

# The Impact of Organizational Culture on Educational Sector Workers of Paktika Province of Afghanistan

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## ABSTRACT

Organizational culture is a belief system that exists among the workers of an organization. Through organizational culture, organizations can be distinguished from each other. It is precious to inform the organization's managers and all workers about the organizational culture. The aim of this study is to find out the presence of organizational culture in educational sector workers of Paktika province of Afghanistan. Daniel Denison's organizational culture model is used in this research. Denison's model has four main aspects (involvement, consistency, adaptability and mission), that an organization must have in order to be an effective organization. In this study, the mixed research method (Quantitative and Qualitative) is used whereas questionnaire and interview tools were used for data collection. The administrative staff of the educational sector of Paktika province (University, Directorate of Education, Directorate of Information and Culture, and Directorate of Olympic), numbering up to 120, has been selected as a statistical population for the research. The results of this research are somehow similar to the previous researches done in Afghanistan. Generally, it is seen that working activities of educational sector staff of Paktika province is influenced by organizational culture. The results of this research show that, based on Denison model of organizational culture, educational sector workers of Paktika province has 65% of effective organizational culture and the mission aspect was potent than other aspects of organizational culture.

## KEYWORDS

organization; culture; organizational culture; effectiveness.

## INTRODUCTION

Human resources are the key elements of an organization. Managers believe that human resources can make an organization successful. That is the reason managers of organizations try to make the environment of organization as happier for the staff as possible in order to take maximum advantages from the working staff. Many studies show that organizational culture is the key element for improved and successful organization. That is because improved and improving organizations highly consider their organizational culture and try to have effective organizational culture in their organization. It means that, to have a successful organization managers should consider and manage the organizational culture seriously. Currently, most of the managers understand the importance of their organizational culture in order to compete with other organizations (Manourian and Bakhtany, 2007).

Different scholars define the organizational culture differently. Spender says, it is a belief system among organization staff. Relly says, it is strong belief system presented among staff.

French says, it is the collection of hidden entities of staff (believes, imaginations, thinking, tendencies, dealings and informal interactions) (Salihi and Mohammadian, 2015). Moreover, Denison says, organizational culture is the collection of values, believes and assumptions that organize the activities and thinking of staff in an organization and guide them (Denison, 2000). Denison suggested an integrated model for organizational culture which includes most important elements necessary for an effective organization. Denison model of organizational culture has four aspects (Mission, Involvement, Consistency and Adaptability). These are the four traits that an organization should master in order to be an effective organization. These four aspects also have three sub-elements which are presented in the following table.

**Table 1.** The four traits that an organization should master in order to be an effective organization

No	Aspects of organizational culture	Sub-elements of the four aspects		
1.	Mission	Strategic Direction and intent	Goals and objectives	Vision
2.	Involvement	Empowerment	Team orientation	Capability Development
3.	Consistency	Core Values	Agreement	Coordination & integration
4.	Adaptability	Creating Change	Customer Focus	Organizational Learning

This research is done on the organizational culture of educational sector of Paktika province of Afghanistan based on Denison Model of organizational culture. Educational sector of Paktika province includes four organizations (university, education directorate, directorate of culture and information, and Olympic). Objectives of educational sector of Paktika province are: 1- educating students professionally in different fields at university level, 2- offering quality education services up to 12<sup>th</sup> grade school level, 3- conserving cultural inheritances, 4- enhancing media and facilitating provincial sports activities. Moreover, the mission of the mention sector is: educating new generation cognitively, professionally, politically, socially, culturally and in the field of sports in order to have a peaceful and stable society.

As a problem, very few researches are done in Afghanistan for this topic. On the other hand no research is done on the topic for the educational sector of Paktika province of Afghanistan. Moreover, workers in educational sector are less familiar with the concepts of organization, culture and the effectiveness of work considering organizational culture.

This study is important for many reasons: firstly, the study will find out the challenges faced with the educational sector of Paktika province in organizational culture. Secondly, the critical thinking of all the staffs belong to educational sector will increase about organizational culture. Finally, those managers who want to improve the organizational culture can take the result of this study as a reference for their plan.

