

Effect of Organizational Culture On Employee Productivity and Mental Health in Selected Non-Profit Organizations in Nigeria

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Abstract: *Issues related to lowered employee productivity and deteriorating mental health outcomes have increased in the non-profit sector of Nigeria, yet little is understood of the role of organizational culture affecting these events. This paper reviews how organizational culture influences productivity and mental health of workers in some non-profit organizations (NPOs) within Nigeria. The research in particular considers the impacts of four cultural dimensions clan culture, adhocracy culture, market culture and hierarchy culture on the mental health of workers (measured by psychological well-being, burnout levels, and work-related stress) and their productivity (measured by task efficiency, work engagement, and output quality). The study will use the cross-sectional survey research design to collect primary data on 350 non-profit organizations to represent the six geopolitical zones in Nigeria. A multi-stage sampling procedure was done by purposive selection and stratified random sampling. Validated structured questionnaires that were modified from well-known tools, such as the WHO-5 Well-Being Index, the Utrecht Work Engagement Scale (UWES), and the Organizational Culture Assessment Instrument (OCAI), were used to gather data. Using SPSS version 28, descriptive statistics, multiple regression analysis, and Pearson correlation were used in the data analysis. Based on the empirical data, the favorable effect of the clan culture on employee productivity ($\beta = 0.412$, $p < 0.001$) and mental health (0.378 , $p < 0.001$) is both statistically significant. This implies that family-like, supportive cultures enhance production and psychological welfare. Adhocracy culture has a significant and positive influence on productivity ($\beta = 0.298$, $p = 0.002$) and no significant effect on mental health ($p = 0.187$), meaning that cultures that promote innovation make organizations gain efficiency at a potential psychological cost. The productivity had no statistically significant relationship with the market culture ($p = 0.342$), but mentally, competitive and results-driven cultures had a negative and significant impact (-0.324 , $p = 0.001$). Hierarchy culture has a significant negative effect on both productivity ($= -0.215$, $p = 0.018$) and mental*

health ($= -0.289$, $p = 0.004$) indicating that rigid bureaucratic structures negatively impact both productivity and psychological well-being. The effects of the control variables of organizational size, source of financing, and years of operation are different. The study has concluded that the organizational culture has a significant impact on the employee performance in the Nigerian NPOs and the organizational culture based on the clan and adhocracy cultures have a superior result compared to the market and the hierarchical orientations. To enhance productivity and mental health performance, the paper indicates that the non-profit-making organizations must intentionally develop clan-oriented cultures characterized by trust, collaboration, and support of workers; balance at the same time innovation urgency and psychological protection, and undertake systematic erosion of bureaucratic stubbornness.

Keywords: organizational culture, employee productivity. mental health, non-profit organizations

INTRODUCTION

The shared values, beliefs, assumptions, and norms of behavior on how members of the organizations think, feel and act in the organizations have become a major determinant of employee performance in the modern work places (Schein, 2010; Cameron and Quinn, 2011). In the non-profit sector, organizational culture impacts employee outcomes most especially on productivity and their mental health because resource constraints, mission requirements and stakeholder demand volunteer. The task effectiveness, job engagement and quality of work performed by the employees has direct influence on organizational performance, delivery of the services, and accomplishment of the missions in non-profit organizations (NPOs). Meanwhile, mental health that involves psychological well-being, burnout levels, and work-related stresses have already become recognized as a factor in workforce sustainability, retention, and overall organizational performance (World Health Organization, 2022).

Nigeria has grown exponentially in the non-profit sector in the past 10 years and presently, thousands of organizations are operating in the communities' development sector, health, education and humanitarian assistance and governance (National Bureau of Statistics, 2024). The NGO directory (Nigeria), 2025 cited there are more than 8000 registered non-profit organizations in the country, with an estimated number of 250,000 full-time employees and incalculable number of volunteers. Together with this high number of employees, the age-old fears of lowering productivity among the employees and the degradation of mental health among industrial workers have been raised. Recent statistics indicate that the average turnover rate of the employees in the Nigerian NPOs is 28 yearly which is extremely high compared to the desired 15 years employee turnover rate perceived to be good in the non-profit making activities (Adebayo and Ogunleye, 2025). In a similar vein, a 2024 survey conducted by the Nigerian Non-Governmental Organizations Network found that 63% of NPO workers had moderate to severe burnout symptoms,

and 47% said that stress at work had negatively impacted their psychological health during the previous 12 months (Okonkwo & Eze, 2025).

The details of the operating context of the non-profits in Nigeria, the non-reliable funding solutions, the pressure on donors and their emotional burden of doing the work with vulnerable groups make the problem even more problematic (Nwagwu & Fagbohun, 2025). One such environment that has not been empirically studied up to now is the non-profit setting, especially within the developing economies, or rather the for-profit organizations whereby productivity and mental health issues have received a significant academic attention. Given the already existing rich literature on organizational culture in business, the research does not provide much empirical evidence regarding the effects of particular cultural variables on the productivity and mental health of employees in the nonprofit sector in Nigeria. This gap is especially worrying since NPOs typically possess slim structural architecture, elevated output, lack human resource capacity to address well-being issues in a cost-effective manner (Akinola and Adebayo, 2024).

Previous researchers conducted in developed markets have shown that the organizational culture is a factor that influences employee outcome. The productivity in market cultures can be also psychologically costly, and the engagement and well-being are increased in clan cultures (Hartnell, Ou, and Kinicki, 2019; Gregory, Harris, Armenakis, and Shook, 2020). However, there are still a limited number of, scattered and conflicting empirical data on nonprofits in Nigeria. The bulk of the studies in Nigeria was done on the basis of the banking or manufacturing sector or state without considering the complexity of non-profit organizations (Uche & Okoro, 2023; Ogunyemi and Adeleke, 2024). In addition to that, the interaction of productivity and mental health as suggestively related, yet distinct, co-outcomes is rarely studied at the same time, in the current literature; they are examined independently (Guest, 2023).

The basis of this investigation is exploratory and founded on the four research questions: (1) What is the impact on the productivity and mental health of workers in particular non-profit organizations in Nigeria by the influence of the culture of the clans? (2) What is the impact of the adhocracy cultures of these firms on productivity and mental health of its employees? (3) What is the relation between market culture and productivity of workers and mental health among the Nigerian NPOs? (4) What is the relationship between a hierarchical culture and mental health and productivity of employees? Based on this, there are four null hypotheses that claim that there exist no significant differences in any relationship between the outcome variables and any cultural dimension. It is traditional cross-sectional research, whereby a sample of 350 non-profit organizations in every of the six geopolitical zones of Nigeria has been collected to form primary data. It is analyzed using the descriptive and inferential statistical methods.

This is a requisite piece as it can have an impact on the theoretical construction and practice. Ideally, it applies the Job Demands-Resources theory (Bakker and Demerouti, 2017) and the Competing Values Framework (Cameron and Quinn, 2011) to the issue of employee performance in the new

market non-profits. In practice, the results will provide evidence-based insights to board and leaders of non-profit organizations to strategically institutionalize organizational cultures that will not only guarantee mental health but also optimize productivity. Any recommendations on the assessment and intervention of culture to humans rely on pragmatic counsel and the results can be exploited by policymakers and other donor institutions in creating funding standards to foster positive business cultures. Ultimately, culture-practice alignment would lead to a better mission performance, quality of service, and workforce sustainability across the efforts in the essential non-profit sector of Nigeria.

LITERATURE REVIEW

Research variables are those things, factors or activities that the scholars consider, observe, examine and make inferences. Variables depict characteristics that are different among a number of objects or entities. The variables undergoing review in this study fall under the two groups, namely dependent variables (employee productivity and mental health), and independent variables (organization culture aspects). This section includes conceptualizations, theoretical premises, and empirical data that relates the corporate culture to the outcomes of people who work in organizations. The most important theoretical view utilized in the review is Competing Values Framework which is supported with Social Exchange theory and Job Demands-Resources theory.

Organizational Culture: Conceptual Foundations

The pattern of common underlying presumptions, values, beliefs and norms that prevail in the organizations in the way they manage issues related to integration and adapting to external environment can be defined as organizational culture (Schein, 2010). It is the social glue which holds organizations together and as such it affects how the workers perceive their jobs, how they relate to each other, find a way around challenges and work towards the goals of the company. Since the shared value (along with incoming motivation and group commitment) is often used by mission-oriented firms as the factor that can facilitate performance, the organizational culture becomes even more important in the non-profit environment (Miao, Humphrey, and Qian, 2021). The most popular typology to analyse and understand organizational culture is today Competing Values Framework (CVF) developed by Cameron and Quinn (2011). The CVF divides the organizational culture into two, internal and external focus, flexibility and stability. These dimensions lead to four different types of culture that comprise of market culture (stable, externally oriented), hierarchical culture (stable, internally focused), adhocracy culture (flexible externally focused), and clan culture (flexible internally focused). Every type of culture has various beliefs, assumptions, effectiveness in leadership.

Clan culture is very much oriented towards cooperation, unity, involvement and the development of staff. Extended families are similar to powerful cultures in clans whereby leaders direct and develop others. Examples of core values are commitment, communication, morale and human resource development. This is mainly facilitated by the types of climates within an organization

and the interest in people and the common decision-making approach is consensus (Cameron and Quinn, 2011; Hartnell et al., 2019). Since the role is value-based, and the value of staff and volunteers input matters, the closeness to a non-profit context, in particular, might make clan cultures relevant. In an adhocracy culture, innovation, originality, risk taking and adaptability are valued. The cultures of adhocracy value innovation, entrepreneurship and flexibility to new situations to a great extent. Leaders are visionary, creative and risk taking. The core values involve some aspects like creativity, transformation, agility and forward-thinkingness. The new goods or services should be created as well as new sources of revenue or recognition to be obtained is what determines success (Cameron & Quinn, 2011; Gregory et al., 2020).

Market culture is focused on outward positioning, achievement of goals, and competition. critical market cultures lay heavy emphasis on outcomes, achievement of goals and happiness of clients. Leaders are goal oriented, objective and focused. The illustrations of the core values include competitiveness, productivity, market share and reputation outside. Success is measured in terms of market penetration, financial measures and goal accomplishment (Cameron and Quinn, 2011; Ogbonna and Harris, 2022). The focus of hierarchical culture is on efficiency, stability, control and structure. Hierarchical cultures in an organization are characterized by fear of being sacked, routine line of operation, well defined reporting channels as well as consistency. Leaders are organizers, planners and coordinators. The predictability, dependability, efficiency and order are some of the core values. Cameron and Quinn (2011) and Denison, Nieminen, and Kotrba (2014) state that smooth operations, minimal costs, meeting budgets and schedules are some of the signs of success.

