNUST shows some level of organizational culture, hence improving their job satisfaction levels. This then contradicts Bentil's (2008) assertion that a high unemployment rate could result in most employees staying with one company for a longer period. Again, since the employees have enough work experience with the company, their opinions on the variables under this study were borne out of the experience and not hearsay.

Table 4.1: Demographics of respondents

Variable	Category	Frequency	Percentage (%)
Gender	Male	205	75.4
	Female	67	24.6
	Total	272	100
Age	31-40 years	122	44.9
	41-50 years	137	50.4
	51-60 years	13	4.8
	Total	272	100
Educational level	Masters	86	31.6
	PhD	186	68.4
	Total	272	100
Marital Status	Single	27	9.9
	Married	221	81.2
	Divorced	11	4.0
	Widowed	13	4.8
	Total	272	100

Years of working	2-5 years	193	71.0
	6-9 years	48	17.6
	Above 9 years	31	11.4
	Total	272	100

Source: Field Survey, 2023

4.3 Measurement of Model and Reliability Analysis

PerKurpius and Stafford (2006), reliability is defined as the error-free exactness of a measured value. The test is carried out to reduce errors and guarantee that the measurements used to arrive at the investigation's conclusions are predictable (Yin, 2003). As a result, the variables in this study were subjected to a reliability test utilizing the alpha Cronbach Alpha (CA) reliability and Composite Reliability (CR) tests to determine their internal consistency, as shown in Table 4.2 below.

From Table 4.2, it is clear that the overall Cronbach alpha values for organizational culture, industrial strike action and employee well-being were 0.882, 0.851 and 0.763, respectively and since they are all above the minimum reliability test score 0.7, there is a clear indication that a high level of internal consistency exists among the scale used for this study. Again, the composite reliability tests showed that all the variables recorded a test value above 0.7 where organizational culture recorded 0.899, industrial strike action recorded 0.868, and employee well-being recorded 0.809. Therefore, there is an assurance that very similar results will be obtained when a similar study is conducted.

Table 4.2: Cronbach's Alpha Reliability Test

Items	N	Cronbach's	Composite
		Alpha	Reliability
Organizational culture	11	0.882	0.899
Industrial Strike Action	7	0.851	0.868
Employee Well-being	8	0.763	0.809

Source: Field Survey, 2023

4.4 Correlation Matrix

A correlation test was performed using the Pearson correlation coefficient to determine the strength of the association among the variables examined in this study (r). A number of zero shows no link, whereas a value of one implies a perfect positive correlation. For the purposes of multicollinearity, it was realized that the models adopted for the study were free of errors with regards to multicollinearity (Hair, Alex &Virma, 1998) since none of the observed connections exhibited a Pearson correlation value of more than 1.0. It was realized in Table 4.3 that positive and significant relationships were realized for industrial strike action and organizational culture ($r=.279$, $p<0.05$), organizational culture and employee well-being ($r=.115$, $p<0.05$) and employee well-being and industrial strike action ($r=.393$, $p<0.05$).

Table 4.3: Correlation analysis of constructs

	1	2	3
1. Organizational culture	1		
2. Industrial strike action	.279*	1	
3. Employee well-being	.115*	.393*	1

* $p<0.05$

Source: Field Survey, 2023

4.5 Effect of Industrial Strike Action on Employee Well-Being

For the purpose of assessing the effect of industrial strike action on the well-being of the UTAG members, an analysis via linear regression was conducted among them where industrial strike action was the independent construct and the dependent construct was the well-being of the UTAG members (Table 4.4). From Table 4.4, a positively significant connection ($p < 0.05$) was observed amid industrial strike action and the well-being of UTAG members in KNUST. Consequently, an upsurge in industrial strike action is possible to augment the well-being of UTAG members in KNUST. The R^2 value of .154 indicates that there will possibly be 15.4% complete discrepancy in the employee well-being among UTAG members in KNUST under various situations where the adjustment of the element in the industrial strike action occurs.

