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

by Mohammad Shafiq Hafiz
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Abstract
Organizational culture is a believe system exists among the workers of an organization. Through organizational culture, organizations can be distinguished from each others. 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.

Key words: 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 considers 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) (Salhi 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,
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