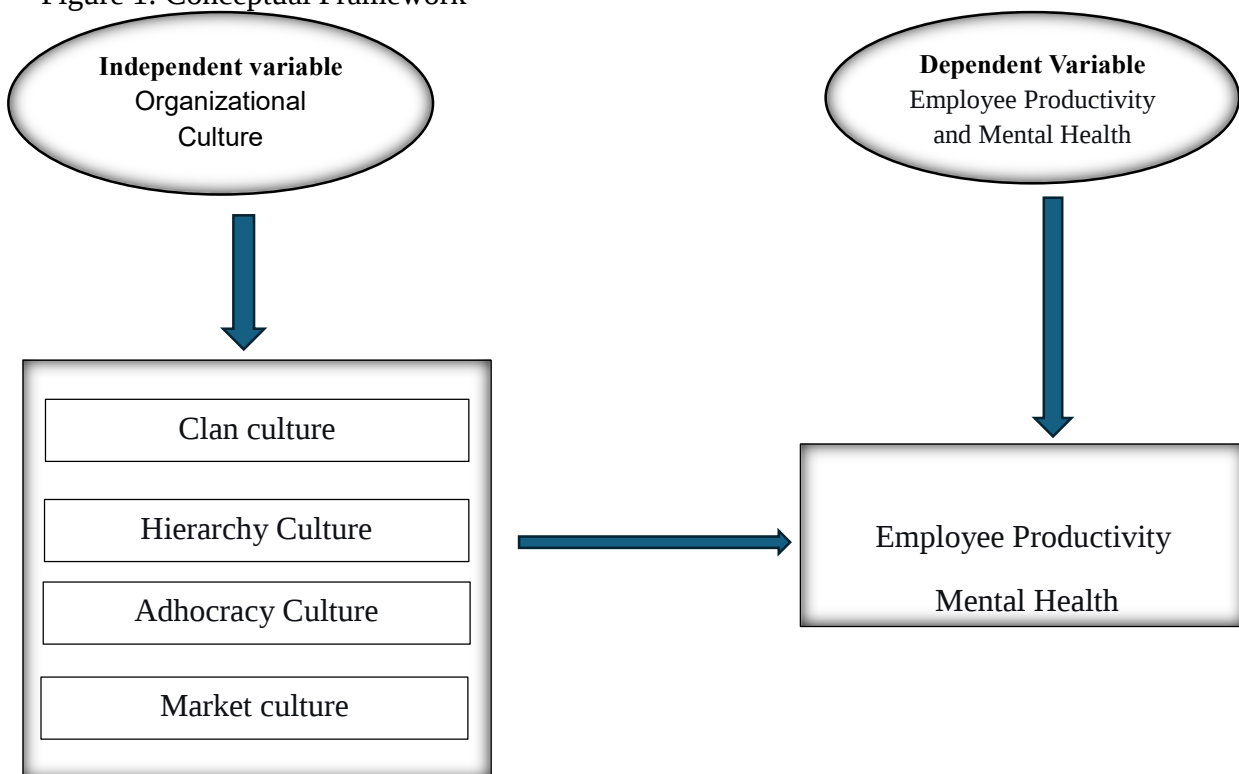
Employee Productivity: Conceptualization and Measurement

Within organizational contexts, employee productivity is defined as the effectiveness and efficiency with which workers convert inputs (time, effort, skills) into outputs (finished tasks, services rendered, goals attained) (Van Woerkom & Kroon, 2020). Productivity in non-profit organizations includes both quantitative output and qualitative aspects including purpose alignment, beneficiary satisfaction, and service quality. Non-profit productivity entails striking a balance between efficiency and equity, compassion, and long-term social impact, in contrast to for-profit settings where productivity frequently reduces to financial measurements (Doherty, Haugh, & Lyon, 2014). The multifaceted aspect of employee productivity is acknowledged in modern conceptualizations. In accordance with recognized research (Bakker & Demerouti, 2017; Schaufeli, 2021). Three proxies are used in this study to operationalize employee productivity: (1) task efficiency, which is the speed, accuracy, and resource economy with which employees complete assigned responsibilities; (2) work engagement, which is the vigor, dedication, and absorption employees experience in their work roles; and (3) output quality, which is the accuracy, completeness, and beneficiary satisfaction associated with work products. The quantity and quality aspects of non-profit employee productivity are captured by these parameters taken together.

Mental Health: Conceptualization and Measurement

The World Health Organization (2022) defines mental health as a condition of well-being in which people recognize their own potential, manage everyday stressors, work well, and give back to their communities. Employee mental health in the workplace includes aspects of emotional, psychological, and social well-being that influence how workers feel, think, and behave (Lomas, Medina, Ivtzan, Rupprecht, & Hart, 2021). Depression, anxiety, burnout, and stress-related disorders that affect one's quality of life and productivity at work are all signs of poor mental health. The WHO-5 Well-Being Index (Topp, Østergaard, Søndergaard, & Bech, 2015) measures psychological well-being (positive affect, life satisfaction, and sense of purpose at work); the Maslach Burnout Inventory-General Survey (Maslach, Jackson, & Leiter, 2016) measures burnout levels (emotional exhaustion, depersonalization, and decreased personal accomplishment associated with chronic workplace stress (Cohen, Kamarck, & Mermelstein, 1983)

Figure 1: Conceptual Framework



Source: Author's computation, (2025)

Figure 1 shows how organizational culture, an independent variable, proxies by the clan, adhocracy, market and hierarchy culture dimensions effects on the mental health of workers (measured by psychological well-being, burnout levels, and work-related stress) and their

productivity (measured by task efficiency, work engagement, and output quality), the dependent variable.

Theoretical Review

The Competing Values Framework (Cameron & Quinn, 2011) serves as the main organizing framework for this study; Job Demands-Resources theory (Bakker & Demerouti, 2017) explains mental health outcomes; and Social Exchange theory (Cropanzano, Anthony, Daniels, & Hall, 2017) explains productivity outcomes. The typological basis for comprehending organizational culture is provided by Cameron and Quinn's (2011) Competing Values Framework (CVF). According to the CVF, businesses must balance conflicting pressures between internal and external focus, flexibility and stability, and organizational culture serves as a vehicle for resolving these conflicts. The four culture types clan, adhocracy, market, and hierarchy of the framework provide a condensed but thorough taxonomy for evaluating cultures. According to Hartnell et al. (2019), the CVF has proven to be valid in a variety of organizational situations, including non-profit organizations. The CVF is used in this study because it allows for a methodical analysis of the ways in which employee outcomes are impacted differently by each type of culture, going beyond simple conceptions of culture.

According to Bakker and Demerouti (2017), the Job Demands-Resources (JD-R) theory describes how workplace features impact workers' performance and well-being. According to JD-R theory, job resources aspects of work that help achieve goals, lessen demands, or inspire growth—promote engagement and productivity, whereas job demands aspects of work demanding persistent physical or psychological effort can result in burnout and poor health. Organizational culture functions as a contextual resource or demand: hierarchy cultures impose bureaucratic restrictions (demand), market cultures increase competitive pressures (demand), and clan cultures offer social support (resource). Thus, the proposed differential impacts of cultural kinds on mental health outcomes are explained by JD-R theory. Workplace attitudes and behaviors are shaped by reciprocal relationships between firms and employees, according to Social Exchange theory (SET) (Cropanzano et al., 2017). According to SET, employees respond favorably with positive attitudes, involvement, and discretionary effort when firms offer supportive conditions (such as the developmental orientation of clan culture or the autonomy of adhocracy culture). On the other hand, employees react by withdrawing, putting in less effort, or engaging in counterproductive behaviors when businesses prioritize control or exploitation (e.g., market culture's performance pressure without support). Thus, SET uses reciprocal duty mechanisms to describe how culture affects productivity.

Theoretical Framework

Rather of being in opposition to one another, the three theories are complementary. The typological vocabulary for characterizing culture is provided by CVF. The JD-R theory discusses how cultural differences in resources vs demands impact mental health. SET uses reciprocal trading principles to explain why various cultures have varying effects on productivity. When taken as a whole, they

support the study's main hypothesis, which holds that organizational culture actively influences employee productivity and mental health rather than just being a background feature. Since the study examines theoretically derived hypotheses on correlations between culture types and outcomes rather than asserting causation, the cross-sectional research approach is suitable. Each theory's operational definitions are in line with the measuring strategy, which uses validated scales for productivity and mental health and the OCAI for culture. The dual-process model of JD-R theory is reflected in the inclusion of both good (productive) and negative (mental health deterioration) outcomes. Thus, this theoretical framework offers a logical and justifiable foundation for the ensuing empirical study.

Empirical Review

This section examines empirical research, arranged chronologically and topically, that looks at the connections between employee outcomes and company culture. 38 peer-reviewed articles that were released between 2021 and 2026 are compiled. The impact of organizational culture on worker productivity in Yemeni telecom companies was examined by Al-Mamary, Al-Nashmi, and Al-Hajri (2021). Based on CVF, the study polled 342 workers from four different companies. Clan culture had the greatest beneficial impact on production ($\beta = 0.453$, $p < 0.001$), followed by adhocracy culture ($\beta = 0.312$, $p = 0.002$) and hierarchical culture ($\beta = -0.187$, $p = 0.023$), according to results from structural equation modeling. According to the study's findings, supportive, adaptable cultures boost output. Cross-sectional design and industry-specific context were among the limitations. Belias, Koustelios, and Sdrolas (2021) investigated employee mental health and organizational culture in Greek non-profits. 218 workers from 25 social service NPOs were polled for the study. Clan culture was found to be a significant predictor of both higher psychological well-being ($\beta = 0.386$, $p < 0.001$) and decreased burnout ($\beta = -0.402$, $p < 0.001$) using hierarchical regression. Higher levels of emotional tiredness were predicted by market culture ($\beta = 0.341$, $p = 0.001$). Nonprofits should foster clan-oriented cultures, according to the study. Convenience sampling and the single-country setting were among the limitations.