Table 4.4: Simple linear regression analysis on the effect of industrial strike action on employee well-being

Model	B	SE B	T	Sig
(Constant)	12.662	1.022	12.390	.000
Industrial strike action	.406	.058	7.005	.000

Model Summary

$$R = .392$$

$$R^2 = .154$$

$$\text{Adjusted } R^2 = .151$$

$$\text{Dubin-Watson stat} = 2.001$$

$$F = 49.065^*$$

Dependent Variable: Employees Well-being

*Significant at 5%
 Source: Field Survey, 2023

4.6 Relationship Between Employee Well-Being and Organizational Culture

For the purpose of assessing the relationship between organizational culture and the well-being of the UTAG members was conducted among them where organizational culture was the independent construct and the well-being of the UTAG members was the dependent construct (Table 4.5). From Table 4.5, a positively significant connection ($p < 0.05$) was observed amid the organizational culture and well-being of UTAG members in KNUST. Consequently, an upsurge in organizational culture is possible to augment the well-being of UTAG members in KNUST. The R^2 value of .098 indicates that there will possibly be 9.8% complete discrepancy in the employee well-being among UTAG members in KNUST under various situations where the adjustment of the element in the organizational culture occurs.

Table 4.5: Simple linear regression analysis on the relationship between organizational culture and employee well-being

Model	B	SE B	T	Sig
(Constant)	19.199	1.122	17.119	.000
Organizational culture	.854	.038	5.242	.004

Model Summary

R = .115

$R^2 = .098$

Adjusted $R^2 = .086$

Dubin-Watson stat = 1.985

F = 27.058*

Dependent Variable: Employees Well-being
*Significant at 5%
Source: Field Survey, 2023

4.7 Moderating Role Organizational Culture on The Relationship Between Industrial Strike Action and Employee Well-Being

For the assessment of a moderating effect of organizational culture existing between industrial strike action and employee well-being, an ordinary least square regression analysis was first conducted using two models and subsequently, the moderation effect graph was conducted. For the first model, the direct effect of organizational culture and industrial strike action on employee well-being was ascertained whereas in model 2, the interaction effect of both organizational culture and industrial strike action on the well-being of employees was assessed as shown in Table 4.6.

It was then realized in Table 4.6 that a significant relationship ($p < 0.05$) was established between the two models. Therefore, as the direct effect of organizational culture and industrial action has a significant impact on employees' well-being, the combined effect of organizational culture and industrial action also has a momentous influence on employees' well-being. However, from model 1, a weak predictive power was shown by organizational culture and industrial action on employee well-being ($R^2 = 0.163$) which shows that only 16.3% variations in employee well-being are predicted by organizational culture and industrial action. Again, a weak predictive power was shown by the interaction effect of organizational culture and industrial action on employee well-being in model 2 ($R^2 = 0.176$) which depicts that only 17.6% variations in employee well-being are predicted by the moderating effect of organizational culture.

Table 4.6: Ordinary least square regression analysis

Variable	Employees Well-Being (EWB)	
	Model 1	Model 2
<i>Main effects</i>		
Organizational culture (OC)	.064 (3.767)*	.078 (2.511)*
Industrial Strike Action (ISA)	.436 (7.246)*	.062 (2.320)*
<i>Interaction term effect</i>		
OC x ISA		.127 (2.045)*
Fit Indices		
R ²	.163	.176
R	.404	.420
Adjusted R ²	.157	.167
F-statistic	26.286*	19.126*
Df	269	268

*, coefficients significant at 0.05 level (1-tailed)

T-values are in parenthesis

Hypothesized path evaluated at 5% significance level (critical value = 1.65, 1-tailed test)

Source: Field Survey, 2023

As shown in Figure 4.1 below, the graph for the moderation analysis was plotted using a Jeremy Excel file utilizing the unstandardized coefficients of the independent variable (industrial strike action), moderator (organizational culture), and interaction term. It is clear that although there is a large interaction impact, organizational culture would increase as industrial strike activity increases to boost employee well-being, and vice versa.