The aim of this study is to find out the effectiveness of organizational culture of the workers in educational sector of Paktika province of Afghanistan based on Denison's model of organizational culture.

## RESEARCH METOHDS

This research was done by mixed method (Qualitative and Quantitative). Total population for this research was 120 participants. It means that, totally there were 120 top and middle level managers in the area where research was conducted. The research is done in educational sector of Paktika province of Afghanistan which includes four organizations

(University, Education Directorate, directorate of Information and culture, and Olympic). These four organizations are working in the field of education for people. That is the reason it is called the educational sector in the area.

Two types of data collection tools (questionnaire and interview) are used for the research. Denison (2000) standard questionnaire were used in this research which is based on Denison model of organizational culture. This questionnaire is used for many similar studies in the world. This standard questionnaire has 36 questions which are divided into four major parts; every part has three sub-parts. Additionally, 12 questions were used in interview too. Totally, 48 questions were used for this study.

Questions in the questionnaire are given the likert scales from disagree to agree (1- 5). Beside questionnaire, 12 questions were used for interview too. For the interview, most experienced top management workers among 120 managers were selected randomly. During interview the question-answer session was recorded, sometimes important notes were taken from interview. The data was taken at the second third of 2020. Finally, all the data were analyzed by SPSS.

## **RESULTS AND DISCUSSION**

Data collected from questionnaire and interview is analyzed and the results are presented here. Major findings of the study that are related to the four aspects of Denison's model (involvement, consistency, adaptability and mission) for organizational culture are presented in quantitative and qualitative forms:

### **Part 1: Quantitative results from questionnaire**

Data analyzed from questionnaire shows that, four aspects of Denison model: involvement, consistency, adaptability and mission are (59%), (63%), (61%), and (68%) respectively. It is seen that effectiveness of involvement aspect of organizational culture is in lower level, whereas consistency and adaptability are above middle level and mission is in the higher level among others. It can be said that, staff of educational sector are better informed about their mission in the workplace as compared to other aspects of organizational culture. Four aspects of Denison model are discussed in details as bellow:

1. Involvement of the workers resulted as (59%) in educational sector of Paktika province. Generally, effective organizations try to enhance the capacity of their workers. When the capacity of the worker enhance, they becomes committed to their work and see their selves responsible for working. They feel to be decision maker for working. This feeling will directly reach the organization to its objectives and goals. A scholar says: "more involvement in working means that a person involved completely and mentally in working. This will lead him work from heart and try the best whatever he can do"(Kabiry and Tehrany, 2009). However, results from questionnaire shows that involvement aspect of organizational culture is just above half. This implies that, generally educational sector workers of Paktika province are not effectively involved in their organizations. Based on the results, following parts of involvement aspect of Denison model are the main causes for lower percentage in the educational sector of Paktika province:

Firstly, workers are not given all the information of their organizations. Consequently, there is anarchism in organization and workers do not feel any responsibility to word their organization. Secondly, most of the workers are not given the chance to enhance their professional and management capacity. If managers of organization do not have plan for workers capacity enhancement, the workers do not involve in the organizational

activities and the working system of the organization will be miss organized. Thirdly, there were fewer budgets specified for the capacity enhancement of the skills necessary for management. Fourthly, management skills were less considered as competency tools. If the management skills are not considered as a competency tool in an organization, the organization will remain static and it will not improve in the future.

2. Consistency of the workers resulted as (63%) in educational sector of Paktika province. According to Rahimnia and Alizadeh (2008) successful and improved organizations have stability, coordination and oneness in their organizational culture. Moreover, workers enjoy basic values. Activities of workers become consistent in organization even if their ideas are conflict. These are the criteria of strong culture. However, results of this study show that, the consistency aspect of organizational culture for Paktika educational sector is nearly two third. This implies that educational sector workers of Paktika province do not have effective consistency in their working considering organizational culture. Based on the results, following parts of consistency aspect of Denison model are the main causes for lower percentage in the educational sector of Paktika province:

Firstly, top level managers are not able to solve the conflicts among workers permanently. If the conflicts among workers do not solve permanently, it will occur repeatedly. This will bring inconsistency among workers. Secondly, there is no agreement between two parties while solving challenging problems. When there is no agreement and satisfaction between two parties in solving problems, the problem may occur repeatedly and there will not be collaboration among workers of organization. Thirdly, there is less coordination among related activities. The activities related to a project should be correlated; otherwise there will be inconsistency among workers. In conclusion, the consistency aspect of the organizational culture is not effectively seen in the educational sector of Paktika province.