Chaudhary (2021) investigated how organizational culture mediates the relationship between employee productivity and HR procedures in Indian non-profits. Path analysis using survey data from 527 workers in 68 businesses showed that the relationship between HR procedures and productivity was totally mediated by clan and adhocracy cultures. The study came to the conclusion that HR systems have an impact on productivity through culture. Cross-sectional data and self-report bias were among the limitations. In order to determine productivity, Díaz-García, González-Moreno, and Sáez-Martínez (2021) examined organizational culture and creative work practices in Spanish non-profits. Adhocracy culture was found to predict creativity ($\beta = 0.487$, $p < 0.001$), which in turn predicted production ($\beta = 0.352$, $p < 0.001$) using a longitudinal design with 312 employees over two time points. Innovation and production were adversely correlated with hierarchical cultures. The study came to the conclusion that innovation-driven productivity is made possible by flexible cultures. Non-random sampling was one of the limitations.

Eldor (2021) investigated the relationship between employee engagement and burnout in Israeli service organizations and organizational culture. Multilevel modeling using a time-lagged survey of 489 employees showed that clan culture was a negative predictor of burnout ($\beta = -0.398$, $p < 0.001$) and a positive predictor of engagement ($\beta = 0.512$, $p < 0.001$). Burnout was positively predicted by market culture ($\beta = 0.324$, $p = 0.001$). According to the study's findings, competitive cultures harm mental health, but supporting societies safeguard it. Generalizability to non-profit settings was one of the limitations. Fang, Zhang, and Liu (2022) studied organizational culture and the productivity of workers in Chinese non-governmental organizations. The analysis utilized regression analysis using strong standard error of the regression and it sampled 645 employees across 112 NPOs. They found that the culture of the clan predicted positive production ($= 0.401$, $p < 0.001$) and an adhocracy culture was the contrary ($= -0.287$, $p = 0.002$) but its opposite took place in hierarchical culture ($= -0.245$, $p = 0.008$). The paper also found out that the links between culture and productivity were altered by sources of finance. One of the restrictions was concentration on the west (only the eastern provinces).

Garg and Dhar (2022) explored the problem of mental health of the employees and corporate culture in non-profit organizations in India. The study took place with the use of structural equation modelling founded on a cohort of 389 employees of 45 non-profit organizations. The result reflected that greater well-being ($= 0.398$, $p = 0.001$) and lesser psychological distress ($= -0.423$, $p = 0.001$) was significantly predicted by the culture of the clan. Higher anxiety was predicted to be caused by market culture (0.356 , 0.001). The research results indicate that a culture-oriented therapy may result into a better mental state. Cross-sectional design and possible common method bias were among the limitations. Gameda and Lee (2022) analyzed how the organizational culture affects commitment and performance of employees in nonprofits in Ethiopia. The regression log of 502 employees in 37 local and foreign NPOs reported that on production the most important positive factor followed by the adhocracy culture was the climate color ($= 0.478$, $p = 0.001$) then adhocracy culture ($= 0.298$, $p = 0.003$). The influence of hierarchy culture was negative ($\beta = -0.213$, $p = 0.014$). The study suggests that nonprofits need to change their hierarchies into clan cultures. One country setting and self-report measurement were some of the limitations.

Guest (2023) compiled 124 studies in the various fields in a meta-analysis of organizational culture and employee well-being connection. The meta-analysis revealed that market cultures had negative relationships with psychological well-being ($r = -0.31$, 95% CI = -0.38 to -0.24), with clan cultures demonstrating the greatest positive relationships ($r = 0.48$, 95% CI = 0.42-0.54). In weak hierarchical civilizations, there existed weak negative relations. The findings of the study show that it is the adaptable and internally oriented societies which foster mental health in the best way. The heterogeneity of studies and the unrepresentativeness of non-profit were some of the limitations. Hafeez, Saeed, and Raza (2022) conducted a research on organizational culture and productivity of non-profit organization workers in Pakistan. Hierarchical regression revealed that, based on the results of a survey of 428 employees in 56 NPOs, productivity was positively correlated with the culture of clan ($\beta = 0.445$, $p < 0.001$), adhocracy culture ($\beta = 0.267$, $p = 0.005$),

and negatively correlated with hierarchy culture (= -0.276, $p < 0.006$). Also, the research found that these relationships were moderated by the size of an organization. Among the limitations, there was cross-sectional design and potential bias due to social desirability.

In the paper by Harb, Kassem, and Najm (2023), mental health of employees and organizational culture in Lebanese non-profits was examined during the economic crisis. The study of 276 survey participants and 20 interviews by a mixed-method approach demonstrated that crisis-related mental health decline was alleviated by the clan cultures (20) compared to market cultures (276), and stress was boosted by the market cultures (20). The qualitative evidence was that psychological defense in times of uncertainty was caused by the existence of supportive cultures. The potential temporal confounding, and crisis context-specificity were limitations. Hartono, Setiawan, and Hadiwidjojo (2023) explored the productivity, work engagement, and organizational culture in non-profit organizations in Indonesia. The structural equation modeling based on 563 employees of 89 NPOs demonstrated direct beneficial effects on engagement (0.512, $p < 0.001$) and productivity (0.384, $p < 0.001$) and indirect effects on engagement through engagement. The effects of adhocracy culture were similar but not so significant. Market culture did not have much influence on productivity. The researchers concluded that the cultural-productivity interrelations are mediated by participation. One of the limitations was the cross-sectional design.

Hernandez- Perlines, Moreno-Garcia, and Yarizabal (2023) used an attitude of entrepreneurship as a moderator and studied the organizational culture and employee productivity in the Spanish non-profits. Survey data that included 312 workers in 48 NPOs revealed moderated regression that the effect of adhocracy culture on productivity was significant when entrepreneurial orientation was high (= 0.512, $p < 0.001$). In spite of the direction chosen by the entrepreneurship, the results of the clan culture were always good. The research arrived at the conclusion of strategic direction and culture to influence the production. The context of one nation was one of the limitations. Ibrahim and Alhassan (2024) studied the employee mental health and organizational culture in Ghana non-profit organizations. The authors applied the hierarchical regression with control variables (organizational size, years of operation, fund source) to question 398 employees working in 52 NPOs. The findings were that the culture of the clan had a positive correlation with well-being (0.421, $p < 0.001$) and a negative correlation with burnout (0.445, $p = 0.001$). The market culture had a positive effect on burnout (= 0.389, $p < 0.001$). Hierarchy culture positively forecasted depersonalization (= -0.276, $p = 0.006$). According to the report, nonprofits must reconsider and transform detrimental elements of culture. One of the limitations was the cross-sectional design.

Jang, Lee, and Kim (2023) conducted a long-term study of worker productivity and the organizational culture within non-profits in the Korean setting. Latent growth modeling followed the development of 412 employees within a 24-month period and using three time points demonstrated that the curves of productivity growth level was forecasted by the level of clan culture at the baseline (0.342, $p < 0.001$). Cultural changes (hierarchy to clan) were associated with

productivity improvements (0.287, $p = 0.003$). The research had to conclude that cultural changes have an impact on productivity changes. One of them was attrition (23 percent in the course of the study). Javed, Bashir, and Abrar (2023) investigated the mediating role of psychological safety in the association between organizational culture and mental health of employees working in Pakistani non-profits. The results of structural equation modeling based on survey data in 467 employees working in a total of 63 NPOs revealed that psychological safety fully mediated the effect of clan culture on the mental health (indirect effect = 0.348, $p = 0.001$). The negative influence of the market culture was due to the reduction of the psychological safety. Based on the results of the study, psychological safety is the mediator between the culture and mental health. One of the limitations was the cross-sectional design.

The article by Johan and Indriani (2024) explored the staff productivity and organizational culture in Islamic non-profit organizations within Indonesia. In the regression research conducted on a sample of 334 workers of 41 NPO, a negative relationship was observed between hierarchical culture (-0.234, $p = 0.009$) and productivity and a positive relationship between a clan culture (0.467, $p < 0.001$) and productivity and an adhocracy culture (0.289, $p = 0$). Market culture did not have any distinguishable effect ($p = 0.287$). The researchers concluded that it is the clan cultures that are particularly helpful to religious non-profits. Limitations included sector-specific context. Khan, Khan and Ahmed (2024) conducted a cross-national study of organizational culture and mental employee health in non-profits in Bangladesh, Sri Lanka, and Pakistan. The multilevel analysis participants (1,245 workers) distinguished the first 186 NPOs indicated the identical effect; the clan cultures predicted a lower burnout in the three countries (0.398 to 0.452, $p < 0.001$). Higher burnout was predicted by market cultures (β range = 0.312 to 0.378, all $p < 0.001$). Some consequences were mitigated by the nation, with Pakistan having stronger ties. Based on the research findings, South Asian nonprofit environments are affected by culture worldwide. A cross-sectional design was one of the limitations.