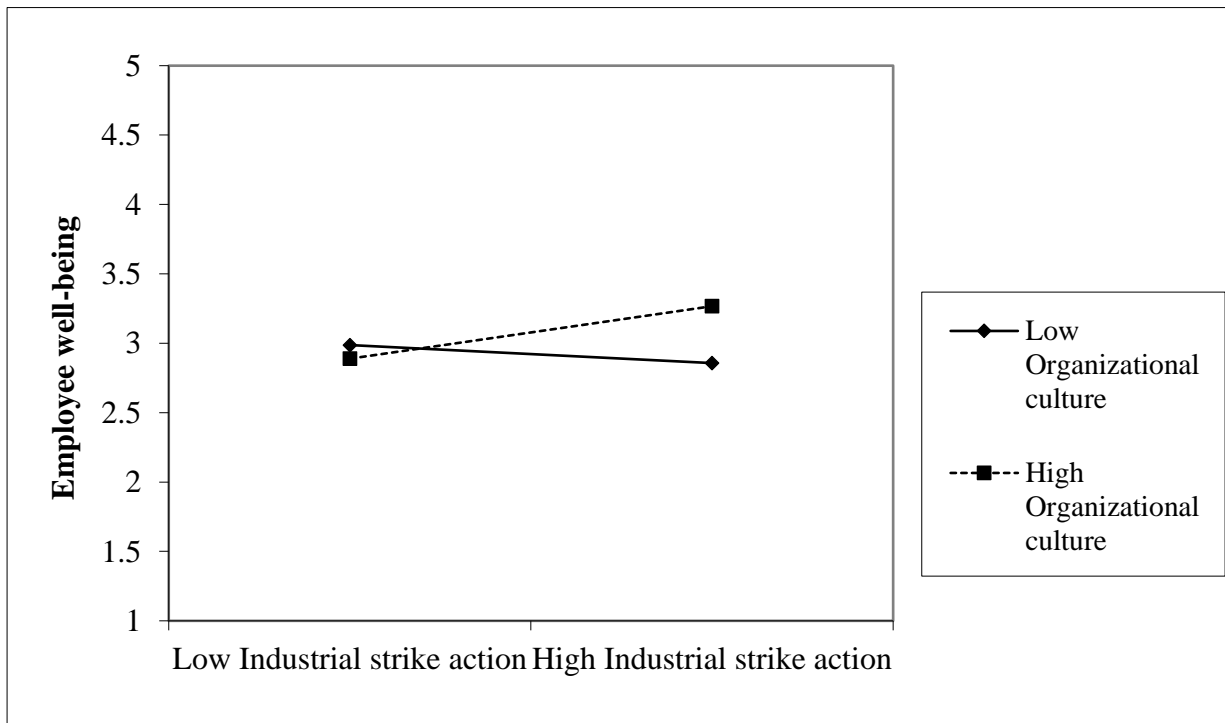


Figure 4.1 Graph for moderation effect of organizational culture on industrial strike action and employee well-being

Source: Field Survey, 2023

4.8 Hypothesis Testing

This study was focused on testing three major hypotheses the first one was that industrial strike action has a positive and significant connection with employees' well-being, the second hypothesis was that organizational culture has a positive and significant connection with employee well-being, the third hypothesis was that organizational culture significantly influences the connection

amongst industrial strike action and employee well-being. A summary of the relationships established is shown in Table 7.