3. Adaptability aspect of the organizational culture is resulted as (61%) in workers of educational sector of Paktika province. According to Rahimnia and Alizadeh (2008) oneness in internal environment and adapting to the changing in external environment are two great criteria of an effective organization. Consistent organizations are guided by customer, taking risks, learn from mistakes, and have capacity of changing. Customers and stakeholders are valuable elements for these types of organizations. However, results of this study show that, the adaptability aspect of the organizational culture at Paktika educational sector is above half. This implies that, there is weak adaptability among workers of the mention sector. Based on results, the micro elements of adaptability aspect (creating change, accept defeat, taking risk, coordination) are the main causes for lower percentage:

Firstly, creating change against competent is not considered in organizations. If a person/organization do not change himself/itself considering their competent, they will lose the competition. This will bring inadaptability in an organization. Secondly, the managers seldom accept defeat and failing at their work. If workers do not accept the defeat at their work, the adaptability aspect of organizational culture is becoming problematic. It is a fact that, mistake and failing is the key for success. Thirdly, workers rarely take risk at working job. Taking risk improve workers at their fields of working. Do not taking risk, will lead the workers to not feel any responsibility at their working field. That is because inadaptability will happen in organization. Fourthly, there was less coordination between top level managers and stakeholders of organization. If there

is no coordination between them, this will destroy the trust between them. Consequently, the adaptability aspect of organizational culture will decrease.

4. Mission aspect of the organizational culture is resulted as (68%) in workers of educational sector of Paktika province. The mission is the most important aspect of organizational culture. The organizations which do not have clear mission are going to unknown directions. Successful organizations have clear strategic goals and mission. However, results of this study show that, the mission aspect of the organizational culture at Paktika educational sector is less than (70%). This implies that, some workers of the mention sector do not even know the mission of their organization. The sub elements of mission aspect (strategic direction, goals and objectives, vision) are also resulted at lower level of this study. These sub-elements are the main reasons for lower percentage in mission aspect of organizational culture as bellow:

Firstly, some workers are not aware of organizational goals. If workers are not aware of organizational goals, there will be problem in organizational culture. Secondly, workers are not aware of organizational strategies. If workers are not aware of strategies of organization, the organizational activities will not completed on time. Thirdly, workers were not able to specify objectives for their working. If workers could not specify objectives, organization will not reach its goals easily. Fourthly, only some workers had long term program plan for their working. When there is no long term program plan with workers, it is impossible to reach the organizational vision on specified time.

To deeply find out the information about organizational culture of Paktika educational sector, the data collected from interview must also be discussed. The following section contains the results of the data collected form interview.

## **Part 2: Qualitative results from interview**

Data analyzed from interview shows that four aspects of Denison model are seen in the educational sector of Paktika province of Afghanistan but not effectively.

Firstly, involvement aspect of organizational culture is better seen in educational sector. Workers have the ability of empowerment and give more values for teamwork. Workers had information about decisions taking in organization. Similarly, they were able to solve problems based on the law and regulation presented in organization. Moreover, the discipline in administration is the main cause of achievements in professional are, working were done in groups and team workers were considered as main elements of the organization. However, some workers did not give all information to others in order to preserve their position in organization. Worker's capacity enhancement, skills enhancement and individual ability are merely considered in educational sector of Paktika province.