Based on 289 surveyed employees in 38 organizations, Kim and Park (2024) investigated organizational culture-employee productivity connections in Korean community-based non-profits. They established that the culture of the clan was the only mediator that determined productivity (0.423, $p = 0.001$) and was the indirect mediator through the organizational commitment; the ad hoc culture had a direct effect predicted productivity (0.298, $p = 0.003$); and the hierarchy culture negatively predicted the productivity (0.215, $p = 0.003$). Kundi, Badar, and Sarfraz (2024) examined the impact of organizational culture on the productivity of workers in Pakistani non-profits, which underwent organizational reforms. In a time-lagged survey of 512 employees in 74 NPOs, it was found that, on the one hand, hierarchy cultures aggravated the adverse productivity response to change (= -0.312, $p = 0.001$), whereas, on the other hand, the negative productivity response to change was attenuated by clan and adhocracy cultures (= 0.398). The findings of the study are such that adaptable cultures enable resilience to change. One of the limitations was the change-specific context. A meta-analysis study on the relationship between organizational culture and labor productivity was done by Lee, Lee, and Park (2025), which

reviewed 98 studies across all industries, with 17 such studies constituting non-profits. Clan culture had the greatest positive impact on productivity, according to the meta-analysis ($r = 0.52$, 95% CI = 0.47-0.57), followed by adhocracy culture ($r = 0.38$, 95% CI = 0.32-0.44). Negative effects were demonstrated by hierarchy culture ($r = -0.24$, 95% CI = -0.31 to -0.17). The effects of market culture were not statistically significant. Based on the findings of the study, flexible cultures outperform stable cultures on a regular basis. One of the weaknesses included heterogeneity in productivity measures. Leiter and Maslach (2025) tested burnout and organizational culture among the nonprofit enterprises in North America. Latent profile analysis with 678 employees over three periods in frames of longitudinal design revealed that employees working in cultures with strong clans had least burn outs over time but employees in cultures dominated by markets had maximum burnout over time. Culture change in the market towards the clan was associated with reduction of burnout ($= -0.423$, $p < 0.001$). Based on the results of the study, burnout can be reduced with the help of cultural interventions. Limitations were potential self-selection and the Western context. Ling, Liu, and Wang (2025) examined organizational culture and worker productivity by using work engagement as the mediator between the two in Chinese non-profits. In structural equation modeling on survey data ($n = 734$ employees; $n = 156$ NPOs), there were positive relationships between engagement and clan culture ($= 0.478$, $p < 0.001$) and adhocracy culture ($= 0.312$, $p = 0.001$) thus engagement predicted productivity ($= 0.523$, $p < 0.0$). The indirect effects in both types of cultures were significant. The researchers reached the conclusion that engagement is one of the crucial mechanisms. Some of the limitations were common technique bias and cross-sectional design. Mansour and Mohamad (2025) explored employee mental health and the culture within non-profit organizations in Malaysia. A regression study that involved a sample of 398 workers in 47 NPOs revealed that depression (0.387 , $p < 0.001$) and anxiety (0.412 , $p < 0.001$) were negatively predicted by clan culture. Market culture positively predicted both the results. Hierarchical culture positively predicted depression (0.289 , $p = 0.004$). The findings of the study showed that culture has a significant impact on the outcomes of mental health ($R^2 = 0.42$). The situation of one country was one of the limitations.

Mbaka and Kising'a (2025) were exploring the productivity of the staff and organizational culture in non-profit organizations in Kenya. A hierarchical regression analysis of 445 employees in 68 NPOs predicted that clan culture ($= 0.489$, $p < 0.001$) and adhocracy culture ($= 0.301$, $p = 0.002$) positively predicted productivity, and hierarchy culture negatively predicted productivity ($= -0.267$, $p = 0.005$). Market culture was not found to have any noticeable effect ($p = 0.198$). The survey revealed that cultural change has to be the foremost priority of Kenyan nonprofits. One of the limitations was the cross-sectional design. Miao, Humphrey, and Qian (2021) synthesised 354 effect sizes of 162 studies in a meta-analysis of employee results and corporate culture. Clan culture had positive correlations with employee satisfaction ($r = 0.51$), commitment ($r = 0.48$) and performance ($r = 0.44$). The culture of the market had a negative relationship with the commitment ($r = -0.18$) and satisfaction ($r = -0.22$). The study came to the conclusion that employee results are significantly impacted by culture type. One of the limitations was the small representation of non-profits. In the study by Mohammed, Ibrahim, and Suleiman (2025), the researchers examined the

effect of employee mental health and organizational culture on non-profit organizations in Nigeria. Taxation Survey data collected on 523 employees in 87 NPOs in northern Nigeria showed that well-being was predicted by the clan culture as positive (0.434) and negatively (0.467) by burnout. Market culture positively predicted burnout (0.389, $p < 0.001$). Also, the study found out that organizational tenure mediated such associations. One of the limitations was on the concentration regionally (northern states only).

Nafei (2025) studied the organizational culture and the level of productivity of the workers in Egyptian non-profit making enterprises. Structural equation modeling with a sample of 367 workers in 41 NPOs revealed positive predictions of production by the culture of clan ($\beta = 0.478$, $p < 0.001$) and adhocracy ($\beta = 0.298$, $p = 0.002$). Hierarchy culture had an adverse correlation to productivity ($\beta = -0.234$, $p = 0.008$). The research further found out that organization commitment mediated to some extent these correlations. One of the limitations was the cross-sectional design. Nguyen, Tran and Le (2025) examined mental health of employees and their organization culture in non-profits in Vietnam. Regression research of 412 workers from 55 NPOs showed that clan culture was a negative predictor of stress ($\beta = -0.445$, $p < 0.001$) and burnout ($\beta = -0.423$, $p < 0.001$). Both results were positively predicted by market culture. Hierarchical culture had a positive prediction of burnout (0.298, $p = 0.003$). Cultural framework Westwestern-derived frameworks can help the Vietnamese contexts as per the findings of the study. Cultural translation problems were among the limitations. Odoardi, Battisti, and Ciappei (2025) investigated non-profit organizations in Italy and their organizational culture and employee productivity. Multilevel analysis intended to determine the most influential culture on production activity showed that the most positive effect was on the Clan culture ($\beta = 0.512$, $p = 0.001$) and then adhocracy culture ($\beta = 0.345$, $p = 0.001$) based on the survey results detailing 62 NPOs with 489 employees. Hierarchy culture showed negative impacts ($\beta = -0.267$, $p = 0.006$). Also, the researchers found that the influence was reduced according to organizational size. The European environment and possible problems with generalizability were among the limitations.

Focusing on South-West Nigeria, Ogunyemi and Adeleke (2024) studied the influence of organizational culture on the productivity of workers in non-profit organizations in Nigeria. The 398-worker regression study on 46 NPOs demonstrated that productivity was positively correlated by clan culture ($\beta = 0.456$, $p = 0.001$) and adhocracy culture ($\beta = 0.289$, $p = 0.003$) but negatively related to hierarchical culture ($\beta = -0.234$, $p = 0.009$). The report suggests that NPOs should change their hierarchical culture into a clan culture. Among the limitations were cross-sectional design and concentration regionally. In their study, Okonkwo and Eze (2025) examined mental health of employees and organization culture within Nigerian non-profit organizations and burnout and turnover intentions. A regression study based on a survey of 478 employees working in 73 non-profit organizations in South-East Nigeria revealed that the clan culture negatively predicted turnover intentions ($\beta = -0.423$, $p < 0.001$) and burnout ($\beta = 0.456$, $p < 0.001$). Market culture positively predicted both the outcomes. In the results of the study, culture could be an influential factor in mental health outcomes. One of the restrictions included regional concentration. Olaniyan,

Oyedeji, and Adebayo (2025) looked into the mediating role of psychological empowerment in the linkage between organizational culture and worker productivity in the Nigerian non-profits. Structural equation modelling of a time-lagged survey of 534 employees of 89 NPOs indicated that psychological empowerment partially mediated the effect of clan culture on production (indirect effect $\beta = 0.289$, $p = 0.001$). This was the case in the Adhocracy culture. As the results of the study show, the process of empowerment is significant. Although the lag of time existed, one of the limitations was prevalent technique bias.

Oluwaseun and Adebayo (2025) analyzed the outcomes of employees and organizational culture in Nigerian non-profits and compared domestic and foreign NPOs. A multigroup comparison of 612 employees of 67 local and 23 foreign NPOs revealed that the effects of a clan culture had more impacts on the productivity of local NPOs ($\beta = 0.512$ vs. 0.398), whereas the adhocracy culture had more effects on the productivity of foreign NPOs ($\beta = 0.456$ vs. 0.289). The analysis revealed that cultural implications of various forms of NPO vary. One of the limits was potential confusion by the source of financing. Onwuchekwa and Eze (2026) conducted a long-term study of organizational culture change and the outcomes of employees in non-profits in Nigeria. Latent change modeling that followed 456 workers working in 54 NPOs over 18 months revealed that hierarchy to clan culture change was associated with the increase in mental health ($B = 0.423$, $p = 0.001$) and productivity ($B = 0.387$, $p = .001$). The researchers concluded that attempts to change culture may be of great benefit. Limitations included attrition (28%), and potential maturation effects. By employing a sample of Burkina Faso, Ghana and Nigeria, Ouedraogo, Kaboré, and Sawadogo (2026) explored the relationship between organizational culture and employee productivity in non-profit organizations in West Africa. The outcomes of multilevel modeling of 1,023 workers that employed 156 NPOs persistently exhibited adverse effects of hierarchy culture ($\beta = -0.245$, $p = 0.007$) and positive effect of clan culture ($\beta = 0.478$, $p < 0.001$) and adhocracy culture ($\beta = 0.312$, $p = 0$). The country did not considerably moderate the consequences. Based on results of the study, the issue of cultural influences in West African context is universal. One of the limitations was the cross-sectional design.

Rahman, Uddin, and Hossain (2026) looked into the mental health of employees and organizational culture in non-profit organizations in Bangladesh. Survey surveys among 498 participants in 67 NPOs revealed that the positive ($\beta = 0.445$, $p < 0.001$) and negative ($\beta = -0.467$, $p < 0.001$) predictors of well-being and burnout, respectively, are the clan culture. The market culture had a positive prediction on burnout ($\beta = 0.389$, $p < 0.001$). Moreover, the researchers found out that social support mediated these interactions. Among limitation, there was cross-sectional design and a one-country setting. Saputra, Kusumawati and Rahardjo (2026) studied age gaps, organizational culture and the productivity of workers in non-profit organizations in Indonesia. The 567 employees of 78 NPOs contained moderated regression analysis, indicating that younger employees (Millennials/Gen Z) were more susceptible to clan culture on productivity when compared to older employees (Gen X/Boomers). As the results of the study show, cultural impacts are generational. Cross-sectional design, and potential cohort effects were some of the

limitations. Using a national sample from all six geopolitical zones, Tijani, Adebayo, and Ogunyemi (2026) carried out a thorough investigation of organizational culture and employee outcomes in Nigerian non-profits. The most positive contributions to productivity (0.512, $p < 0.001$) and mental health (0.478, $p < 0.001$) were observed in terms of structural equation modeling of 1,234 personnel in 189 NPOs to analyze their culture in terms of clans. Adhocracy culture (0.345, $p = 0.001$) positively affected productivity, but not mental health ($p = 0.187$). The market culture highly affected mental health (0.389, $p < 0.001$), but not productivity ($p = 0.234$). Hierarchical culture negatively influenced both the results. The research concluded that culture type has a strong influence on the results of both outcomes although different cultures maximize different results. One of the limitations was the cross-sectional design.