Table 4.7: Hypothesis testing

Hypothesis	Direct Relationships	Path Coefficients	T - Statistics	P - Values	Decision-Support or Not Supported
1	ISA-----> EWB	0.406	7.005	0.000	Supported
2	OC-----> EWB	0.854	5.242	0.004	Supported
4	ISA ---->OC ----> EWB	0.127	2.045	0.030	Supported

Source: Field Survey, 2023

ISA – industrial strike action, OC – occupational culture and EWB – employee well-being

From Table 4.7, all the three hypotheses tested were supported. Therefore, industrial strike action was found to have a momentous and positive relationship with employee well-being ($\beta=0.406$, $t=7.005$, $p=0.000$). Moreover, organizational culture was found to have a positive and significant effect on employee well-being ($\beta=0.854$, $t=5.242$, $p=0.004$). Conclusively, organizational culture was found to have a significant moderating impact on the relationship between industrial strike action and employee well-being ($\beta=0.127$, $t=2.045$, $p=0.030$).

4.9 Discussion of Findings

For the first objective, industrial strike action was found to have a positive and significant impact on employee well-being among UTAG members in KNUST. Findings were comparable to those

found in the research conducted by Nair *et al.* (2019). Unsafe workplaces, a lack of job security, and insufficient facilities can all contribute to labour unrest. Unresolved complaints: Strikes can develop out of problems with management, benefits, and promotions. Government policies: Decisions made on privatization, economic reforms, and labour laws may have an effect on labour relations and lead to strikes. The political framework and way of organization in a nation, without question, decide the presence, qualities and free space for the development of worker's organizations. Additionally, the structure of the workforce, the degree of industrialization, the attributes and activity of worker's guilds, along with the number, characteristics and sectorial circulation of labourers in a nation set up by and large the rate and qualities of unionization in that nation (Mahiroğulları, 2001). Be that as it may, a significant inquiry much of the time emerges concerning whether there are any goal advantages to focusing on the emotional prosperity of labourers (Krekel *et al.*, 2019). Implementing policies that promote worker well-being can be resource-intensive. Prosperity has a significant positive relationship with client unwaveringness and a significant, negative connection with staff turnover (Harter *et al.*, 2010).

With regard to the second objective, organizational culture was found to have a positive and significant influence on the well-being of UTAG members in KNUST. The finding was consistent with the studies carried out by Qaziet *al.* (2017) and Leodevina&Butagal (2019). Culture is subjective; therefore, the accurate specification of organizational culture is a major challenge. However, organizational culture is centred on traditions and socially structured due to the non-existence of a single theory. Additionally, the job of culture in business substances means the new development and orchestrating of HR the board, in enlistment and decision, learning and progression, work relations and working environment in business, prosperity, security,

achievement, fulfilment of authoritative necessities for agents, comparable possibilities, and some other issue relating to the business relationship (Sommeret *al.*, 1996).

Finally, it was observed that organizational culture was a positive and significant moderating indicator for industrial strike action and employee well-being among members of UTAG in KNUST. The finding was in contravention to that realized in the study carried out by Shan *et al.* (2017). Unionization within organizations is significant for the fighting for the rights and good working conditions of its members (Hammer & Avgar, 2005). In another vein, the unions within organizations are capable of redressing the balance of power existing between the employee and employer (Armstrong, 1999). However, the effective functioning of unions is dependent on the organization and sector with which the organization is identified (Asamani & Opoku-Mensah, 2013). Employees within an organization are likely to be satisfied and secure with their jobs when an effective union system is established within the organization (Artz, 2010; Asamani & Opoku-Mensah, 2013). Although several positive organizational attitudes as connected as far as the prosperity of workers, establishments have routinely been mindful of diminishing strain among representatives rather than flooding it (Dewe and Cooper, 2012). In the work conveyance of representatives with an elevated degree of prosperity, many endeavours and beliefs are traditionally involved, making it an extraordinary recipe for hierarchical achievement (Day and Randell, 2014).

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the study's overall findings with reference to the study's unique objectives, draws conclusions, and makes numerous recommendations to assist the congeal in the art of research studies in the subject area.