Secondly, the sub elements of Consistency (core values, agreement, coordination & integration) are also presented in organizational culture of educational sector workers. Workers follow the guidelines in order to preserve the presence of the organization. There are clear values presented which will improve the organization. Workers and organizational units have common vision. There is organizational management for achieving goals. However, there is no essential coordination between projects and its related activities. There is no agreement and satisfaction between two parties in solving problems. There is no permanent solution for controversial problems among workers.

Thirdly, adaptability aspect of the organizational culture is also presented in education sector worker. The sub-elements of adaptability (creating change, customer focus, organizational

learning) all are seen in the results of interviews. Managers were committed to the activities required for organization improvement. They show positive reactions to their opponents in other organizations. They had plans to change their activities in organization. They give more values to their stakeholders' opinions and suggestions. The stakeholders' suggestions were considered in changing the policy of their organization. Most of the workers believe that they are independent in their working and have coordination with other organizations. However, workers merely consider taking risk in working.

Fourthly, mission aspect of organizational sector is deeply seen among the educational sector workers. They deeply understand their objectives. They perform their activities based on a strategic guideline. They know their organizational vision and were trying to reach the vision. There are strategic plans presented for long time programs. Workers suggested ideas were the main causes of motivations. However, workers do not professional ability to specify goals for their working.

Many researches have been done on the topic outside and inside of Afghanistan. Some of them are presented in the following section:

In 2005 Moble and his colleagues studied many Chinese organizations based on Denison model of organizational culture. In productive organization the vision element of mission aspect got more weight and empowerment element of Involvement aspect got less weight. Moreover, in insurance organizations the organizational learning element of adaptability aspect got more weight and the customer focus element of adaptability aspect got less weight (Moghimi and Rahim, 2015). However, in this study, all aspects of organizational culture got more than half of the weight. In details, the organization learning element of adaptability aspect got more weight, but the customer focus and creating change elements of the adaptability aspect got less weight. It shows that, the managers of educational sector of Paktika province could not enhance adaptability among workers of educational sector organizations.

In 2008 Rahimnia and Alizadeh conducted a study under the topic "Mashad Ferdowsi university teachers views about the relationship between workers activities and organizational culture based on Denison model". The result of their study showed that, all four aspects of organizational culture are highly and equality influences the activities of the mentioned university workers. However, the results of this study are somehow different, more weight is taken by mission aspect and less weight is taken by involvement aspect of the organizational culture. It means that, the workers of educational sector of Paktika province are unfamiliar with the organizational culture and they could not adapt with the essential aspects of the organizational culture in their organization.

A similar study was done in Khost province of Afghanistan in 2019 under the topic "the influence of organizational culture on Sheikh Zaid university workers based on Denison model of organizational culture". The results of the study show that, all aspects of the organizational culture are in high level but the consistency aspect is higher than others and the involvement aspect is lower among other aspects of organizational culture (Gharwal, 2019). However in contrast, the results of this study conducted at Paktika province of Afghanistan are different. Educational sector workers are influenced just above middle level of all aspects of organizational culture. It means that, the organizational culture of Sheikh Zaid University is more effective as compare to the organizational culture of educational sector of Paktika province of Afghanistan based of Denison model of organizational culture. The main reasons of the differences are: first, most of the people in Khost province are

literate; second, Shiekh Zaid University located at khost province has strong connection with United Arab Emirates. Third, Quality Assurance Unit of Afghanistan is continuously checking Shiekh Zaid University in order to find out the ranking of the university in Afghanistan.

## CONCLUSION

The results of this study are somehow related to the studies done in the field previously. All aspects of Denison model for organizational culture have seen in educational sector of Paktika province of Afghanistan. However, all the aspects of organizational culture (involvement, consistency, adaptability and, mission) were not present at high level. Involvement aspect was present at middle stage, consistency and adaptability aspects were present above half level whereas mission aspect was present at higher level of all other aspects. To sum up (65%) of organizational culture were present at educational sector of Paktika province of Afghanistan based on Denison model of organizational culture. So, educational sector of Paktika province does not have effective organizational culture considering Denison model of organizational culture. As a suggestion, to have effective organizational culture in educational sector of Paktika province, the managers must plan capacity building program for workers

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