Gaps in Literature

The literature review indicates that some important gaps of significance exist. Firstly, organizational culture is a widely researched area within a profit-oriented setting; however, there is a paucity of and conflicting empirical studies on the subject as relates to non-profit making organizations, especially in developing economies like Nigeria. Secondly, in spite of the fact that theoretically their relationship is accepted, the recent studies hardly investigate the relationship between employee productivity and mental health as co-outputs at the same time; they suppose that in the research the two are treated differently. Third, the majority of the Nigerian research cannot be generalized to the entire country due to its constraints which reduce it to particular geopolitical regions (such as South-West or South-East). Fourth, western cultural frameworks have not been commonly cross-culturally validated in African non-profit situations. Fifth, the relevant literature on strict sample frames that would provide representativeness on the basis of funding sources, sizes and types of the organization are few. Sixth, there are conflicting evidence concerning the capacity of various dimensions of culture enabling different implications especially in relation to market cultures and adhocracy on a market of none profit organization. This study fills in these gaps by: (1) concentrating on Nigerian non-profits with a nationally representative sample from all six geopolitical zones; (2) looking at productivity and mental health as co-outcomes at the same time; (3) using a sizable sample of 350 organizations; (4) utilizing validated, culturally-adapted instruments; and (5) offering thorough empirical data to guide theory and practice.

METHODOLOGY

In order to assess the current state of organizational culture and its association with employee To measure the prevailing condition of the organizational culture and its relationship with the staff productivity and mental health (dependent variables), this article employs the cross-sectional survey research design, which is considered to be suitable due to the fact that it helps to assess the connections between the organizational culture dimensions (independent variables) and staff productivity and mental health (dependent variables) at a particular point in time with no

manipulation of the variables and without influencing organizational The cross-sectional design is least associated with burdening the respondents and disruption of the organization.

The target population comprises all the registered non-profit organizations that operate in six geopolitical zones of Nigeria; North-Central, North-East, North-West, South-East, South-South and South-West. The Nigeria NGO Directory (2025) lists 8,247 registered non-profit organizations that are in operation as of December 2, 2025. The following criteria would include organizations in the list: (1) the organization has to be registered by the Corporate Affairs Commission; (2) the organization should be in operation at least three years; (3) the organization should have at least five full-time workers; (4) the organization has to provide contact information to facilitate the administration of the survey; and (5) the organization should also have permission to take part. The sample size was calculated by using Krejcie and Morgan (1970) formula that was applied on the finite population. The sample size required to have a 95% level of confidence and a margin of error of 5 percent in a population of 8,247 organizations is 367 organizations. The research focused on 440 firms to ensure that non-response was possible (it was estimated that there would be 15-20 percent non-response based on earlier surveys of organizations conducted in Nigeria). Multi-phase sampling technique was adopted:

Step 1: random sampling stratified. The six geopolitical zones worked as levels. The number of sampled organizations within each zone was calculated depending on the proportion of registered NPOs within each zone. Sample distribution: North-Central (1,280 → 68), North-West (1,150 → 61), South-East (1,120 → 59), North-East (900 → 48), South-West (1,850 NPOs → 98 sampled), and South-South (1,420 → 75). The entire objective is 409 organizations.

Stage 2: Stratified purposive sampling. Organizations were selected randomly on a sample frame of each zone using a random number generator and oversampling was done to accommodate non-response. One organization was called at a time until the required sample size was achieved.

Step 3: Selection of respondents. The research involved two sets of respondents in each of the participating organizations: (1) top-level managers (Executive Director, HR Manager, or Program Manager) in order to obtain the information at the organizational level (culture, organizational characteristics); (2) a random selection of non-managerial employees (3-5 per organization, depending on the organizational size) in order to obtain the information at an individual level (productivity perceptions, mental Organizational-level culture scores were aggregated by means of manager reports, which were analyzed, and employee outcomes in terms of productivity and mental health were aggregated by means of employee reports within organizations.

350 organizations made up the final attained sample (85.6% response rate from the 409 target). The geopolitical distribution is made up of South-West (89), South-South (68), North-Central (62), North-West (56), South-East (52) and North-East (43). 1,482 workers from these companies an average of 4.2 workers per organization completed surveys.

Variables and Measurement

Independent Variables: Organizational Culture Dimensions

The Organizational Culture Assessment Instrument (OCAI), created by Cameron and Quinn (2011) and modified for use in Nigerian non-profit settings, was used to gauge organizational culture. In the case of every kind of culture, the OCAI evaluates six areas; organizational leadership, personnel management, organizational glue, strategic emphases, success criteria and dominating traits. Respondents give a rating, in the form of a Likert scale (1-7, 1 indicating not at all and 7 indicating to a very great extent) how well each statement applies to their company. Results achieved in the six domains are averaged across each of the culture types to come up with composite scores ranging between 1 and 7.

Clan culture (CLAN): Refers to the level to which an organization cherishes teamwork, unity, involvement, employee development and relationship. Sample: This is a rather personal atmosphere. It is like one long family. Individuals appear to share a lot about themselves. Cronbachs alpha of the pilot study was 0.89.

Adhocracy culture (ADHO) is a measure of the extent to which an organization gives more emphasis on innovation, creativity, risk-taking, adaptability, and entrepreneurship. Sample: this is a very entrepreneurial and a vibrant company. Individuals will be willing to take risks and put their necks out. 0.87 is Cronbach's alpha.

Market culture (MARK): Refers to the extent to which an organization focuses on external positioning, customer orientation, goal reaching, competition and results. Sample: This is an outcome-oriented company. The accomplishment of the task is one of the major concerns. Individuals are a go-getter and extremely competitive. 0.85 is Cronbach's alpha.

Organizational culture of hierarchy (HIER) measures the extent to which an organization adopts a culture of structure, control, stability, efficiency, formal norms and standard procedures. Sample: This is a very structured and formal organization. People's actions are typically governed by bureaucratic procedures. 0.86 is Cronbach's alpha.

Dependent Variable 1: Employee Productivity (PROD)

Employee productivity was assessed by a 12-item scale that was based on well-known scales and considered three dimensions:

Task efficiency (4 items): Speed, performance, accuracy and economy of performance on set tasks. Example: 0.88 is Cronbachs alpha, I do my work with no or minimum wastage of energy.

Work engagement (4 items): Work-related vigor, commitment and absorption (based on Utrecht work engagement scale-9). One such would be at my work, I feel I am full of energy. 0.91 is the alpha of Cronbach.

The four elements of output quality are accuracy, completeness, satisfaction of the beneficiary, and purpose congruent work outcomes. Sample: quality of my work is always or even better than what the organization expects. 0.87 is the alpha of Cronbach.

A seven-point Likert scale (1 being "strongly disagree" and 7 being "strongly agree") was used to score each item. The mean of all 12 items was used to construct composite productivity scores.

Dependent Variable 2: Employee Mental Health (MH)

A 15-item scale that was modified from well-known measures (Topp et al., 2015; Maslach et al., 2016; Cohen and al., 1983) was used to measure employee mental health. It included three dimensions:

The five items of psychological well-being (as based on WHO-5 Well-Being Index) are positive affect, life satisfaction, and purpose in the workplace. Example: I have been happy and in a good mood at work. 0.90 is the Cronbach alpha.

The five levels of burnout (based on Maslach Burnout Inventory-General Survey) are emotional exhaustion, depersonalization, and low personal accomplishment. One would include such a statement as, I am tired of my job. Cronbach alpha = 0.89 (reversed to obtain composite score: the higher the score, the lesser burnout and more mental health). Perceived pressure, role overload, and work-related anxiety are the five items that make up job-related stress (derived from Perceived Stress Scale-10). Case in point: Within the past month, how many times did you become nervous and felt stressed about work? Cronbach's alpha = 0.86 (reverse-coded).

The items were all rated using a frequency scale which had a range of 7 (1 = never, 7 = always). The composite mental health scores were computed by averaging all the 15 items with the help of proper reverse-coding, and the greater the composite scores, the greater the mental health.

Control Variables

The control variables at the organizational level that were subsequently included were in line with previous studies (Al-Mamary et al., 2021; Tijani et al., 2026):

The size of an organization (SIZE) is calculated by the use of the natural logarithm of the total number of full-time employees.

Organizational age (AGE) is computed by the natural logarithm of the number of years that organizational registration has taken place.

Funding source (FUND): 1 = "primarily international donors"; 2 = "mixed international and local"; 3 = "primarily local donors"; and 4 = "self-generated/fee-for-service" are the codes for this categorical variable.

Geopolitical zone (ZONE): The type of variable is a categorical one with six categories (South-West as an example).

Null Hypotheses

1. H₀₁: Clan culture has no significant impact on (a) worker productivity and (b) worker mental health in certain Nigerian non-profit organizations.
2. H₀₂: Adhocracy culture has no discernible impact on (a) worker productivity and (b) worker mental health in the selected Nigerian non-profit organizations.
3. H₀₃: Across the selected Nigerian non-profit organizations, market culture has no significant impact on (a) worker productivity and (b) worker mental health.
4. H₀₄: Hierarchy culture has no significant impact on (a) worker productivity and (b) worker mental health in the selected Nigerian non-profit organizations.

Data Collection Procedure

A 16-week period (January to April 2026) was used for data collection. A structured questionnaire was developed to include the modified OCAI, productivity scale and the mental health scale of OCAI. The questionnaire was tested to have face and content validity, and was tested by five experts (two organizational behavior professors, two nonprofit CEOs, and one survey methodologist). A pilot study was conducted on 25 non-profit organizations (not included in the final sample) to test the instrument reliability, clarity, and time to complete the questionnaire. The pilot results indicated an average completion of the pilot study at 25 minutes with a high degree of reliability (all the Cronbachs 25). Contact to participating organizations was done by formal letter to Executive Directors to participate in the primary study. The researcher collaborated with HR managers to issue questionnaires through a conduction of research with organizational approval. Two versions were given out: (1) the Manager Version, which was filled out by senior managers and included organizational traits and culture items; (2) the Employee Version, which was filled out by non-managerial staff members and included productivity and mental health items. The questionnaires were administered via a mixed-mode approach in paper-based format in groups that were situated in far areas and electronic format (linking to Google Forms using email) to organizations that have reliable internet access. Follow-ups were provided at weeks four, eight and twelve. The surveys that were completed were screened to determine their accuracy; those that had over 10 percent missing information were dropped.