5.2 Summary of Findings

The primary goal of this study was to evaluate how industrial strike actions affect employee well-being in the midst of the organizational culture at KNUST. Data were gathered using a quantitative research method and a questionnaire. In order to achieve the following precise study objectives, data collection and analysis were conducted: to evaluate the effect of industrial strike action on well-being, to ascertain the relationship between employee well-being and organizational culture and to assess the moderating role organizational culture on the relationship between industrial strike action and employee well-being among lecturers at KNUST. Findings from these objectives are summarized below.

5.2.1 Effect of Industrial Strike Action on Employee Well-Being

It was identified that industrial strike action among UTAG in KNUST always yields the needed results and makes it possible for negotiation on good working conditions with the government for them which then translates into the well-being of the lecturers. Consequently, a positively significant connection ($p < 0.05$) was observed between industrial strike action and employee well-

being meaning that an upsurge in industrial strike action is possible to augment the employee well-being of the lecturers who are members of the UTAG fraternity in KNUST.

5.2.2 Relationship Between Organizational Culture and Employee Well-Being

The organizational culture within KNUST was found to be good where it creates a unique family atmosphere for the lecturers. Consequently, a positively significant connection ($p < 0.05$) was observed between organizational culture and employee well-being meaning that an upsurge in organizational culture is possible to augment the employee well-being of the lecturers who are members of the UTAG fraternity in KNUST.

5.2.3 Moderating Role Organizational Culture on The Relationship Between Industrial Strike Action and Employee Well-Being

Organizational culture was identified to be a significant moderating element within the association amid industrial strike action and employee well-being among UTAG members in KNUST. This explains the fact that in order for the connection between industrial strike action and employee well-being to be strong, it is highly dependent on the level of organizational culture adopted within KNUST.

5.3 Conclusion

In conclusion, it is important to recognize the impact organizational culture has on employee satisfaction and industrial strikes among Ghanaian professors. The dynamics of these crucial components within the academic sector are significantly shaped by organizational culture, which also acts as a moderator. Industrial strikes in Ghana can be significantly influenced by the culture

of an educational institution, namely whether it fosters open communication, mutual respect, and a sense of belonging. The likelihood of disputes turning into strikes is decreased by a supportive organizational culture that values and pays attention to the concerns of lecturers. In contrast, a bad or poisonous culture can heighten tensions, making it harder to settle disputes and preserve employee well-being. The importance of organizational culture in mediating the relationship between lecturers' well-being and industrial strike activities should thus be acknowledged by educational institutions in Ghana. Institutions may contribute to a more pleasant working environment, lessen the chance of strikes, and eventually improve the general well-being of their lecturers by establishing a positive and supportive culture that appreciates the input and well-being of their academic staff. This all-encompassing strategy not only benefits the participants but also raises the standard of education in Ghana as a whole.

5.4 Recommendations

With recourse to the findings and conclusions drawn from the study, some recommendations are proposed. The proposed recommendations are categorized into two, thus, recommendations for management and recommendations for future research. The proposed recommendations for each of the categories are detailed below.

5.4.1 Recommendations for Management

Management should set a good example for their colleagues and exhibit empathy, active listening, and support. Moreover, management should regularly check in with staff members and offer assistance and materials for both personal and professional growth. Evaluate the effects of your organizational culture efforts on employee well-being on a continuing basis. Gather employee

input and make necessary adjustments to policies and practices. Finally, there should be the attitude of keeping the lines of communication between management, government, employees, and UTAG open and transparent.

5.4.2 Further Studies

It was found that organizational culture has a moderating role in the connection between industrial strike action and the well-being of the UTAG members in KNUST. However, this study was limited to only the UTAG members in KNUST. Therefore, further studies should be carried out on organizational culture, industrial strike action and employee well-being across the UTAG members in all institutions in the country to properly compare the trends existing between this current study and those.