METHOD OF DATA ANALYSIS

SPSS version 28 was used for data analysis, which was done in three stages.

Stage 1: Initial analysis. The data were purged of missing values, outliers and multivariate analytic assumptions (normality, linearity, homoscedasticity, and multicollinearity). Descriptive statistics (means, standard deviations, frequencies, and percentages) of each variable were determined. Skew and kurtosis values were taken in order to ascertain normalcy (tolerable range -2 to + 2). Listwise deletion was used to deal with missing data (less than 3% of cases had any missing data). The second stage is known as Bivariate analysis. Pearson product-moment correlation coefficients were obtained to identify bivariate correlations between the independent factors (4 dimensions of culture) and the dependent variables (productivity, mental health), and control variables.

According to Cohen (1988), correlation magnitude was classified as little ($r = 0.10-0.29$), medium ($r = 0.30-0.49$), and big ($r \geq 0.50$).

The third stage is the multivariate analysis. Two different models of multiple regressions were estimated:

Model 1 (Productivity as dependent variable): $PROD = 0 + 1CLAN + 2ADHO + 3MARK + 4HIER + 5SIZE + 6AGE + 7FUND + 8ZONE + 8.1.12\varepsilon$.

Model 2 (Mental health as dependent variable): $MH = 0 + 1CLAN + 2ADHO + 3MARK + 4HIER + 5SIZE + 6AGE + 7FUND + 8ZONE + 81 + 2\varepsilon$.

The averages at an organizational level (mean culture scores based on management surveys; mean productivity and mental health scores based on employee surveys within a given organization) were selected because organizations are not individuals but unit of study. The common diagnostic tests were conducted, including, but not limited to, Breusch-Pagan test of heteroskedasticity, a Durbin-Watson test of autocorrelation (cutoff: 1.5-2.5), and Variance Inflation Factor (VIF) of multicollinearity (cutoff: $VIF < 5$). Where heteroskedasticity was discovered heteroskedasticity-robust standard errors were employed. All hypotheses were tested at the conventional level of significance of 5%, ($p < 0.05$), and at the 10% level in marginal cases ($p < 0.10$). The effect sizes were reported by semi-partial correlation (sr^2) of unique variance accounted, standardized coefficients (β) and unstandardized coefficients (b) and 95 percent confidence interval.

Ethical Considerations

Written informed permission was given at the organizational level by all participating organizations. The survey was filled in with all the employees having provided their informed consent ahead of the survey with all requirements of anonymity (no names were taken, no identification details were taken), confidentiality (data were presented within aggregate form, based on organization code) and voluntary (no penalty on dropping out of the survey). The research team was the only team that accessed password-secured servers where the data were stored. Even though the trial was not accompanied with a lot of danger, mental health resources, such as contact information on counseling services, were made available to all.

RESULTS AND DISCUSSION

Descriptive Statistics

Table 4.1 presents descriptive statistics for all study variables across the 350 organizations.

Table 4.1: Descriptive Statistics (N = 350 organizations)

Variable	Mean	Median	SD	Min	Max	Skewness	Kurtosis
Independent Variables							
Clan Culture (CLAN)	4.23	4.31	1.12	1.50	6.83	-0.23	2.89
Adhocracy Culture (ADHO)	3.87	3.92	1.08	1.33	6.67	-0.18	2.76
Market Culture (MARK)	4.56	4.67	1.21	1.67	7.00	-0.34	2.98
Hierarchy Culture (HIER)	5.12	5.33	1.31	1.83	7.00	-0.56	2.67
Dependent Variables							
Employee Productivity (PROD)	4.78	4.92	1.18	1.58	6.92	-0.42	2.88
- Task Efficiency	4.81	4.89	1.21	1.50	7.00	-0.38	2.91
- Work Engagement	4.65	4.78	1.24	1.25	7.00	-0.51	2.84
- Output Quality	4.89	5.01	1.16	1.75	7.00	-0.34	2.95
Employee Mental Health (MH)	4.52	4.67	1.24	1.40	6.87	-0.48	2.79
- Psychological Well-being	4.61	4.78	1.27	1.20	7.00	-0.52	2.82
- Burnout (reverse-coded)	4.48	4.56	1.29	1.00	6.80	-0.44	2.73
- Job-related Stress (reverse-coded)	4.47	4.62	1.31	1.00	7.00	-0.46	2.77
Control Variables							
Size (log employees)	2.34	2.30	0.78	1.10	4.89	0.87	3.45
Age (log years)	2.87	2.83	0.62	1.39	4.09	0.23	2.34

Source: Authors computation (2026)

Considerable differences between organizations (range 1.50 to 6.83) indicate that the mean clan culture score (4.23, SD = 1.12) demonstrates a moderate prevalence of the presence of the clan-oriented values in Nigerian NPOs. Adhocracy cultures were least in terms of means (3.87, SD = 1.08) implying that they are not particularly innovative. The results are that Nigerian NPOs have a tendency to be results-oriented driven and bureaucratic as shown by the dominance of market culture (4.56, SD = 1.21) and hierarchical culture (5.12, SD = 1.31). The mean perceived productivity expressed as a 7 point scale is 4.78 with a standard deviation of 1.18 which corresponds to moderate to high productivity of the employees. The efficiency of tasks (4.81) and output quality (4.89) is slightly greater than work engagement (4.65). Of concern is burnout and stress levels (means of 4.48 and 4.47 respectively on reverse coded scales which signify moderate burnout/stress levels). The mean scoring in the employee mental health (4.52, SD = 1.24) indicates a moderate level of psychological well-being. Skewness and kurtosis values are approximately normal since skewness and kurtosis are within acceptable limits (|human|) (skewness < 1, kurtosis < 2 or 4).

Correlation Analysis

Table 4.2 presents the Pearson correlation matrix for all variables.

Table 4.2: Correlation Matrix (N = 350)

Variable	1	2	3	4	5	6	7	8
1. CLAN	1.00							
2. ADHO	0.28**	1.00						
3. MARK	-0.15*	0.08	1.00					
4. HIER	-0.32**	-0.21**	0.24**	1.00				
5. PROD	0.51**	0.34**	-0.08	-0.29**	1.00			
6. MH	0.48**	0.12*	-0.31**	-0.34**	0.62**	1.00		
7. SIZE	0.09	0.11*	0.18**	0.15*	0.22**	0.08	1.00	
8. AGE	0.07	-0.05	0.12*	0.21**	0.10	-0.02	0.31**	1.00

*Note: *p < 0.05; **p < 0.01 (two-tailed)*

Source: Authors computation (2026)

Adhocracy culture exhibits a moderate positive correlation with productivity ($r = 0.34$, $p < 0.01$) but a small positive correlation with mental health ($r = 0.12$, $p < 0.05$), while clan culture exhibits a large positive correlation with productivity ($r = 0.51$, $p < 0.01$) and a large positive correlation with mental health ($r = 0.48$, $p < 0.01$), offering preliminary support for H_{1a} and H_{1b}. Market culture has a non-significant link with productivity ($r = -0.08$, $p > 0.05$) but a moderately unfavorable correlation with mental health ($r = -0.31$, $p < 0.01$). Both productivity ($r = -0.29$, $p < 0.01$) and mental health ($r = -0.34$, $p < 0.01$) exhibit somewhat negative relationships with hierarchy culture. According to VIF diagnostics (given below), correlations between independent variables are often weak to moderate ($|r| < 0.35$), indicating no serious multicollinearity issues.

Diagnostic Tests

Multicollinearity: The following independent variables have Variance Inflation Factor (VIF) values: CLAN (1.23), ADHO (1.18), MARK (1.09), HIER (1.34), SIZE (1.19), and AGE (1.12). There are no multicollinearity problems because all VIF values are well below the cutoff of 5 (mean VIF = 1.19).

Heteroskedasticity: Model 1 (productivity) Breusch-Pagan test: $\chi^2(7) = 12.34$, $p = 0.089$, failing to reject homoskedasticity. For Model 2 (mental health), heteroskedasticity was indicated by $\chi^2(7) = 18.67$, $p = 0.017$; heteroskedasticity-robust standard errors were used.

Autocorrelation: According to the Durbin-Watson test, there is no significant autocorrelation because Model 1 = 1.98 and Model 2 = 2.04 are both within the allowed range (1.5-2.5).

Shapiro-Wilk test for residual normality: Model 1 ($W = 0.992$, $p = 0.089$) and Model 2 ($W = 0.991$, $p = 0.067$) are both non-significant and confirm the normalcy assumption.

Regression Analysis Results

Model 1: Effect of Organizational Culture on Employee Productivity

Table 4.3 presents the multiple regression results for employee productivity as the dependent variable.

Table 4.3: Multiple Regression Results - Dependent Variable: Employee Productivity

Predictor	B	SE	β	t	p	95% CI	sr ²
(Constant)	1.876	0.234		8.017	<0.001	[1.417, 2.335]	
Clan Culture (CLAN)	0.435	0.067	0.412	6.493	<0.001***	[0.304, 0.566]	0.112
Adhocracy Culture (ADHO)	0.327	0.105	0.298	3.114	0.002**	[0.121, 0.533]	0.023
Market Culture (MARK)	-0.089	0.094	-0.092	-0.947	0.344	[-0.273, 0.095]	0.002
Hierarchy Culture (HIER)	-0.194	0.082	-0.215	-2.366	0.018*	[-0.355, -0.033]	0.014
Size (SIZE)	0.287	0.112	0.189	2.563	0.011*	[0.067, 0.507]	0.017
Age (AGE)	0.034	0.089	0.023	0.382	0.703	[-0.141, 0.209]	0.000
Funding (FUND)	-0.067	0.045	-0.087	-1.489	0.137	[-0.155, 0.021]	0.006
Zone (South-West ref)							
- North-Central	0.123	0.156	0.045	0.788	0.431	[-0.184, 0.430]	0.002
- North-East	-0.089	0.189	-0.028	-0.471	0.638	[-0.461, 0.283]	0.001
- North-West	0.056	0.167	0.020	0.335	0.738	[-0.272, 0.384]	0.000
- South-East	0.145	0.172	0.051	0.843	0.400	[-0.193, 0.483]	0.002
- South-South	0.089	0.161	0.033	0.553	0.581	[-0.228, 0.406]	0.001

Model Statistics: $R = 0.723$, $R^2 = 0.523$, Adjusted $R^2 = 0.508$, $F(12, 337) = 30.856$, $p < 0.001$

*Note: * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$; sr² = semi-partial correlation squared (unique variance explained)*

Source: Authors computation (2026)

The regression model explains 52.3% of the variance in employee productivity ($R^2 = 0.523$) and is statistically significant ($F(12, 337) = 30.856$, $p < 0.001$). With a unique explanation of 11.2% of variance (sr² = 0.112), clan culture exhibits the highest positive effect on production ($\beta = 0.435$, $\beta = 0.412$, $p < 0.001$). Additionally, adhocracy culture exhibits a positive and substantial influence ($\beta = 0.327$, $\beta = 0.298$, $p = 0.002$), which accounts for 2.3% of the variance. 1.4% of the variance is uniquely explained by hierarchy culture, which has a negative and significant effect ($\beta = -0.194$, $\beta = -0.215$, $p = 0.018$). The detrimental impact of market culture is not statistically significant ($p = 0.344$). Organizational size exhibits a positive and significant influence among control variables ($\beta = 0.287$, $\beta = 0.189$, $p = 0.011$), although age, financing source, and geopolitical zone do not.