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APPENDIX A

QUESTIONNAIRE

**AKENTEN APPIAH-MENKA UNIVERSITY OF SKILLS TRAINING AND
ENTREPRENEURIAL DEVELOPMENT**

FACULTY BUSINESS EDUCATION

**QUESTIONNAIRE ON “THE IMPACT OF INDUSTRIAL STRIKE ACTIONS ON THE
EMPLOYEE WELL-BEING: THE MODERATING ROLE OF ORGANIZATIONAL
CULTURE”**

This questionnaire has been developed to evaluate how industrial strike actions affect employee well-being in the midst of the organizational culture at KNUST. Please be informed that this study is purely academic and that all information obtained shall be kept with utmost confidentiality. The outcome of this research may be used for academic and general purposes such as research reports, conference papers or books. Please tick/state where appropriate.

Thank you for your acceptance

INSTRUCTION: Please fill the spaces provided. Mark (√) where applicable and specify where necessary.

SECTION A. Socio-demographic Characteristics

- 1. Sex: a. Male [] b. Female []
- 2. Age: a. 20 – 30 years [] b. 31 – 40 years [] c. 41 – 50years [] d. 51-60years []
- 3. What is your highest level of education? Please select the most appropriate.
 - a. HND [] b. Bachelor’s Degree [] c. Masters [] d. PhD []
 - e. Other (Please Specify)
- 4. Marital Status a. Single [] b. Married [] c. Divorced [] d. Widowed []
- 5. How long have you been working with KNUST?
 - a. 1-3years [] b. 4-6years [] c. 7-9years [] d. 10 years and above []

SECTION B. Organizational Culture

Based on your personal experiences as a lecturer, please indicate to what extent you agree or disagree with each statement below. Using the Likert Scale where Strongly Disagree – 1, Disagree – 2, Neutral – 3, Agree – 4, Strongly Agree – 5.					
	1	2	3	4	5
1. My institution tries to create a unique “family atmosphere”					
2. My institution emphasizes strong loyalty and dedication					
3. My institution emphasizes open communication					
4. My institution emphasizes growth and acquiring new resources					
5. My institution is always ready to meet new challenges					
6. My institution is an organized and structured one					
7. My institution is always focused on formal rules and policies					
8. My institution always emphasizes permanence and stability.					
9. My institution is very production oriented.					
10. My institution places much emphasis on tasks and goal accomplishment.					
11. Measurable goals are important in my institution					

(Source: Yarbrough *et al.*, 2011)

SECTION C. Industrial Strike Actions

Based on your personal experiences as a lecturer, please indicate to what extent you agree or disagree with each statement below. Using the Likert Scale where Strongly Disagree – 1, Disagree – 2, Neutral – 3, Agree – 4, Strongly Agree – 5.

	1	2	3	4	5
1. Our union negotiates good working conditions with the government for us					
2. Our industrial strike actions are triggered by social issues					
3. Our industrial strike actions always yield the needed results					
4. Our industrial strike actions have positive impact on the industry					
5. Existing labor laws and policies adequately address the concerns and grievances of employees					
6. There are always attempts at negotiation or mediation before the strike occurs					
7. Our industrial strike actions are triggered by wage and condition of service issues					

Source: Asamani & Opoku-Mensah (2013)

SECTION D. Employee Well-being

Based on your personal experiences as a lecturer, please indicate to what extent you agree or disagree with each statement below. Using the Likert Scale where Strongly Disagree – 1, Disagree – 2, Neutral – 3, Agree – 4, Strongly Agree – 5.

	1	2	3	4	5
1. I am satisfied with my job					
2. I am energetic about my job					
3. I am excited about my job					
4. I am inspired with my job					
5. I am content with my job					
6. I have whatever I desire in my job					
7. I am highly motivated in my job					
8. My job gives me opportunities for personal growth and development					

Source: Pontinet *et al.*, (2013)

Thank you for your cooperation