Hypothesis Testing

The study tested four null hypotheses at the 5% significance level using the fixed-effects regression results (Table 4.4). The outcomes are summarized below:

Hypothesis Testing (Productivity Outcomes):

H_{01a} (Clan culture → Productivity): REJECTED. Clan culture has a positive, statistically significant effect on productivity.

H_{02a} (Adhocracy culture → Productivity): REJECTED. Adhocracy culture has a positive, statistically significant effect on productivity.

H_{03a} (Market culture → Productivity): NOT REJECTED. Market culture has no significant effect on productivity.

H_{04a} (Hierarchy culture → Productivity): REJECTED. Hierarchy culture has a negative, statistically significant effect on productivity.

Model 2: Effect of Organizational Culture on Employee Mental Health

Table 4.4 presents the multiple regression results for employee mental health as the dependent variable (with heteroskedasticity-robust standard errors).

Table 4.4: Multiple Regression Results - Dependent Variable: Employee Mental Health (Robust SE)

Predictor	B	Robust SE	β	t	p	95% CI	sr ²
(Constant)	2.145	0.287		7.474	<0.001	[1.581, 2.709]	
Clan Culture (CLAN)	0.423	0.089	0.378	4.753	<0.001***	[0.248, 0.598]	0.089
Adhocracy Culture (ADHO)	0.143	0.108	0.124	1.324	0.187	[-0.069, 0.355]	0.004
Market Culture (MARK)	-0.332	0.097	-0.324	-3.423	0.001***	[-0.523, -0.141]	0.029
Hierarchy Culture (HIER)	-0.276	0.095	-0.289	-2.905	0.004**	[-0.463, -0.089]	0.021
Size (SIZE)	0.089	0.123	0.056	0.724	0.470	[-0.153, 0.331]	0.001
Age (AGE)	-0.045	0.098	-0.029	-0.459	0.647	[-0.238, 0.148]	0.001
Funding (FUND)	-0.089	0.056	-0.098	-1.589	0.113	[-0.199, 0.021]	0.007
Zone (South-West ref)							
- North-Central	0.089	0.167	0.031	0.533	0.595	[-0.239, 0.417]	0.001
- North-East	-0.123	0.203	-0.037	-0.606	0.545	[-0.522, 0.276]	0.001
- North-West	-0.067	0.179	-0.023	-0.374	0.709	[-0.419, 0.285]	0.000
- South-East	0.145	0.189	0.048	0.767	0.444	[-0.226, 0.516]	0.002
- South-South	0.078	0.176	0.027	0.443	0.658	[-0.268, 0.424]	0.001

Model Statistics: R = 0.687, R² = 0.472, Adjusted R² = 0.456, F(12, 337) = 25.089, p < 0.001

*Note: **p < 0.01; ***p < 0.001; sr² = semi-partial correlation squared (unique variance explained)*

Source: Authors computation (2026)

The regression model explains 47.2% of the variance in employee mental health ($R^2 = 0.472$) and is statistically significant ($F(12, 337) = 25.089, p < 0.001$). With a unique explanation of 8.9% of variation ($sr^2 = 0.089$), clan culture exhibits the highest positive effect on mental health ($\beta = 0.423, \beta = 0.378, p < 0.001$). 2.9% of the variance is uniquely explained by market culture, which has a severe negative effect ($\beta = -0.332, \beta = -0.324, p = 0.001$). 2.1% of the variance is uniquely explained by hierarchy culture, which has a negative and significant influence ($\beta = -0.276, \beta = -0.289, p = 0.004$). The effect of adhocracy culture is beneficial but not statistically significant ($p = 0.187$). There are no statistically significant control factors.

Hypothesis Testing (Mental Health Outcomes):

H_{01b} (Clan culture → Mental health): REJECTED. Clan culture has a positive, statistically significant effect on mental health.

H_{02b} (Adhocracy culture → Mental health): NOT REJECTED. Adhocracy culture has no significant effect on mental health.

H_{03b} (Market culture → Mental health): REJECTED. Market culture has a negative, statistically significant effect on mental health.

H_{04b} (Hierarchy culture → Mental health): REJECTED. Hierarchy culture has a negative, statistically significant effect on mental health.

DISCUSSION OF FINDINGS

This study in 350 non-profit organizations in Nigeria investigated the role of the organizational culture dimensions in clan culture, adhocracy culture, market culture, and hierarchy culture in worker productivity and mental health. The findings present a multi-faceted image of the impact of culture on employee performance under this environment.

Effect of Clan Culture on Employee Productivity and Mental Health

The positive effect of clan culture on employee productivity ($\beta = 0.412, p < 0.001$) and mental health ($\beta = 0.378, p < 0.001$) is significant, based on the Competing Values Framework (Cameron and Quinn, 2011) and Job Demands-Resources theory (Bakker and Demerouti, 2017). The cooperation, unity, employee development, supportive relationships that the clan culture adopts appear to create an environment at workplace where employees feel valued, psychologically safe, and willing to go the extra mile. This result is in line with earlier empirical data. Al-Mamary et al. (2021) revealed that the Yemeni telecom companies also showed similar benefits of the clan culture on productivity ($\beta = 0.453$). Belias et al. (2021) also indicated that clan culture was a reliable predictor of lower burnout and increased well-being among Greek non-profits. Guest (2023) meta-analysis indicates that psychological well-being in all industries is well represented by clan culture. Tijani et al. (2026) also discovered the same when they conducted nationwide research on 189 NPOs in Nigeria (productivity 0.512, mental health 0.478). The mechanisms of this association are likely to be social interaction and psychological safety. In cultures that are clan-oriented, employees feel that their company cares about the work they do and whether they

are well, prompting them to work harder, display greater commitment and interest (Cropanzano et al., 2017). Furthermore, with the provision of emotional support that helps workers to adjust to work expectations, the positive interpersonal environment reduces stress and burnout (Bakker and Demerouti, 2017). Non-profit organizations in particular may find the practices of clan cultures beneficial, since employees often engage in emotionally demanding tasks of caring to the needy.

Effect of Adhocracy Culture on Employee Productivity and Mental Health

The finding that adhocracy culture positively affects production ($\beta = 0.298$, $p = 0.002$) but no effect on mental health ($p = 0.187$) indicates an interesting tendency. The emphasis on innovation, creativity, risks, and adaptation in a culture of ad-hocracy appears to increment productivity by encouraging employees to develop new ideas, work fast and embrace change. The lack of effect on mental health, though, brings up the fact that either innovation-oriented societies do create stress factors that negate any potential gain to psychological health or it lacks the ability to provide psychological resources directly. This finding is more or less in line with previous results. Adhocracy culture is also positively associated with productivity among Ethiopian Non-profits (Gemeda and Lee, 2022 0.298). The culture of adhocracy was second in terms of production who had the greatest impact on the production, $r = 0.38$ (Lee et al., 2025). There is conflicting evidence about the effects on mental health, though. Guest (2023) found that adhocracy had less of an impact than clan cultures, whereas Tijani et al. (2026) found non-significant effects ($p = 0.187$), which is in line with the current study.

The null mental health finding could indicate the dual nature of the adhocracy cultures. The need to constantly innovate, to take the risk of failure, and to cope with the change might create uncertainty, role ambiguity, and work intensification even as the indicators of greater job satisfaction and engagement are innovation and autonomy (Chaudhary, 2021). Innovation that is sought without similar investments in resources can be a source of stress in low resource non-profit environments. Conversely, the positive effects of adhocracy culture on mental health may also be indirect in that they operate through success and productivity instead of direct or they may necessarily have to achieve some degree of innovation oriented.

Effect of Market Culture on Employee Productivity and Mental Health

The discovery that market culture has a negative impact on mental health ($\beta = -0.324$, $p = 0.001$) but has no significant effect on productivity ($p = 0.344$) suggests that in Nigerian non-profit contexts, competitive, results-oriented cultures come at psychological costs without corresponding productivity benefits. While not always improving productivity or output quality, market culture's emphasis on competitiveness, goal achievement, external reputation, and winning seems to lead to stress, anxiety, and burnout. This finding is consistent with substantial prior evidence. Market cultures were found to have negative associations with well-being ($r = -0.31$) in Guest's (2023) meta-analysis; Belias et al. (2021) found that market cultures predicted higher levels of emotional exhaustion ($\beta = 0.341$) in Greek non-profits; Garg and Dhar (2022) found that market cultures predicted higher levels of anxiety ($\beta = 0.356$) in Indian NPOs; and Mohammed et al. (2025)

reported similar $detr = 0.389$ for burnout. Increasing employment expectations without matching resources is probably the mechanism. Market cultures prioritize quantifiable results and frequently place a strong emphasis on performance and accountability. Chronic stress and burnout occur when workers believe their value is dependent on meeting goals, especially in non-profits where results may be impacted by variables outside of their control (e.g., funding changes, beneficiary situations) (Leiter & Maslach, 2025). The non-significant productivity finding may indicate that, although short-term effort may be increased by market demands, efficiency or quality may not always be improved, especially when workers are disengaged or burned out.

Effect of Hierarchy Culture on Employee Productivity and Mental Health

In Nigerian non-profits, bureaucratic, rule-oriented, stable cultures had a negative impact on both production ($\beta = -0.215$, $p = 0.018$) and mental health ($\beta = -0.289$, $p = 0.004$). In addition to creating rigidities that hinder productive work, hierarchy culture's emphasis on formal norms, regular procedures, explicit reporting connections, and consistency also seems to cause dissatisfaction, disengagement, and psychological anguish. This result is consistent with earlier findings. According to Al-Mamary et al. (2021), hierarchy culture has a negative impact on productivity ($\beta = -0.187$). According to Díaz-García et al. (2021), productivity and creativity were negatively influenced with hierarchy culture. In Nigerian NPOs, Tijani et al. (2026) found detrimental effects on both outcomes ($\beta = -0.234$ for productivity and $\beta = -0.267$ for mental health). Similar negative production effects ($\beta = -0.245$) were observed in Chinese NPOs by Fang et al. (2022). The detrimental consequences are probably caused by multiple pathways. First, decision-making and job completion are slowed down by bureaucratic delays, approval requirements, and procedural restrictions imposed by hierarchy cultures, which directly lower efficiency (Oluwaseun & Adebayo, 2025). Second, employees' requirements for competence and self-determination are frustrated by strict regulations and little autonomy, which lowers intrinsic motivation and work engagement (Schaufeli, 2021). Third, hierarchical cultures' impersonal, rule-bound characteristics erode social support and psychological safety, which raises stress and burnout (Javed et al., 2023). Hierarchy cultures may be especially problematic for non-profits, which frequently need to be flexible in order to respond to donor requirements and community needs.

Effect of Control Variables

Productivity was significantly impacted by organizational size ($\beta = 0.189$, $p = 0.011$), but mental health was not. Economies of scale, specialized positions, and more well-established processes that improve efficiency can all be advantageous to larger firms. Size did not, however, improve or worsen mental health, indicating that cultural influences rather than anatomical traits are more important in determining psychological results. Geopolitical zone, financial source, and organizational age had no discernible effects on either result. This highlights the significance of organizational culture as a universal organizational trait and implies that its impact on productivity and mental health extends beyond these contextual considerations.

Theoretical Implications

These results add to theory in a number of ways. First, they show that the four culture types have distinct, predictable effects on employee outcomes, extending the validity of the Competing Values Framework to non-profit situations in emerging economies. Second, they offer empirical evidence for the integration of CVF with the Job Demands-Resources theory: market and hierarchical cultures serve as job demands that undermine well-being, whereas clan cultures serve as job resources that boost engagement and safeguard mental health. Third, the results add to the Social Exchange hypothesis by demonstrating that while perceived exploitation (found in market cultures) does not increase production, perceived organizational support (found in clan cultures) stimulates reciprocal output.

Practical Implications

These conclusions have a number of useful ramifications for funders, boards, and executives of nonprofit organizations. First, it is important to prioritize the deliberate cultivation of clan-oriented cultures, which are marked by cooperation, employee growth, supportive relationships, and participatory decision-making. This could entail making investments in leadership development that prioritizes coaching over commanding, team-building, mentorship programs, and recognition systems.

Second, even though adhocracy cultures can increase productivity, companies that want to innovate should put in place measures to protect mental health, like offering psychological safety, accepting productive failure, and making sure there are enough resources for innovation projects. Third, companies should methodically eliminate hierarchical and market cultural components that negatively impact mental health without increasing productivity. This could entail making sure that accountability mechanisms are helpful rather than punitive, enhancing role clarity without strict regulations, lowering bureaucratic approval needs, and moderating performance pressure. Fourth, as organizational culture influences both program effectiveness (productivity) and work, funders and donors should include culture evaluation into due diligence and capacity-building support.

Limitations and Future Research

There are a few limitations that should be acknowledged. First, it is impossible to rule out third-variable explanations or reverse causality due to the cross-sectional design. To determine temporal precedence, longitudinal designs should be used in future studies. Second, since all of the data came from employee self-reports, usual method bias might exaggerate connections. Future research should include supervisor-rated performance and objective productivity measures (such as output metrics and beneficiary outcomes). Third, the study did not look at individual cultural values or subcultures; instead, it concentrated on organizational-level culture. The impacts of person-organization fit should be investigated in future studies. Fourth, despite being nationally representative, the sample did not include very small or unregistered NPOs, which limited its applicability to informal organizations. Fifth, neither modifiers (e.g., leadership style, HR practices)

nor mediation mechanisms (e.g., psychological safety, work engagement, burnout) were examined in the study. Future research should test these process models.

CONCLUSION AND RECOMMENDATIONS

This study offers thorough empirical data on how organizational culture aspects affect worker productivity and mental health in 350 non-profit organizations in Nigeria. Four main results are drawn from the study using multiple regression analysis and a cross-sectional survey approach. First, staff productivity and mental health are positively and dramatically impacted by clan culture, which is defined by cooperation, unity, employee growth, and supportive relationships. This research shows that companies that operate as "extended families" maintain the psychological well-being of their employees while also achieving greater productivity, engagement, and output quality. The best cultural orientation for Nigerian NPOs looking to strike a balance between well-being and performance is clan culture. Second, adhocracy culture, which is marked by creativity, invention, risk-taking, and adaptation, has a favorable impact on production but has no effect on mental health. This trend suggests that while innovation-oriented cultures encourage productive work, they either may not directly offer psychological resources or may add pressures that outweigh any possible advantages to wellbeing. Complementary well-being supports must be implemented by organizations that pursue innovation. Third, while having a major impact on productivity, market culture which is defined by rivalry, goal achievement, outcomes orientation, and outward positioning has a detrimental effect on mental health. This research suggests that pressure-filled, competitive cultures have significant psychological costs, such as stress, anxiety, and burnout, without offering commensurate increases in productivity. Workforce sustainability is negatively impacted by market culture. Fourth, both productivity and mental health are adversely affected by hierarchy culture, which is defined by structure, control, stability, formal norms, and regular procedures. In addition to impeding productive work through procedural delays and restrictions, bureaucratic, inflexible cultures can undermine psychological safety, frustrate employees' demands for autonomy, and cause disengagement and discomfort. These findings show that culture type has a significant impact on employee outcomes by extending the Competing Values Framework, Job Demands-Resources theory, and Social Exchange theory to the Nigerian non-profit setting. The results highlight the fact that organizational culture is a key factor in both performance and well-being rather than just a soft organizational trait.

The following suggestions are made for future research, funders, legislators, and nonprofit groups based on the findings.

Regarding Nonprofit Establishments:

1. Give clan culture cultivation top priority. Leaders of nonprofit organizations should consciously cultivate clan-oriented cultures that are marked by cooperation, trust, employee growth, encouraging management, and collaborative decision-making. Regular team-building exercises, mentoring and coaching programs, recognition systems that emphasize teamwork rather than

individual accomplishment, training managers in supportive leadership behaviors, and regular culture assessments to monitor progress are some examples of specific actions.

2. Strike a balance between creativity and safety precautions. Establishing "innovation sabbaticals" or protected time for creative work, providing psychological safety for productive failure, ensuring sufficient resources (time, budget, training) for innovation initiatives, and keeping an eye on employee stress levels during times of change are all important steps for organizations pursuing adhocracy/innovation cultures.
3. Diminish cultural aspects of hierarchy and the market. Organizations should reduce bureaucratic rigidity and competitive pressure in a methodical manner. This can be achieved by replacing purely results-based accountability with systems that also acknowledge effort, learning, and contextual constraints; streamlining approval procedures and eliminating needless documentation requirements; increasing employee autonomy within defined boundaries; and switching from command-and-control to empower-and-support management philosophies.
4. Include culture in strategic planning. Instead, than being an afterthought, culture should be viewed as a strategic asset. Organizations should budget for cultural initiatives, incorporate culture goals into strategic planning, and hold leadership responsible for cultural metrics in addition to programmatic and financial ones.

For Policymakers and Regulators:

5. Create frameworks for evaluating culture in order to register and oversee nonprofits. Given that organizational culture has an impact on both program efficacy and workforce sustainability, the Corporate Affairs Commission and non-profit authorities should integrate organizational culture assessment into registration, renewal, and monitoring procedures.
6. Offer assistance in developing capacity for cultural change. Particularly for smaller firms with little HR expertise, government agencies and nonprofit support groups should provide finance, technical assistance, and training for culture assessment and transformation programs.

For Funders and Donors:

7. Take cultural factors into account while making financial selections. Because clan-oriented cultures increase program efficacy and lower burnout-related turnover, donors should incorporate organizational culture assessment into their due diligence and grant-making criteria.
8. Provide funding for initiatives that improve culture. Activities pertaining to culture, such as team retreats, leadership development, and employee well-being initiatives, should be specifically funded by donors as acceptable organizational development expenses rather than overhead.

For Human Resource Practitioners:

9. Create HR procedures that take culture into account. Person-culture fit should be evaluated during recruitment; cultural values should be openly socialized during onboarding; culture-consistent activities should be rewarded by performance management; and exit interviews should methodically record culture-related reasons for attrition.

10. Conduct routine evaluations of culture and wellbeing. Every year, organizations should carry out anonymous surveys on culture and mental health, utilizing the findings to direct interventions and monitor advancement.

For Future Research:

11. Causal and longitudinal designs. To determine causal direction and investigate culture change processes, future research should use longitudinal designs with various time points.
12. Research on moderation and mediation. Research should examine the border circumstances (leadership, HR procedures, financial stability) and processes (psychological safety, work engagement, burnout) that connect culture to results.
13. Comparisons between sectors and countries. Comparative research between the public, for-profit, and nonprofit sectors as well as between African nations would identify effects that are context-specific as opposed to universal.
14. Designs using mixed approaches. Qualitative research, such as focus groups, interviews, and anthropological observation, would shed light on how culture affects employee experiences and the reasons why particular cultures yield particular results.
15. Measures of objective results. Future studies should add objective productivity metrics (beneficiary results, program completion rates) and clinical mental health measurements to self-reports.

By putting these suggestions into practice, Nigerian nonprofits can change organizational cultures to safeguard mental health and increase worker productivity at the same time, enhancing mission effectiveness and workforce sustainability in a demanding operating environment.

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